

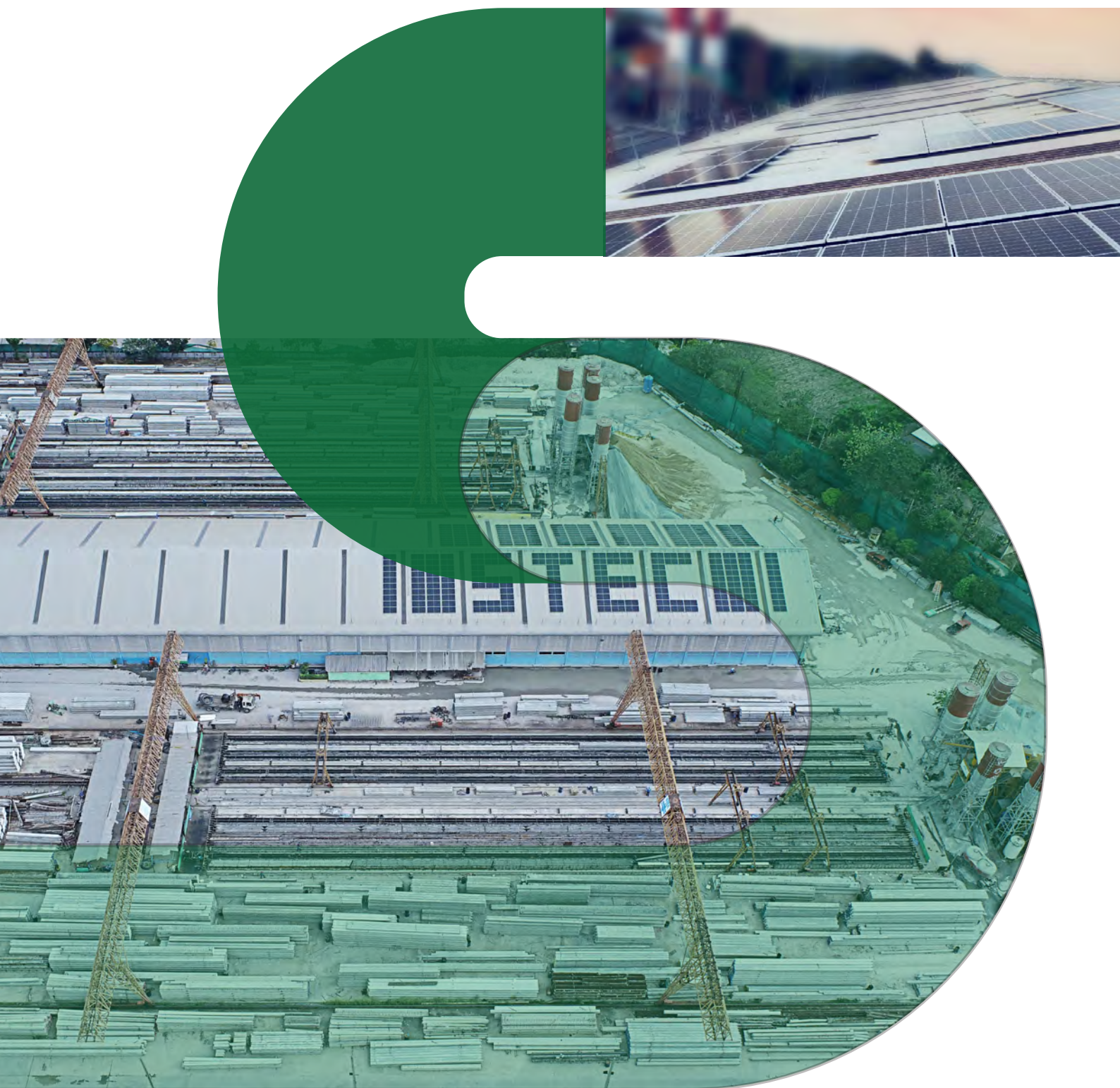
STECH

SIAM TECHNIC CONCRETE PCL.



56-1 One report
รายงานประจำปี 2564

บริษัท สยามเทคนิคคอนกรีต จำกัด (มหาชน)



Annual
Report 2021





Message from the Chairman

Dear All shareholders and stakeholders

The year 2021 is significant for the Company because it is the year in which Siam Technic Concrete Public Company Limited, or STECH, launched its initial public offering (IPO) and began trading on the Thai Stock Exchange on July 23, 2021. As Chairman of the Board of Directors, I would like to express my gratitude to all shareholders who have shown confidence and trust in investing in the Company's shares at this time, as well as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand, financial advisors, Jay Capital Advisory Company Limited, RHB Securities (Thailand) Public Company Limited, and KTBST Securities Public Company Limited as underwriters and joint underwriters.

The year 2021 will be a challenging year for the Company, as it contends with the COVID-19 pandemic, which has been widespread since April, and the government's July decision to close jobs in Bangkok and its vicinity. The Board of Directors meet to assess risks, including guidelines for preventing and resolving issues that may arise as a result of the aforementioned COVID-19 epidemic, and the Company has implemented stringent measures to address the epidemic situation created by the COVID-19 epidemic, enabling it to operate continuously. This is an outstanding collaboration between executives and employees. As a result, sales volume and product production volume are approximately 5% higher than the previous year, and administrative and selling expenses are well managed.

Additionally, the Company is committed to conducting business in accordance with good corporate governance principles, being open and accountable, and focusing on environmental management and social responsibility for the Company to grow sustainably and steadily.

Finally, on behalf of the Board of Directors, I would like to express my appreciation to the management team and all employees for their commitment and hard work, as well as to all shareholders, trading partners, and stakeholders who have consistently demonstrated their support and trust in the Company.



Mr. Weidt Nuchjalearn

Chairman of the Board of Directors



Message from Chief Executive Officer

Dear All shareholders and stakeholders

First of all, I would like to express my gratitude to all shareholders for their faith in participating in the Company's initial public offering (IPO) shares, which began trading on the Stock Exchange of Thailand on July 23, 2021, and received a positive reaction from all investors.

Concerning the funds acquired through fundraising, the Company spent them in accordance with the objectives disclosed to the Stock Exchange of Thailand and all investors. The Company used it to expand its pre-stressed concrete business, construct a second factory in Chonburi, increase the production capacity of its Saraburi factory (Don Phut), acquire transport trucks and pile presses cranes, and repay short-term loans, all of which were completed according to plan and reported to the Stock Exchange of Thailand.

The year 2021 will remain a difficult year for business, as external causes continue to influence a variety of concerns, including the rapidly growing COVID-19 epidemic that began in April 2021. As a result, an order was issued to close job sites in Bangkok and the Metropolitan area in July and at the end of the year. Additionally, flooding is an issue in a number of regions.



However, thanks to the work plan and the devotion of the management and team, sales volume (in cubic meters) is roughly 5% greater than in 2020, with sales (baht) near to 1,512 million. Revenue from product sales and services increased by around 5%, although revenue from the Sakon Nakhon 115 kV transmission line project only began to be recognized in December 2021, and the project will be completed in 2022.

In 2022, overall construction projects are expected to continue growing, particularly public utility building and the recovery of private investment in the manufacturing superstore and real development sectors.

There are several interesting large-scale government construction projects planned, including the high-speed rail project connecting three airports, the double-track railway project connecting Den Chai, Chiang Rai, and Chiang Khong, the Ban Phai-Nakhon Phanom-Mukdahan route, the Thai-Chinese railway project phase 1 from Bangkok to Nakhon Ratchasima, and various projects in the EEC Special Economic Zone.

As a result of the foregoing, the Company anticipates that revenue will continue to grow continuously in 2022 and subsequent years, when combined with the new factory investment plan in Chonburi Province, which will be completed in February and begin production in March to meet the demand for prestressed concrete products in the eastern region, the EEC, and the project to expand production capacity at the Saraburi (Don Phut) plant are completed as planned, which will increase production capacity in the 3rd quarter of 2022.

Apart from business, the Company is concerned with the environment and society. The Company began utilizing clean solar energy by installing a Solar Roof Top system at its main factories, thereby reducing future costs, and has aided communities afflicted by flooding by donating PPE kits and masks to medical personnel at numerous hospitals and the National Health Security Office (NHSO).

The Company would like to express its gratitude to all shareholders once more. The Company has established principles and plans to ensure that its operations continue to grow sustainably in the interest of shareholders, business partners, and stakeholders, as well as other associated parties.

Mr. Watchai Mongkolsrisawad

Chief Executive Officer

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If Form 56-1 One Report makes reference to information disclosed on the Company's website, it shall be deemed that the information disclosed on that website is included in the Form 56-1 One Report, and the Board of Directors is responsible for the accuracy and completeness of the referenced information in the same manner as it is responsible for the information presented in this Form 56-1 One Report .

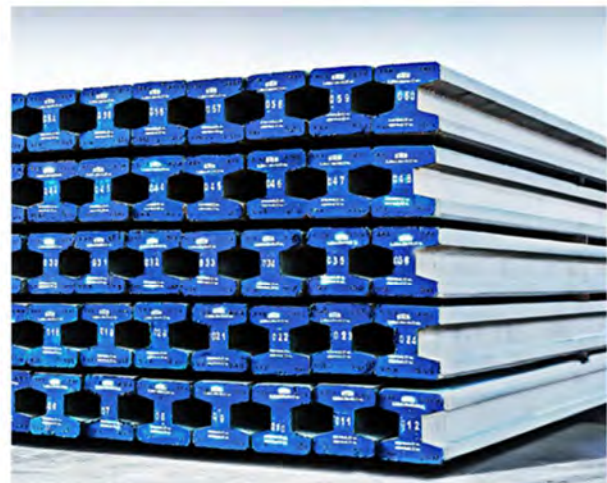
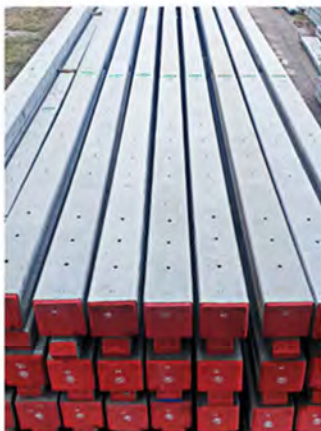


Part 1 Business Operations and Operating Results

1. Structure and Operations of the Company's Group

1.1 Policy and business overview

The Company operates as a manufacturer and distributor of prestressed concrete products under the trademark "STEC," including prestressed concrete piles, prestressed concrete electric poles, and a variety of other prestressed concrete products for both the public and private sectors, as well as providing product transportation and piling services, and is one of the industry's largest manufacturers and distributors of prestressed concrete products. Additionally, the Company provides construction services only in instances that are directly related to the Company's primary business and construction work in which the Company has experience, such as the installation of 115 kV transmission lines and the design, procurement, and installation of fiber optic cables. The ability of the management team with experience in business related to prestressed concrete products both for government and private sector work for over 35 years and that the Company is devoted to improving the manufacturing process, as well as employee efficiency and product quality, as a result, the Company's operating results have been growing steadily and it has been accredited for quality management system ISO9001:2015 by the National Commission on Accreditation. This is one of the numerous reasons the Company is able to control costs effectively, which is a result of producing high-quality products that match customer expectation.



1.1.1 Vision, Objectives, Goals, and Strategies

Vision : The Company is committed to being the market leader in prestressed concrete products in the country through effective management by trained employees, capable of meeting customer needs and ensuring optimum satisfaction.

Mission :

1. Strengthening and developing production
2. Creating an efficient management system
3. Enhancing personnel's potential for quality
4. Developing the organization for sustainable growth

Business goals : The Company continuously invests in the development of manufacturing processes, personnel potential, machine efficiency, technology, and product quality in order to produce prestressed concrete products of the highest standard of quality, strength, beauty, and durability under the trademark "STEC" and the slogan **"Everyone is Value, Every Product is Quality."** The Company also invests in providing excellent service under the slogan **"Your satisfaction is our service goal."**

Business Strategy : To accomplish corporate objectives, the Company employs the following five strategies:

1. Corporate growth strategy
2. Cost reduction strategy
3. Marketing development strategy
4. Employee potential development strategy
5. Production process development strategy



1.1.2 Background, Major Changes and Developments

Siam Technic Concrete Public Company Limited was established on 9 April 2001, under Saraburi Technic Concrete Company Limited with a registered capital of 35.00 million baht. Mr. Watchai Mongkolsrisawad is a significant shareholder and executive with substantial expertise manufacturing prestressed concrete products for both the public and private sectors. The Company established the country's first prestressed concrete factory in Don Phut District, Saraburi Province, after acquiring land, buildings, and a prestressed concrete factory from the previous owner. The branch facility at Don Phut had an initial capacity of 87,000 cubic meters per year.



In 2003, the Company entered the construction market in order to diversify its operations beyond the manufacturing and sale of prestressed concrete materials, which was the Company's previous business. By bidding on various construction projects and concessions from both government agencies and the private sector through the submitting price proposal envelope, the Company serves as both the main contractor and sub-contractor. However, the Company has ceased operations in the general construction sector as of 31 March 2018, but will continue to serve the same customers until the work is completed, in order to avoid potential conflicts of interest between the Company and S-Tech Civil and Construction Company Limited ("CIVIL"), a related party, as a result of the construction businesses that overlap and compete. Currently, the Company provides construction services only in connection with its core business and construction work in which it has experience, such as the installation of 115 kV high-voltage transmission lines and the design, supply, and installation of fiber optic cables.

Between 2003 and 2016, the Company steadily increased its manufacturing capacity of prestressed concrete products by purchasing building and prestressed concrete product plants from various regional owners. Additionally, the Company is considering investing in the development of other plants in regions or provinces where it anticipates market expansion and economic growth. On 31 December 2021, the Company operated nine prestressed concrete plants in the following provinces: (1) Saraburi (2) Chonburi (3) Sukhothai (4) Lamphun (5) Buriram (6) Khon Kaen (7) Ubon Ratchathani (8) Nakhon Ratchasima and (9) Spun pile factory, Phra Phutthabat District, Saraburi. The Company is currently building its tenth factory in Ban Bueng District, Chonburi is expanding its concrete product manufacturing capacity to assist the EEC project, which is scheduled to be completed in the first quarter of 2022.



01

Established The Company
The Company acquired the first
factory in Don Phot District

 1  35 MB

 4  59.5 MB

03

The Company acquired
the factory in Buriram province.



 6  188.95 MB

05

The Company acquired the
factory in Khon Khen province.



2003

2006

2008

2001

2004

2007



02

The Company acquired the factory
in Lamphun and Sukhothai provinces.
The Company enter the construction market.

 3  35 MB



04

The Company acquired
the factory in
Ubon Ratchathani province.


 5  140 MB




06

The Company acquired the
factory in Khon Khen province.

 7  280 MB

 Factory

 Authorized Capital (MB)

8 521.5 MB

The Company established Spun pile factory.
Change The Company name from
Saraburi Technic Concrete to Siam Technic Concrete



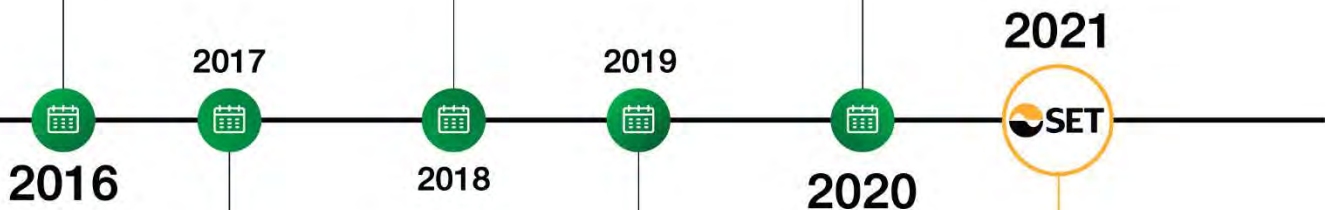
09 9 521.5 MB

The Company has ceased operation
in the general construction sector in
the purposed of avoid conflict of interest
between The Company and related
company.



9 725 MB

11 The Company acquired land for
constructed second factory in
Chonburi province.



08 The Company established the
factory in Nakhon Rachasima province.

9 521.5 MB



10 The Company convert into
public limited company.

9 725 MB

12 The Company has
registered in Stock
Exchange of Thailand.



10* 725 MB

* The tenth factory will finished construction in 2022.

1.1.3 Utilization of the capital increase received from the initial public offering (IPO)

On 13-16 July 2021, Siam Technic Concrete Public Company Limited ("the Company") offered 203.5 million shares at a price of 2.78 baht per share in an initial public offering (IPO). On 23 July 2021, the Company's ordinary capital increase was listed on the stock exchange. The Company received cash proceeds of 565.73 million baht from the selling of ordinary shares. After deducting the stock exchange's remaining expenses, the remaining balance is 550.32 million baht.

As a result, the Company seeks to report the following on the use of the proceeds from the capital increase as of 31 December 2021:

Objectives of Capital Increase	Financial plan (approximately)	Amount spent until 31 Dec. 2021	Balance amount
Expansion of the prestressed concrete column business			
- New factory development project in Chonburi Province Branch 2	58.00	58.00	0.00
- Project to expand the production capacity of the Don Phut factory	45.00	1.00	44.00
- New factory construction project in Mukdahan Province	80.00	0.00	80.00
- Project to purchase concrete products transport trucks	50.00	29.23	20.77
- Project to purchase vibration damper/crane	65.00	62.34	2.66
Develop raw materials for manufacturing	10.00	0.00	10.00
Repayment of short-term loans in the form of promissory notes from financial institutions	220.00	220.00	0.00
Working capital for the Company's operations	22.32	22.32	0.00
Total	550.32	392.89	157.43

1.1.4 Obligations that the Company has committed in the registration statement for the offering of securities and/or conditions of licensing of the SEC Office (if any) and/or conditions for the listing of securities of the SET.

- None -

1.1.5 Name, location of the headquarter, registration number, type of business

Company Name	:	Siam Technic Concrete Public Company Limited (Formerly known as Saraburi Technic Concrete Company Limited)
Head Office Location	:	50 Soi Ngamwongwan 47 Intersection 20 (Chinnakhet 2/18), Ngamwongwan Road Thung Song Hong Sub-district, Lak Si District Bangkok 10210
Company Registration Number	:	0107562000254
Business Type	:	Manufacturer and distributor of prestressed concrete products under the trademark “STEC” such as prestressed concrete piles, prestressed concrete power poles, and various prestressed concrete products for the government and private sector, as well as providing product transportation and piling services. Contracting for construction only in cases related to the Company's main business or construction work that the company has performance and experiences, including installation of 115 kV transmission lines and design, procurement and installation of fiber optic cable.
Registered Capital	:	725,000,000 Baht
Paid-up Capital	:	725,000,000 Baht
Number of Paid-up Ordinary Shares	:	725,000,000 Shares
Par Value	:	1 Baht
Telephone	:	02-589-3888
Fax	:	02-589-8911
Website	:	www.stec.co.th



1.2 The Nature of the Company's Business

1.2.1 Company's revenue structure

The Company is a manufacturer and distributor of prestressed concrete products under the trademark "STEC," including prestressed concrete piles, prestressed concrete power poles, and various other prestressed concrete products for the public and private sectors. Additionally, the Company supplied transportation and piling services for products. Furthermore, the Company acts as a construction service provider solely in instances relating to its primary business and construction work in which it has experience, such as the installation of high-voltage transmission lines, and the design, procurement and installation of fiber optic cables. The Company's operations can be classified into 2 categories:

Category 1 : The manufacturing and distribution of prestressed concrete products can be classified as follows:

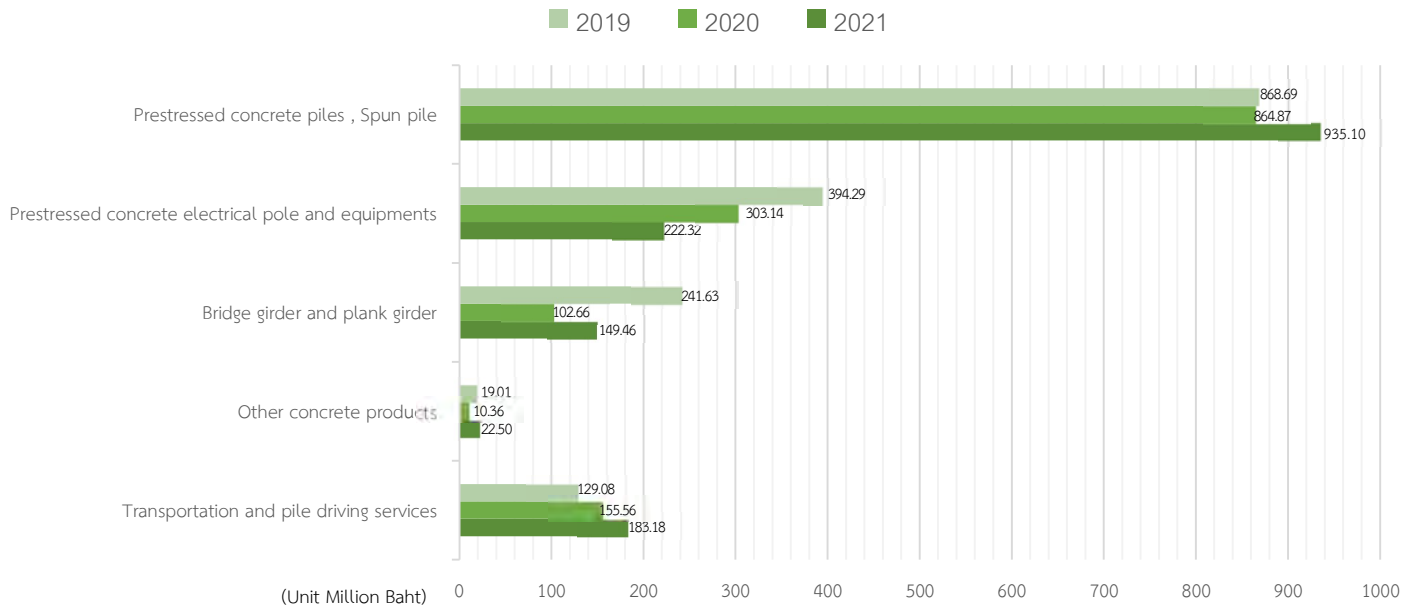
- 1) Prestressed concrete piles are prestress concrete pile, square pile, I pile, sheet pile,
- 2) prestressed concrete power pole, and power pole assembly products, such as power poles, ground colum, conspun, scaffolding beams, power pole foundations, and anchors.
- 3) Bridge girder and bridge slab products include I girder, box girder and plank girder.
- 4) Prestressed reinforced concrete piles by using centrifugal force, including spun pile
- 5) Other concrete products include slabs, gutters, prefabricated beams, manholes, and ready-mixed concrete.
- 6) Transport service and piling services

Group 2 : The Company's construction business, which includes work connected to the Company's primary business and work for which the Company has specialized experience, such as the installation of 115 kV transmission lines and the design, procurement and installation of fiber optic cable.

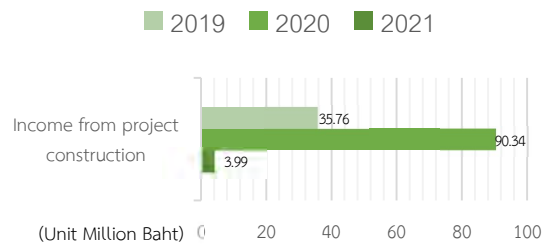


The Company's revenue structure for the years 2019–2021 can be categorized as follows:

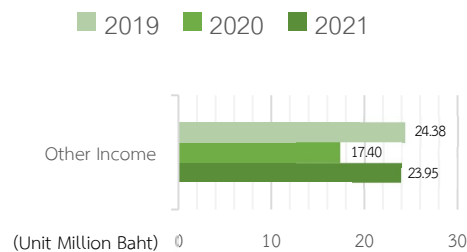
Business of manufacturing and distributing prestressed



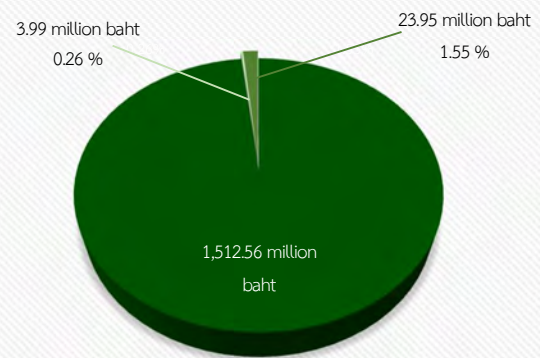
Construction business for specific cases



Other income ⁽¹⁾



Total Revenue of 2021 (1,540.50 million baht)



- Business of manufacturing and distributing prestressed concrete products
- Construction business for specific cases
- Other

Remark: ⁽¹⁾ Other income consists of scrap income, gain on disposal of assets, earned interest, rental income, electricity income

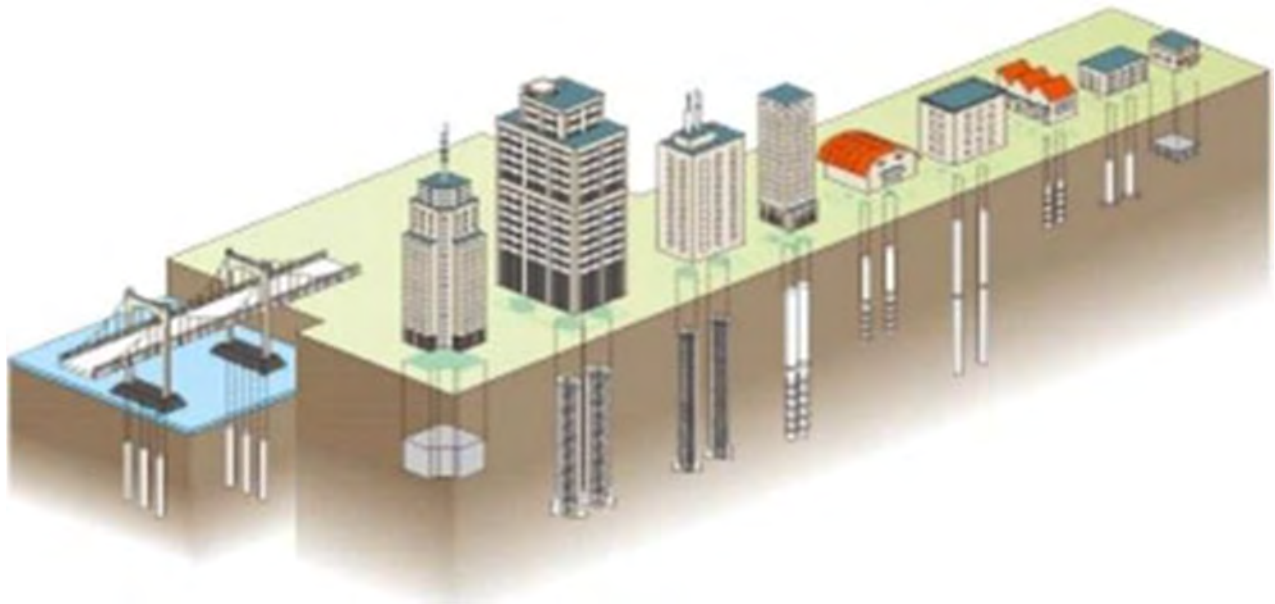
(1) Characteristics of products and services

Business of manufacturing and distributing prestressed concrete products

1) Prestressed concrete piles

Prestressed concrete piles play a critical role in the construction of foundations. The piles will be buried all the way down to the solid soil layer in order to withstand the weight of various construction structures. Then it is transported to the soil via friction between the pile's surface and the earth, as well as resistance at the pile's end. Prestressed concrete piles undergo a lengthy manufacturing process that involves PC wire and pouring quick-hardening cement concrete into the form. After the concrete has set, the high-tensile wire is severed. Compression is imparted to the concrete as the high tensile wire is pressed into it. This increases the bending strength of the concrete. Additionally, prestressed concrete mitigates the issue of pile cracking. The Company's piles are manufactured in accordance with the requirements and standards for industrial products (TIS) issued by the Thai Industrial Standards Institute (TISI).

The image shows piles, which are an important part of the foundation construction.

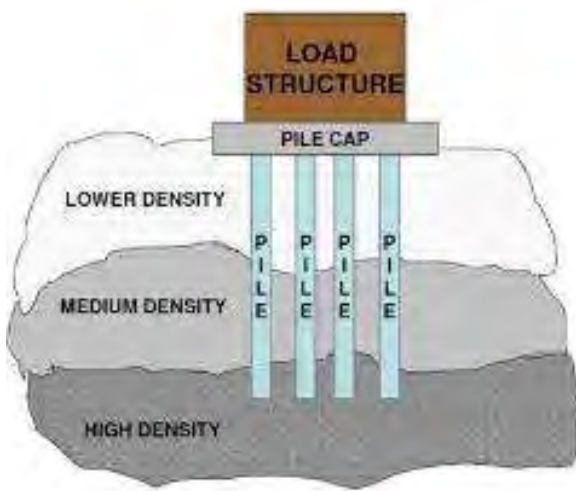


Source: Building Dreams (www.constructdworld.wordpress.com)

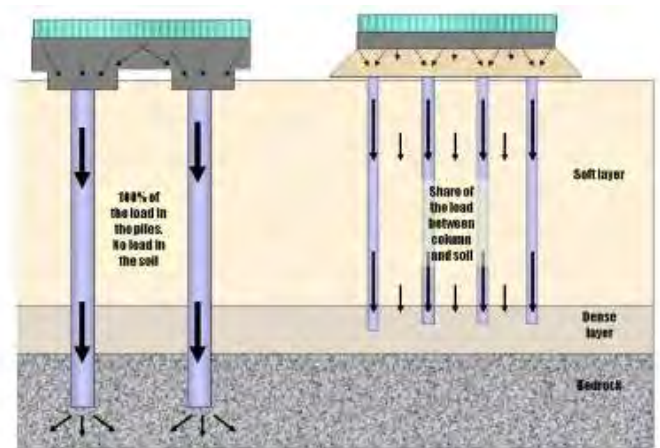
The prestressed concrete piles' performance qualities include the ability to load transfer into the deep soil layer via skin friction and end bearing. Thus, when calculating the size and number of piles required for the construction, structural engineers must calculate the weight displaced from the building structure through the foundation and onto the pile in order for the pile to support its full weight.

However, each depth has a unique value due to the friction of the soil. Prior to designing the pile length, the engineer may undertake a survey to ascertain the soil qualities of the project site. However, if soil information for the location is already accessible, engineers can estimate loads for the design of the pile's length based on available data.

The image shows the depth of the soil layer.

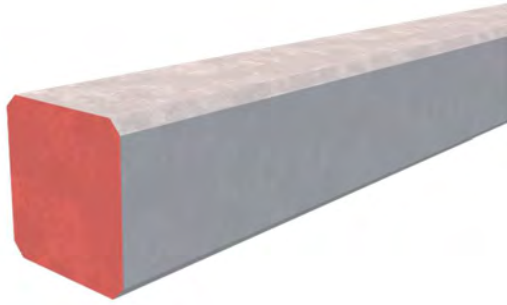


The image demonstrates the loading weight distribution on to the ground by piles



Source: Semantic Scholar (www.semanticscholar.org)

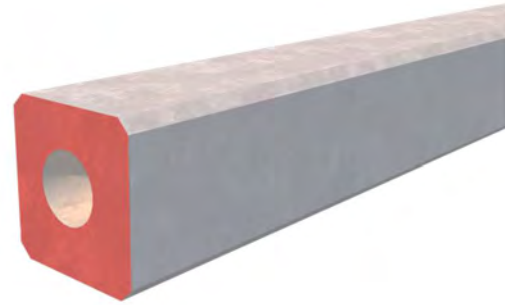
The Company manufactures and distributes a variety of products, including square sections, hollow square sections, I-sections, and sheet piles. All of which are used to prevent soil erosion. The following describes the type and specifications of the prestressed concrete pile products that the Company manufactures and distributes:



Square Section

Usage : The square portion is utilized to sustain the structural weight of the building and numerous structures. It is well-suited for use in high-density land areas (solid soil).

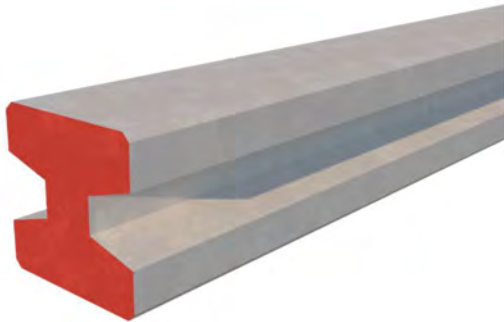
Section size : 15.00 - 52.50 cm.



Hollow Square Section

Usage : The hollow square section is utilized to sustain the structural weight of the building and various structures. It is suitable for use in constructions that must hold a great deal of weight or are extremely huge in size.

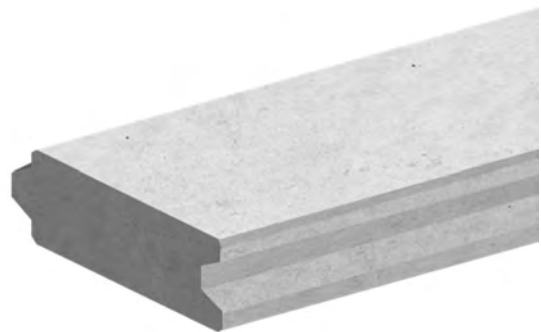
Section size : 52.5 - 65.00 cm.



I Section

Usage : The I-Section is utilized to support the construction of the building and other structures. It is appropriate for locations with less dense soil (soft soil).

Section size : 18.00 - 45.00 cm.



Sheet Pile

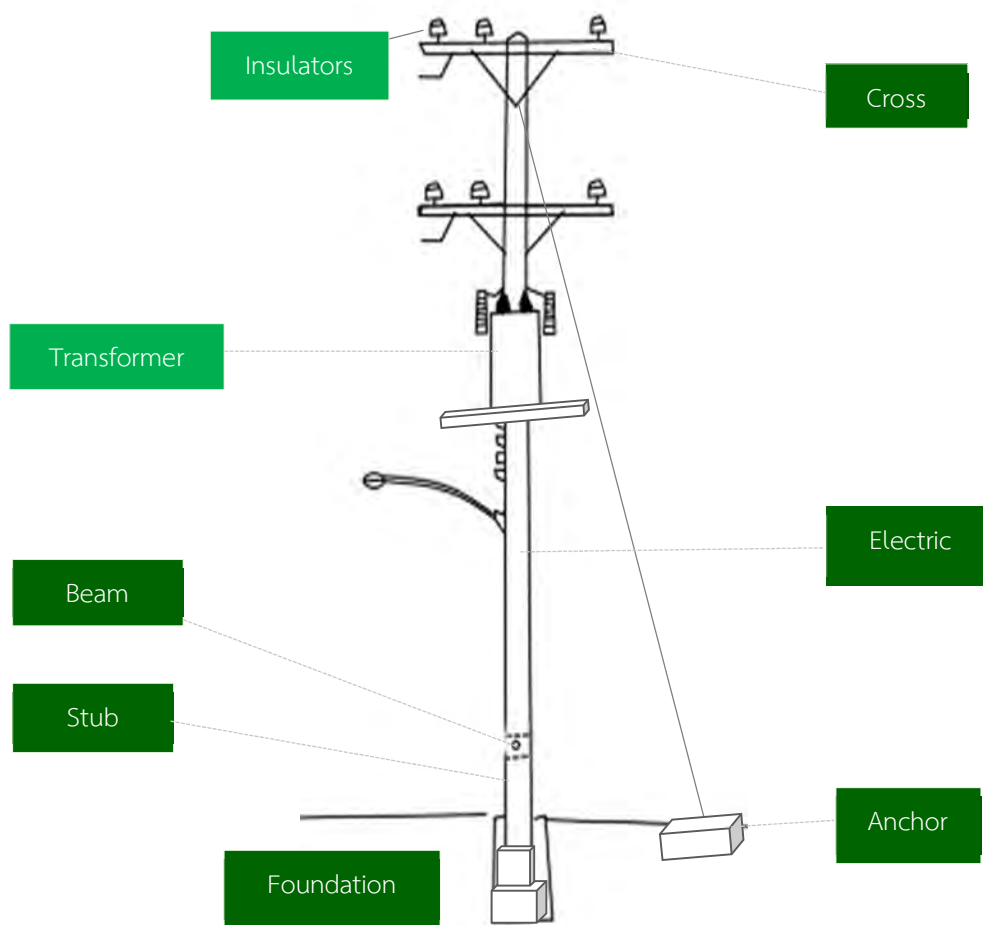
Usage : The sheet pile is hammered to avoid soil erosion and/or to resist soil and/or water pressure lateral pressure. Once completed, the piles will resemble a continuous wall.

Section size : 20x50 - 40x50 cm.

2) Electric pole and prestressed concrete products used to assemble power poles

Electric pole and prestressed concrete products used to assemble electric poles are product categories that are employed by the Electricity Authority in the construction and installation of high-voltage transmission lines. This group of products will be manufactured under the regulations and standards of state enterprises such as the Provincial Electricity Authority (PEA), the Metropolitan Electricity Authority (MEA) and the Electricity Generating Authority (EGAT). It is also certified for the quality management system according to international standards ISO 9001 : 2015. The Company produces high-quality products that are acceptable to consumers and meet their needs. The products used to assemble each type of electric pole have the following distinct characteristics:

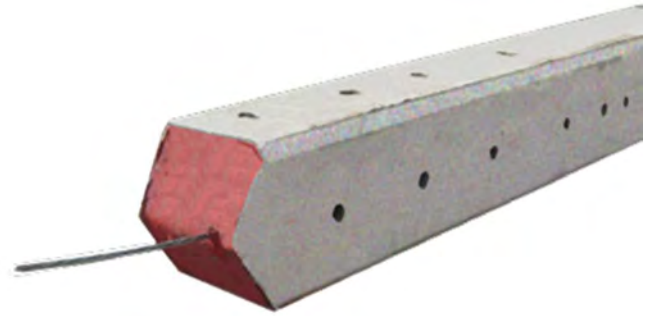
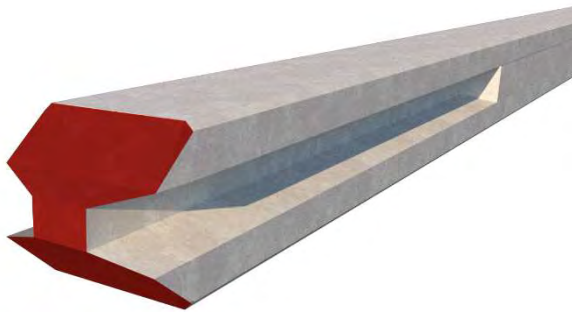
Products used to assemble electric poles



Source: Electrical Equipment Database Electrical Equipment Research Department, Research Division
(www.dkttc.ac.th)

2.1) Electric Pole

Electric poles are concrete supports for insulators that keep cables high above the ground at a safe height due to the bare nature of the cables. Electric poles are constructed differently than conventional concrete poles in order to handle greater tensile stresses within the poles. The prestressed steel wire tensioning procedure enables the electric pole to handle the loads created by the wires and the strong winds acting efficiently. The Company builds and sells standard-sized electric poles with lengths ranging from 8.00 to 22.00 meters.



2.2) Stub

The stub is a short pre-stressed concrete pole that is set at the pole's base for the purpose of securing and regulating the pole's height. The stub will be a short pole in the Company's typical size range of 0.25 x 0.25 x 3.50-5.50-0.36 x 0.36 x 4.50-6.50 meters.



2.3) Cross Arm Spun

Cross arm spun is essential in loading insulators¹ with a hollow center square column that is manufactured using both centrifugal and prestressed concrete methods. Embedded in the surrounding concrete is a prestressed steel wire frame. The Company develops and distributes cross arm spun in standard sizes ranging from 2.50–3.00 meters.

¹ An electrical insulator is a material that acts as a support for wires. It functions as an insulator, preventing current from leaking to the ground.

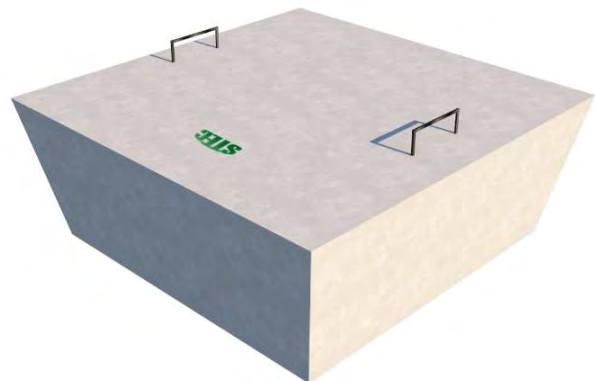
2.4) Beam

The beam is a device that supports the transformer's weight. It is a rectangle section that will be erected between pairs of electric poles to support transformers rated 50–500 kV and weighing no more than 3,000 kg. The standard size beams produced and sold by the Company ranges from 0.15x0.25x3.55 to 0.20x0.35x4.80 meters.



2.5) Pole Foundation

The pole foundation is used to support a 22-meter electric pole in a 115 kV transmission line, as well as to support the pole if it is erected in an area with soft soil and a rectangular box form. The Company produces and distributes standard sizes of pole foundations ranging from 0.90x1.10x3.00 and 0.90x2.20x2.30 meters.



2.6) Anchor

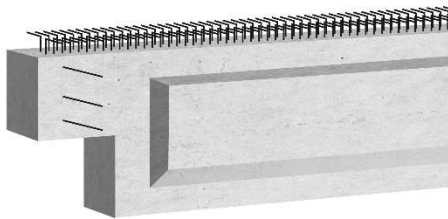
The anchor will be put below to act as a sling for power poles, preventing them from tilting. They are rectangular cubes in shape. The standard size of anchors that the Company produces and distributes is 0.55x0.55x0.15 meters.

3 Girder

3.1) Concrete girder

The concrete girder is a component of the superstructure of the bridge. The concrete girder is a structural component that supports the weight of the bridge and, in the future, the weight of the traffic on the bridge, which is expected to increase. As a result, the concrete girder must be sturdy, durable, and capable of withstanding extreme bending forces. The Company will manufacture concrete girders in accordance with the structural design, specifications, and customer needs specified by the Department of Highways (TSD), the Department of Rural Roads (TCC), and the Department of Public Works and Town and Country Planning (TCC). The Company develops and sells concrete girders in the following standard sizes:

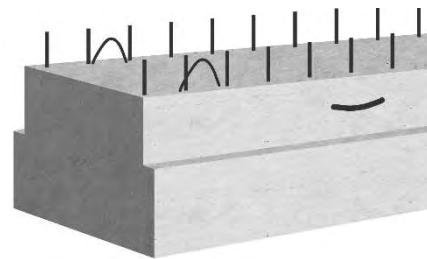
I Girder



Suitable for large jobs such as crossroads or elevated road.

Size 15 – 30 meters

Box Girder

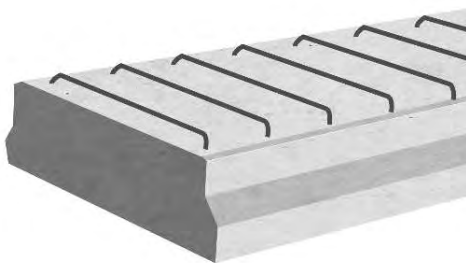


Suitable for large jobs such as crossroads or elevated road.

Size 12 – 20 meters

3.2) Plank Girder

The plank girder, like the concrete girder, is a component of the upper bridge construction. It resembles a big concrete slab, approximately 5–12 meters in length, that is used to support concrete beams. This will be the section that bears the brunt of the traffic's weight immediately. Plank girder will be built in accordance with the specifications established by the Department of Highways (DTC), the Department of Rural Roads (DTC), and the Department of Public Works and Town Planning (TC). The Company produces and distributes plank girders in lengths ranging from 5 to 12 meters.



4) Prestressed reinforced concrete piles by using centrifugal force (spun pile / round pile)

Spun piles are spherical hollow columns with prestressed steel wire frames inserted in the surrounding concrete. The concrete is spun at high speeds. The concrete will be compacted, increasing its strength, as concrete has a larger density than other types of concrete. As a result, spun piles can support far greater weight than other types of piles. In general, spun piles are utilized in large-scale building industries that demand strong foundation piles with a high load-bearing capacity to protect structures from damage caused by natural disasters and major accidents. As a result, spun piles are frequently employed in the construction of huge structures and/or constructions requiring a high level of security, such as airports, ports, highways, and major buildings. Spun piles are made pursuant to a license bearing the TIS industrial standard mark. 398-2563

This form of piling can be accomplished in a variety of ways: with a simple crane (gantry crane), a hydraulic crane, and hydraulic static pile driver. However, depending on the area's requirements or limits, preboring may be combined with hammering. The Company's spun pile products are available in a variety of sizes, with diameters ranging from 300 to 800 millimeters and lengths up to 18 meters. They can be linked in up to three parts.

Example of the Company's spun pile



5) Other concrete products

The Company's other concrete products are divided into five categories:

5.1) Slab



The slab has the cross-sectional shape of a plank and is suited for basic building construction because it is more convenient, faster, and cost-effective to produce than the cast system floor. The slabs can always be stacked adjacent to one another. When concrete is poured on top of the face (structural topping), it forms a seamless composite with the final floor. The Company's slab will feature a solid plank cross-section, a width of 35 centimeters, a thickness of 5 centimeters, and a certain number of prestressed wires, and will be utilized for modest tasks with a span of up to 4.50 meters, such as general building construction. The company develops and sells slabs with the industrial standard mark TIS. 828-2546 in sizes ranging from 2–4 meters.

5.2) Gutter

It has the appearance of a precast concrete drainage gutter and is constructed of high-quality concrete. There are numerous sizes available to meet the needs of clients. At the moment, gutters are utilized in the construction industry, industrial plants, housing developments, private homes, government offices, and petrol stations, among other places.

5.3) Manhole

It appears to be a deep well. It is roughly 1.65 meters deep and constructed of reinforced concrete of the highest grade. There are a variety of sizes available in respect to the diameter of the sewer pipe. Nowadays, manholes are frequently used in the construction of buildings, highways, industrial facilities, housing developments, residential homes, government offices, and petrol stations, among other applications.

5.4) Precast beams

The precast beams serve as the horizontal components of the structure, which is primarily utilized for buildings or general housing and is constructed of high-quality reinforced or prestressed concrete. There are numerous sizes available to meet the needs of clients.

5.5) Precast column

Precast columns are employed as vertical components of the structure, which is the primary structural form utilized in buildings or general housing, and are constructed of high-quality reinforced or prestressed concrete. There are numerous sizes available to meet the needs of customers.

6) Other services

Other services provided by the Company can be grouped into 2 broad categories:

6.1) Transportation of various types of concrete products

By utilizing a tow truck and the Company's transport trailers, the Company provides transportation services that are appropriate for the nature of the goods. Additionally, there is collaboration with external transport companies that specialize in pile transportation to assist in the delivery of products to satisfy the needs of customers around the country within the required time period.

6.2) Piling service

With advanced machinery, the Company provides hammering services for piling products and spinning piles. Piling is a fundamental principle in which the Company excels, as these services serve as the foundation for the strength of the construction work and serve to transfer the building's weight to the ground. As a result, without experience in pile driving and hammering piles with unequal depths, the structure will eventually collapse and break. Engineers and specialists will be on hand to assist and fix any issues that may develop during piling, ensuring that customers receive efficient and prompt service for pile drive services. The Company's pile driving machines are available in a variety of sizes to fit the size of the product and the nature of the appropriate area generated by the pile driving machines. There will be routine maintenance and a verification of the machines' readiness prior to each entry into service.



The following categories apply to the provision of the Company's piling service:

6.2.1) Pure Drive

Piling with gantry cranes, track cranes, rubber wheel cranes, and hydraulic cranes are all methods of hammering by raising the pendulum to a high position and then letting it fall on the pile head (Drop Hammer), which is currently widely used due to its low cost but has the disadvantage of generating a great deal of vibration.



Track-Mobile machine

- Can be used to drive piles vertically, such as
 - Building hammering
 - General hammering
- Able to be moved and installed quickly

Mobile machine

- Can be used to drive piles vertically, such as
 - Building hammering
 - General hammering
- Able to be moved and installed



Rig

- Can be used to drive piles vertically, such as
 - Building hammering
 - General hammering
- Able to be moved and installed

6.2.2) Pre-bore

Pre-boring is used in situations where the soil layer is extremely hard and cannot be hammered or pressed normally without causing harm to the pile. This process involves drilling through the troublesome soil layer and then hammering or pressing to the desired depth. This method also addresses the issue of piles not being driven down to the desired depth.



Crane for pre-boring

- This is a pre-boring to avoid damage to surrounding buildings caused by pile driving vibration.
- This is a pre-boring to avoid damage to surrounding buildings caused by soil pressure from piling.
- This is a pre-boring to break through the dense soil layer. This will prevent harm to the pile from occurring during its drive through the solid soil layer.

6.2.3) Auger Press



For spun piles, an auger press is employed. These cranes are equipped with a screw head that is used to dig the dirt inside the pile and to push the pile into the earth. Due to the fact that the dirt was removed during the pile installation, this significantly reduces vibration and soil movement into the surrounding region. This method is common in locations with soft soils, such as Bangkok and its environs, as well as construction sites adjacent to other structures.

Hydraulic static pile driver with auger press installation system

- can be used to drive vertical and angled piles.
- Provides high accuracy.
- Piling work in industrial estates that requires a high degree of precision and safety.

6.2.4) Pressing with Jack-in pile



It operates by anchoring the pile to the ground until it reaches the necessary weight capacity. The size of the pressed weight is determined by the safety ratio. As a result, this type of installation is vibration-free and eliminates the sound of piling. As a result, this form of pile construction is appropriate for urban locations with neighboring high-rise buildings.

Jack-in pile

- can be used to drive vertical and angled piles.
- Provides high accuracy.
- Piling work in industrial estates that requires a high degree of precision and safety.

(2) Marketing and Competition

Competitive strategies

The Company has established competitive strategies and business policies to continuously improve production capability and long-term competitiveness in a variety of areas, including human capital, machine efficiency, technologies and product quality, in order to produce strong, beautiful, and durable prestressed concrete products under the trademark "STEC" with the slogan "Everyone is Value, Every product is Quality." Additionally, the Company is committed to offering superior service, adhering to the philosophy that "Your satisfaction is our service goal." The Company's business activities are guided by the following competitive strategies and policies:

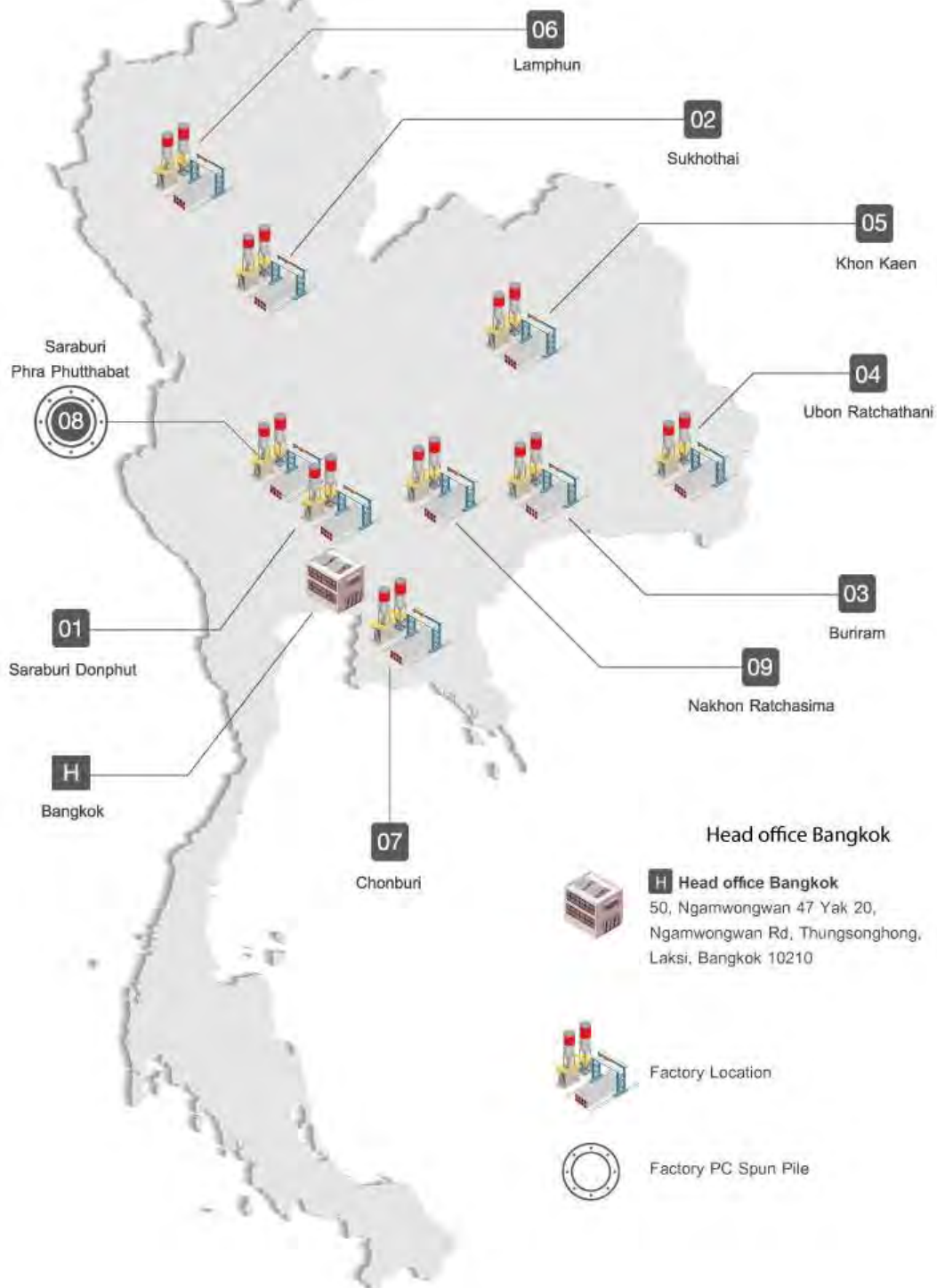
1) Strategic Location

The Company has forecasted the economic growth of the economy from regional to national levels. As a result, the plant will be expanded to serve various places around Thailand. There are nine production factories for pre-stressed concrete piles dispersed among provinces with appropriate potential and a return on investment. The location should be ideal in terms of construction area, accessibility to products, and proximity to regions where pre-stressed concrete products are required, such as the Eastern Economic Corridor (EEC) and the area designated for the building of various industrial plants.



Additionally, having facilities in multiple countries helps lower the cost of delivering the items, which is one of the Company's primary expenses. This enables the Company's products to be disseminated effectively throughout Thailand and to be prepared to expand the Company's potential for new jobs with new customers while also maintaining the existing customer base.

On 31 December 2021, the Company operated 9 prestressed concrete manufacturing plants in the following provinces: (1) Saraburi Province, (2) Chonburi Province, (3) Sukhothai Province, (4) Lamphun Province, (5) Buriram Province, (6) Khon Kaen Province, (7) Ubon Ratchathani Province, (8) Nakhon Ratchasima Province, and (9) Spun pile factory, Phra Phutthabat District, Saraburi Province, and currently, the Company is in the process of constructing the 10th factory in Chonburi Province (Branch 2) to support the demand for infrastructure construction of the EEC project. The Company places a high value on the development and maintenance of tools and machinery in order to maximize their effectiveness, including plans to invest in additional machinery such as concrete mixers and hydraulic presses in order to increase production capacity and meet growing customer demand.



2) Technology Innovation

The Company places a high value on research and development of innovations that can help increase the efficiency of its business operations, thereby assisting the Company in continuously increasing market share, increasing competitiveness, lowering production costs, and slowing the rate of opportunity loss. Additionally, the Company places a high value on employee development and training to guarantee that the Company's products and services are of the highest quality and capable of responding more efficiently to customer needs.

The following are some of the innovations that the Company has researched and developed to increase work efficiency: (1) the wire feeder machine, which reduces the time required for staff to string the compressed wire; (2) the pneumatic shake system, which dries the concrete faster, reduces cavitation, and produces a more uniform concrete surface than using a conventional pendant. (3) Plasma Cutting, a modern production method for metal cutting, can be used in place of hand cutting, allowing for a reduction in human labor and an increase in workpiece quality. including



3) Environmental Concern

The Company puts a focus on conducting business in a safe and environmentally responsible manner, particularly with regard to the problem of pollution and waste generated by various business activities. The Company therefore focuses on pollution control and waste treatment from high-quality manufacturing processes that adhere to international standards in order to efficiently analyze, monitor, and manage the environment in order to minimize adverse effects on the environment. The Company has established rules for greenhouse gas management and plans to increase investment in solar energy in order to reduce pollution caused by the use of fossil fuels such as oil and coal and to ensure the business's long-term survival.



Currently, the Company is focusing on research and development of innovations that can help reduce pollution and environmental impacts associated with operations, such as plans to install solar rooftops at the head office and various branches with the goal of using clean energy in the manufacturing process, as well as plans to use electric cars to transport products in the future to reduce fuel combustion and greenhouse gas emissions. Additionally, the Company places great value on minimizing environmental impacts during the product installation process by investing in pressed spin piles, which have a lower environmental impact than boring piles.

4) Developing a customer centric relationship

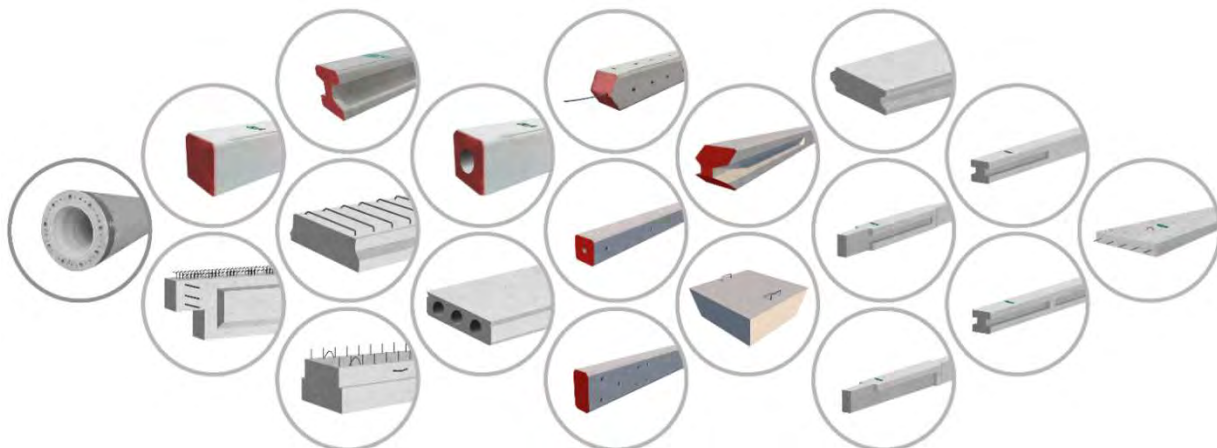
The Company prioritizes customer satisfaction by developing products that fit their demands and are fair in terms of price and quality. It also considers the obligation of customers. Additionally, the Company places a high value on customer service. The Company has consistently conducted staff training to ensure that personnel have a working knowledge and awareness of prestressed concrete's qualities, with an emphasis on quality inspection of raw materials utilized in the manufacturing process. Additionally, the Company owns a variety of pile driving devices that enable it to perform services according to customer demand and on time.

Additionally, the Company maintains a sales and service department to give consumers with comprehensive support and help. The marketing and sales department will maintain touch with existing customers and seek out new ones through tenders or follow-up work from the primary contractor, as well as communicate with the field department to ensure that operations run as smoothly as possible. Additionally, the marketing and sales departments have a thorough grasp of the Company's products, services, and operating methods in order to provide advise and accurate and timely information to consumers who contact them. If customers require special engineering details or insights, the Company has assembled an academic team to advise them and ensure that they receive complete and in-



5) Product variety and adherence to high-quality products

The Company is a market leader in Thailand as a manufacturer and distributor of prestressed concrete products, offering a diverse range of goods. There is a high-quality transportation service in place, as well as a management team and personnel with expertise, experience, and expertise in the production of prestressed concrete, as well as an ongoing commitment to maintaining a positive relationship with customers. With over 19 years of business experience, the Company is able to effectively respond to the needs of various customers through the selection of raw materials, the use of a standard concrete mixer controlled by a computer system, and the systematic storage and delivery of products to customers, resulting in high-quality products and the certification of the ISO 9001:2015 quality system and a license to display various industrial standards such as TIS. 396-2549, TIS. 828-2546 and TIS. 398-2563



Distribution channel

Business of manufacturing and distributing pre-stressed concrete products

Distribution of the Company's many types of prestressed concrete products is handled by the company's sales personnel, which has delegated responsibility for product maintenance to each branch. Both the Bangkok head office's sales personnel and the sales staff at each of the 9 branches will contact customers to offer products and services. Additionally, sales personnel will contact new customers by monitoring auction news from both government and private organizations in order to promote the Company's products and services, as well as monitoring the bidding channel on each government enterprise's website, such as the PEA website.

Customers interested in the Company's products, on the other hand, can contact the Company in a variety of ways, including through factory branches located throughout the country, including Saraburi Province, Chonburi Sukhothai Province, Lamphun Province, Buriram Province, Ubon Ratchathani Province, Khon Kaen Province, and Nakhon Ratchasima Province, or through the Company's website, www.stec.co.th.



Construction business

For the construction business, the Company will select a bid for a construction project that meets the Company's product specifications. This is taken into account with the gross margin on each project, the availability of human resources, and the anticipated value of the task. The channels for purchasing government projects will be established by monitoring news about state companies, government agencies, and the private sector bidding in tender books, media, and websites, among other places.



Target Customer Group

Prestressed concrete products manufactured by the Company are used in a variety of construction projects, including office buildings, warehouses, and various infrastructures. In 2021, the Company does not sell to any customer whose sales exceed 15.00 percent of total sales and services revenue. The Company's target consumers can be classified into three categories:

1) Government

To stimulate the economy, the government will invest in infrastructure projects. The sales personnel will monitor government project bidding news in order to bid on various contracts. Following the Company's successful bid for the project, it will contract directly with government to deliver the specified products. In 2020 and 2021, the Company will earn a share of its revenue from sales and services to the government. They contributed an average of 14.69 percent and 10.67 percent, respectively, to the Company's revenue from sales and services.

2) Contractor

Due to the fact that the Company's products are used in a variety of projects in both the public and private sectors, construction contractors will bid on various projects via the submission of an auction envelope. Contractors must meet the criteria and conditions set by each agency, which may include a minimum registered capital requirement and a track record of receiving work from that agency. When the contractors win the auction, they will sign a purchase agreement with the Company under which the Company will deliver various types of items for building projects, including transportation and installation services, as specified in the contract. In 2020 and 2021, the contractors will account for 74.88 percent and 76.17 percent of the Company's revenue from sales and services, respectively.

3) Project Owner

There are groups of the customers who are the owners of privately held businesses that have an interest in the Company's products for use in the construction of the foundation or other components of the project. The project owner's customers will contact the Company directly via the Company's sales staff to arrange for manufacturing services, such as shipping and nailing products, without going through a contractor, such as factory expansion and building construction. In 2020 and 2021, the Company will generate revenue from sales and services to private project owners at a rate of 8.16 percent and 5.94 percent, respectively. The group of project owners can be classified into two categories: warehouse factory owners and property developer.



Pricing Policy

The Company has a policy to determine the prices of products and services as follows:

1) Product pricing: Competitive Price

Since the business of manufacturing and distributing prestressed concrete is highly competitive, the Company will set a competitive price using the method of cost plus by taking the cost of the product and added with the appropriate gross margin depending on the demand and supply in the market at that time. The price shall be competitive in the market and customers can control the construction budget of the project. The Company focuses on quality and service so that the projects should not cost



2) Shipping service pricing



The Company has a policy to offer prices that are suitable for customers, which are determined by the conditions of shipping services. The important factors that are taken into consideration to determine a service charge are distance, fuel cost, and labor cost. The service fee rate can be adjusted according to the above factors, allowing the Company to reduce the risk from the impact of oil price

3) Piling services pricing

The Company has a policy of offering prices depending on the difficulty of each job and the type of piling service. The Company shall have an expert engineer to provide suggestions and oversee the site to ensure an efficient pile driving process. The Company also has personnel with expertise and a variety of up-to-date machines such as jack-in pile, hydraulic crane, track wheel crane, rubber wheel crane, gantry cranes, etc.



Industry Conditions and Competition

Because the Company's primary business is the manufacture and distribution of prestressed concrete products such as piles, electric poles, and bridge beams, particularly its primary product, prestressed concrete piles ready for hammering service (or installation services), which accounts for 60-70% of revenue and is distributed to customers who are construction companies accepting work from both the public and private sectors (for private sectors, the Company also sells directly to the project owner). As a result, it has been impacted by the general economic climate. In 2021, Thailand and other nations were still dealing with a resurgence of the COVID-19 outbreak caused by the delta variant. As a result, the Cabinet was forced to suspend building operations or close the construction worker camp in July 2021. Initially, 10 - 13 provinces were announced, and later it was expanded to cover almost the whole country. As a result, construction in the public and private sectors in the aforementioned area must be halted from the end of June 64 until around August 64. However, in terms of the total amount of construction work scheduled for 2021, while private sector building has been declining steadily since last year, it is still receiving support from government construction, with the investment budget exceeding 2020. Due to the Company's policy of closely monitoring sales of government construction projects, particularly those undertaken by four major agencies (Department of Highways, Department of Rural Roads, Department of Public Works, and Provincial Electricity Authority), the group of customers it monitors for government work sales includes contractors for special class, class 1-2, and others. In aggregate, the Company's proportion of government work sales was approximately 70-80% of total income during the last three years, resulting in some, but not significant, impact.

Competition conditions within the industry in the past year and trends of industrial conditions and future competitive conditions

- Businesses engaged in piling can be classified into two types: 1) pile drive enterprises and 2) bored pile businesses. Both are driven by the construction industry. The pile driver will sell factory-cast piles and may also give hammering services (or installation service). Additionally, the sale of additional concrete products such as electric poles and prestressed concrete beams is included. Bored pile business operators will drill the earth and then cast piles (reinforced concrete) into the drilled hole in the employer's work area.
- Although there are few major manufacturers in the pile driving industry, there are numerous small-to-medium-sized manufacturers, which keeps competition moderate. For major projects, customers will consider the duration of the work and the factory's capacity to take jobs, as piling work is included in the foundation structure construction. It is the initial stage of practically all building kinds. If the piling construction is delayed, the entire project will be delayed as well. Siam Technic Concrete Public Company Limited (STECH) has a large production capacity due to its numerous factories, and the Company is prepared in terms of machinery and personnel for hammering (installation). The Company owns a variety of machines, including a pile press (jack in pile), a hydraulic pile driver, a track wheel pile driver, a rubber wheel pile driver, and a gantry crane, which enables it to take on large jobs. The Company's brand is recognized by customers with more than 20 years of work experience, instilling confidence in customers when they choose the Company's products.
- And, as a result of the high price of oil, the cost of product transportation has a stronger impact on competition. Due to the fact that the Company owns the most factories in the industry, which are distributed across nine branches in three regions, namely the Northeastern region, which has four factories (compared to approximately 19 competitors), namely the Khon Kaen, Ubon Ratchathani, Buriram, and Nakhon Ratchasima branches. The Northern region has two factories (about 8 competitors), Sukhothai and Lamphun branches. The Central and Eastern region currently has three factories and will expand to four by the start of 2022 (with around 24 rivals), notably Don Phut Branch, Saraburi Province, Phra Phutthabat Province, Saraburi Province, and Chonburi Province; the Company has branches throughout the region. This enables the Company to meet the transportation needs of a variety of government and commercial projects while maintaining competitive transportation costs and enabling the Company to develop products and serve customers quickly. When registered capital is taken into account, the Company ranks third in this industry in terms of factory count. The Company currently operates nine factories and plans to expand to ten in the first quarter of 2022. When the second

- facility in Chonburi is built, the Company will have a total of 10 factories, making it the largest and most comprehensive in the country.
- As a result of the Company's stock exchange listing in the middle of last year, it now has increased readiness and liquidity. Funds for expansion can be raised at an inexpensive financial cost, and there is also a well-defined expansion strategy.
- The outcomes of huge government auctions have continued to trickle out. As a result, demand for construction materials continues to increase. Significant projects for which the results of the auction in 2021 are already known, such as
 - the Denchai-Chiang Rai-Chiang Khong Railway Project, covering a distance of 323 kilometers and requiring a total credit line of 72,920 million baht for three contracts, and the Ban Phai-Maha Sarakham-Roi Et-Mukdahan-Nakhon Phanom Railway, covering a distance of 355 kilometers and requiring a total credit line of 55,458 million baht for 2 contracts.
 - Phase 3 of the Laem Chabang Port Development Project is estimated to cost over 21,320 million baht.
 - High-speed rail project to connect three airports (Don Mueang - Suvarnabhumi - U-Tapao), covering a total distance of 413.2 kilometers and costing more than 224,500 million baht.
 - Thai-Chinese high-speed rail project, Bangkok - Nong Khai (Phase 1, Bangkok - Nakhon Ratchasima), including 14 contracts totaling 253 kilometers in length and valued at more than 99 billion baht.
 - Various projects in the EEC Special Economic Zone
- In 2022, analysts at Krung Thai estimate that the total pile market will likely grow, owing to continued growth in government projects from 2021 and the recovery of private construction projects, particularly residential projects, which will likely cause the pile driving market to grow by approximately 6%. The value of government construction is predicted to continue growing at a rate of roughly 5% over the previous year, to 8.53 billion baht. Private construction showing indications of recovery will aid in the rehabilitation of the piling business.
- Additionally, the Company has received 1,300 million baht in backlog orders from 2021 and has over 700 million baht in follow-up work. Due to the stall in several large-scale customer projects caused by the COVID-19 issue, it began to hammer at the end of 2021. When combined with new transactions closed in the final quarter of last year, the Company's total value exceeds 600 million baht, which will be recognized as revenue progressively in 2022.



Competition

In Thailand, entrepreneurs and small and large businesses operate in the prestressed concrete industry. According to interviews with Company executives and information from companies listed on the Thai Stock Exchange, the following is a list of the Company's top competitors in each of its product categories:

Major operators' information concrete product type

Assets, revenue, net profit and net profit margin of each Company for 2021

Company Name	Product					2021			
	Concrete pile	Girder	Electric pole	Spun micro pile	Manufacture Other products	Asset	Total Revenue	Net Profit	Net profit margin
						(Million baht)			(Percentage)
Siam Technic Concrete Public Company Limited (STECH)	✓	✓	✓	✓	✓	2,293.77	1,540.51	94.57	6.14
Competitor									
Southern Concrete Pile PCL. (SCP)	✓	✓	✓	✓	✓	2,376.56	1,570.44	90.31	5.75
Sirakorn PCL (SK)	✓	✓	✓		✓	530.10	636.15	24.85	3.91
General Engineering PCL (GEL)	✓	✓		✓	✓	6,543.40	1,678.15	(93.44)	(6.36)
STC Concrete Product PCL (STC)	✓				✓	588.33	422.33	3.01	0.71

(3) Procurement of products and services

The Company primarily manufactures prestressed concrete on a made-to-order basis, beginning with the mixing of raw materials and ending with the pouring of concrete onto the form, transportation, and installation of piles. Production to customer delivery takes roughly 2-3 weeks, depending on the quantity of items and the difficulty of pile driving.

Procurement of raw materials and products

The Company obtains the primary raw materials for the production of prestressed concrete products from a variety of manufacturers and distributors, the majority of whom are domestic. The following details are included.

- 1) The primary raw materials utilized in production are cement, stone, and sand, which are the primary components of concrete, as well as PC wire, round bars, and deformed bars for prestressed steel prior to pouring concrete. The Company will get raw materials from a variety of domestic producers and distributors, both major and small.
- 2) Additional raw materials and consumables, such as concrete admixtures, joints, flat steel, steel sheets, bolt heads, and wooden frames, are also available. Consumables will be purchased from domestic producers and distributors.

The value of the purchase of raw materials and products for production and distribution of the Company in 2019-2021

List	For the year ended 31 December					
	2019		2020		2021	
	Million baht	Percentage	Million baht	Percentage	Million baht	Percentage
PC Wire / PC Stand	227.59	36.51	189.78	31.51	256.78	33.16
Cement	111.22	17.84	155.04	25.74	142.94	18.46
Deformed bar	91.11	14.62	80.57	13.38	150.92	19.49
Stone	62.92	10.09	67.42	11.19	76.19	9.84
Other raw materials and consumables	42.95	6.89	36.27	6.02	61.09	7.89
Round steel bar	30.69	4.92	36.09	5.99	47.36	6.12
Sand	55.68	8.93	33.84	5.62	36.66	4.73
Fly ash ⁽¹⁾	1.21	0.19	3.34	0.55	2.38	0.31
Total	623.37	100.00	602.35	100.00	774.32	100.00

Remarks : ⁽¹⁾ Fly ash is produced from burning coal in the power generation process. They are small, fine, and mostly spherical. They reduce the cavitation gap to increase the long-term strength of concrete.

Raw Material Purchasing Policy

To ensure efficient raw material procurement and to ensure that the Company receives raw materials that meet the quality and quantity specifications ordered at a reasonable price for the Company's primary raw materials, the Company will agree on a price in advance with a clear deadline to avoid the risk of raw material price fluctuation, and sufficient raw materials will be available. When purchasing raw materials, the Company will evaluate manufacturers based on the quality of their products, their ability to deliver goods on time, and their reliability as a raw material provider. Additionally, the Company has developed a strong and long-standing partnership with cement distributors and prestressed wire manufacturers in order to avoid raw material shortages.

Production Procedures



01 Prepare steel formwork. Coat formwork with crude oil. Install steel formwork and prestressed wire.

02 Prestress the steel wire.

03 Bind the steel formwork. Inspect and adjust the spacing between steel formwork.

04 Weight and inspect raw materials. Mix concrete. Perform slump test and prepare concrete test cube.



05

Pour concrete mix continuously and tighten the concrete evenly

06

Scrape the surface. Remove any ridge and bulge From the concrete to get a smooth and tight surface.

07

Stamp the STEC company brand and the certified TIS Industrial Standard mark.

08

Perform concrete curing then test the compressive strength of the concrete cube.

Production Capacity

The Company's headquarter is in Bangkok and operates 9 manufacturing plants for prestressed concrete products throughout the country, including Saraburi Province, Chonburi Sukhothai Province, Lamphun Province, Buriram Province, Khon Kaen Province, Ubon Ratchathani Province, and Nakhon Ratchasima Province.

Information about the concrete mixer production capacity of each of the Company's factory in 2021

Factory	Year of Establishment	2021	
		Production Capacity (Unit : Cubic Meter per Year)	Capacity Utilization Rate (%)
Saraburi – Concrete Pillars	2001	82,975.78	66.49
Sukhothai	2003	24,891.91	70.33
Buriram	2004	18,829.31	63.28
Ubon Ratchathani	2006	25,049.00	68.56
Lamphun	2007	19,034.94	72.41
Khon Kaen	2007	28,213.00	84.22
Chonburi	2007	85,903.52	75.58
Saraburi – Spun pile	2016	17,939.93	45.47
Nakhon Ratchasima	2017	13,445.00	93.85
Total		316,279.39	71.14

Note: The Company determines its production capacity by multiplying the cross-sectional area by the length of the formwork, for which the Company maintains an annual plan to choose which platform to create. It is primarily used to calculate the Company's annual maximum production capacity for prestressed concrete of any type and size.

When calculating the Company's production capacity in 2021, it is 316,279.39 cubic meters/year, whereas the Company's real capacity utilization rate was 71.14 percent due to actual production, some steps are bottleneck processes. In other words, after pouring concrete in the formwork and decorating the product surface, prestressed concrete products must be wet-cured for at least 7 days before being employed in the following phase. Following the removal of the concrete from the formwork, the Company must change the concrete formwork in line with the order that was received at the time. As a result, actual manufacturing could not be resumed right away, and there remained idle time. As a result, the Company has used a capacity utilization rate of only 71.14 percent. In the current scenario, certain of the Company's factories' production is occasionally unable to fulfill the expectations of the customers since the Company, as previously said, has a restricted fraction of production platform and formwork.

The corporate headquarter and 10 branches of prestressed concrete production plants have the following locations and areas information of each offices as follows:


Location Summary and the Area of Each Office/Factory Branch

Office / Factory	Location	Area (Rai-Ngan-Square Wa)	Year of Operation
Bangkok Headquarter	No. 50 Soi Ngamwongwan 47 Intersection 20, Ngamwongwan Road, Thung Song Hong Sub-district, Lak Si District, Bangkok 10210	1-3-8.1	2006
Saraburi Factory - Don Phut	No. 113 Moo 2, Don Phut Sub-district, Don Phut District, Saraburi Province 18210	48-2-44	2001
Sukhothai Factory	No. 221, Village No. 4, Singhawat Road, Ban Lum Sub-district, Mueang District, Sukhothai Province 64000	40-2-89	2003
Buriram Factory	No. 333 Moo 16, Samed Sub-district, Mueang District, Buriram Province 31000	58-1-63.8	2004
Ubon Ratchathani Factory	No. 34 Village No. 4, Khok Klong Sub-district, Samrong District, Ubon Ratchathani Province 34360	25-0-36	2006
Khon Kaen Factory	No. 113 Moo 4, Mittraphap Rd., Ban Haedor. Ban Had, Khon Kaen 40110	39-0-29	2007
Chonburi Factory (Branch 1)	No. 999, Village No. 5, Nong Phai Kaew Sub-district, Ban Bueng District, Chonburi Province 20170	46-2-14	2551
Lamphun Factory	No. 131, Village No. 15, Doi Ti-Pa Sang Road, Pa Sak Sub-district, Mueang District, Lamphun Province 51000	20-2-65.1	2003
Saraburi Factory - Phra Phutthabat	No. 41, Village No. 7, Na Yao Sub-district, Phra Phutthabat District, Saraburi Province 18120	98-1-96	2016
Nakhon Ratchasima Factory	Number 160-161, Village No. 3, Khok Kruat Sub-district, Mueang District, Nakhon Ratchasima Province	11-1-78	2017
Chonburi Factory (Branch 2)	Chachoengsao-Sattahip Road (331), milepost 73+100, Nong Irun Sub-district, Ban Bueng District, Chonburi Province ⁽¹⁾	46-3-53	Under construction

Remark : ⁽¹⁾ The location of the vacant land for the construction of the Chonburi factory (Branch 2)

International Standards

The standard that the Company receives contains

Mark / Standard Name	Description of the Standard	Accreditation Institution (Country)	Received Standard	Year Received (First Time)	Latest Expiration Year
1. Management system standards					
ISO 9001	Quality Management System Certification ISO 9001	Global Certification Service Company Limited	ISO 9001: 2015	1 August 2009	31 July 2024
2. Product standards					
	TIS is an industry standard used to validate the Company's square piles, steam piles, and slabs.	Thai Industrial Standards Institute (TISI) (Thailand)	TIS. 396-2549	24 March 2017 ⁽¹⁾	None
			TIS. 828-2546	20 March 2017 ⁽¹⁾	None
			TIS 398-2563	16 September 2021 ⁽¹⁾	None

Remark ⁽¹⁾ Following approval of the work, the Office of the TISI will conduct follow-up inspections at least once a year to ensure that licensed products continue to meet the quality standards. This will be accomplished by collecting product samples from a manufacturing site, a storage facility, or a location. Distribution is conceivable. The TISI has the capacity to change the duration and frequency of monitoring based on the plant's ability to maintain its quality.



แบบ มอ.๒
ลำดับที่ ๑



บริษัท โกลบอล เซอร์วิสเซส เซอร์วิส จำกัด

6 ซอยรัตนธิเบศร์ 30 ตำบลบางกระสอบ อำเภอเมือง จังหวัดนนทบุรี 11000

ใบรับรองฉบับนี้ให้ไว้เพื่อแสดงว่า

บริษัท สยามเทคนิคคอนกรีต จำกัด (มหาชน)

สำนักงาน : 50 ซอยงามวงศ์วาน 47 แขวง 20 ถนนงามวงศ์วาน แขวงทุ่งสองห้อง เขตหลักสี่ กรุงเทพมหานคร 10210

ได้รับการรับรองระบบบริหารงานคุณภาพมาตรฐาน

ISO 9001:2015

ใบขอบข่ายการรับรอง

งานบริหารระบบส่วนกลาง ควบคุมคุณภาพบริหาร, ฝ่ายบริหารระบบคุณภาพ, งานขาย และงานบุคคลเพื่อสนับสนุนการผลิตผลิตเสาคอนกรีตอัดแรง, เสาไฟฟ้าคอนกรีตอัดแรง, เสาคาน้ำคอนกรีตอัดแรง, แผ่นพื้นสำเร็จรูปคอนกรีตอัดแรง, คอนกรีตอัดแรง, คอนกรีตอัดแรงแบบสปริง, ฐานรากเสาไฟฟ้าคอนกรีตเสริมเหล็ก, สมอบคอนกรีต, คานนั่งร้านหม้อแปลงคอนกรีตอัดแรง และคานสะพานคอนกรีตอัดแรง

ใบรับรองฉบับนี้ : QMS52019ครั้งที่ 1
วันที่ออก : 1 สิงหาคม 2562
ใบรับรองฉบับนี้หมดอายุ : 31 กรกฎาคม 2564
ออกให้ ณ วันที่ : 31 กรกฎาคม 2564
วันที่มีผลบังคับใช้ : 1 สิงหาคม 2564
วันที่หมดอายุ : 31 กรกฎาคม 2567



ลงชื่อ

บริษัท โกลบอล เซอร์วิสเซส เซอร์วิส จำกัด

หน้า 1 จาก 8



ใบอนุญาตที่ 5350-117/398

ใบอนุญาต

แสดงเครื่องหมายมาตรฐานกับผลิตภัณฑ์อุตสาหกรรม
อาศัยอำนาจตามความในมาตรา ๑๖ แห่งพระราชบัญญัติมาตรฐานผลิตภัณฑ์อุตสาหกรรม พ.ศ. ๒๕๑๑
เลขาธิการสำนักงานมาตรฐานผลิตภัณฑ์อุตสาหกรรม
ออกใบอนุญาตฉบับนี้ให้

บริษัท สยามเทคนิคคอนกรีต จำกัด (มหาชน)

เลขประจำตัวผู้เสียภาษีอากร 0195544000181

แสดงเครื่องหมายมาตรฐานกับผลิตภัณฑ์อุตสาหกรรม เสาเข็มคอนกรีตอัดแรงแบบแรงเหวี่ยง

ที่ทำตามมาตรฐานผลิตภัณฑ์อุตสาหกรรม เสาเข็มคอนกรีตอัดแรงแบบแรงเหวี่ยง

มาตรฐานเลขที่ มอก. 398 2563

ทำที่โรงงานชื่อ บริษัท สยามเทคนิคคอนกรีต จำกัด (มหาชน)

นิคมอุตสาหกรรม

ที่อยู่เลขที่ 41 หมู่ที่ 7 ตระกอก/ซอย เพชรบด 5

ถนน - ตำบล/แขวง นายาว อำเภอ/เขต พระพุทธบาท

จังหวัด สระบุรี ทะเบียนโรงงานเลขที่ 10190016025584

รายละเอียดของผลิตภัณฑ์อุตสาหกรรมที่ได้รับอนุญาต แสดงไว้บนลำดับที่ ๒

บันทึกการเปลี่ยนแปลง แสดงไว้ในลำดับที่ ๓

ทั้งนี้ ผู้รับใบอนุญาตต้องปฏิบัติตามเงื่อนไขในการอนุญาตที่เลขาธิการกำหนด

ออกให้ ณ วันที่ 16 ก.ย. 2564

(นางสมพร ไรจน์ดำรงการ)
ผู้อำนวยการกองควบคุมมาตรฐาน
ปฏิบัติราชการแทน

เลขาธิการสำนักงานมาตรฐานผลิตภัณฑ์อุตสาหกรรม

สำนักงานมาตรฐานผลิตภัณฑ์อุตสาหกรรม
กระทรวงอุตสาหกรรม



(4) Assets used in business operations

1. Primary Fixed Assets

On 31 December 2021, the Company's fixed assets had a net book value of 1,273.47 million baht, as reflected in the financial statements, which can be summarized as follows:

No.	Asset	Net Book Value On 31 December 2021 (Million baht)	Types of Ownership	Encumbrance
1	Land and land improvements	520.15	Owned by the Company	Partial mortgage
2	Buildings and factories	181.35	Owned by the Company	Partial mortgage
3	Machinery and Equipment	286.11	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	Some machines and equipment are registered as business collateral.
4	Furniture, Fixtures & Office Supplies	3.30	Owned by the Company	None
5	Vehicles	35.29	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	None
6	Assets under Construction	100.96	Owned by the Company	None
7	Right-of-use Assets	146.31	-	-
	Total	1,273.47		



1.1 Land and land improvements

On 31 December 2021, the Company's land and land improvements had a book value of 520.15 million baht, which can be summarized as follows:

	Property Location	Area (Rai-Ngan-Square Wa)	Net book value as at 31 Dec. 2021 (Million baht)	Objectives	Types of Ownership	Encumbrance
1	Don Phut Sub-district, Don Phut District, Saraburi Province ("Don Phut Branch")	48-2-44	24.87	To be used as the location of the Don Phut branch building and factory.	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 430.00 million baht.
2	Na Yao Sub-district, Phra Phutthabat District Saraburi ("Phra Phutthabat Branch")	98-1-96	55.82	To be used as the location of the Phra Phutthabat branch of the building and factory.	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 365.00 million baht.
3	Ban Lum Sub-district, Mueang Sukhothai District Sukhothai ("Sukhothai Branch")	40-2-89	28.01	To be used as the location of the Sukhothai branch building and factory.	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 367.71 million baht.
4	Samed Sub-district, Mueang Buriram District Buriram Province ("Buriram Branch")	58-1-63.8	15.06	To be used as the location of the Buriram branch building and factory	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 30.62 million baht.
5	Khok Kong Sub-district Samrong District Ubon Ratchathani Province ("Ubon Ratchathani Branch")	25-0-36	15.33	To be used as the location of the building and the Ubon Ratchathani branch factory	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 430.00 million baht.
6	Ban Pao Sub-district, Ban Phai District, Khon Kaen Province ("Khon Kaen Branch")	39-0-29	12.43	To be used as the location of the Khon Kaen branch building and factory	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 430.00 million baht.
7	Pasak Sub-district Mueang Lamphun District Lamphun Province ("Lamphun Branch")	15-1-21	14.26	To be used as the location of the Lamphun branch building and factory	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 84.07 million baht.
		5-1-44	1.59	To be used as the location of the Lamphun branch building and factory	Owned by the Company	None

	Property Location	Area (Rai-Ngan-Square Wa)	Net book value as at 31 Dec. 2021 (Million baht)	Objectives	Types of Ownership	Encumbrance
8	Nong Phai Kaew Sub-district, Ban Bueng District Chonburi Province ("Chonburi Branch 1")	46-1-74	36.00	To be used as the location of the building and the Chonburi branch factory	Owned by the Company	Collateral for mortgage loans from financial institutions amounting to 430.00 million baht, which is the main mortgage collateral.
9	Nong Irun Sub-district, Ban Bueng District, Chonburi Province	0-0-40		To be used as the location of the building and the Chonburi branch factory	Owned by the Company	
10	Nong Irun Sub-district, Ban Bueng District, Chonburi Province ("Chonburi 2 Branch")	46 -3 - 53	168.90	To be used as the location of the building and the Chonburi branch factory (Branch 2)	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 200.00 million baht.
11	Khok Kruat Sub-district Mueang Nakhon Ratchasima District Nakhon Ratchasima Province ("Nakhon Ratchasima Branch")	11-1-78	73.16	To be used as the location of the building and factory in Nakhon Ratchasima	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 100.00 million baht
12	Bang Sai Yai Sub-district Mueang Mukdahan District Mukdahan Province	47-3-57	29.10	To be used as the location of the building and the Mukdahan branch factory	Owned by the Company	Collateral for mortgage loans from financial institutions in the amount of 270.00 million baht.
		7-3-35	7.52	To be used as the location of the building and the Mukdahan branch factory	Owned by the Company	None
13	Thung Song Hong Sub-district, Lak Si District, Bangkok	1-3-80	38.10	To use as the headquarter	Owned by the Company	None
	Total	520.15				

1.2 Buildings and factories

On 31 December 2021, the Company's buildings and factories had a net book value of 181.35 million baht, as summarized in the financial statements:

	Property Location	Net Book Value On 31 Dec. 2021 (Million Baht)	Objectives	Proprietary Type	Encumbrance
1	Don Phut Branch	12.84	To be used as a building and factory for Don Phut branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
2	Phraphutthabat Branch	64.29	To be used as a building and factory for Phraphutthabat Branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
3	Sukhothai Branch	0.79	To be used as a building and factory for Sukhothai branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
4	Buriram Branch	0.75	To be used as a building and factory for Buriram Branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
5	Ubon Ratchathani Branch	6.09	To be used as a building and factory for Ubon Ratchathani Branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
6	Khon Kaen Branch	6.50	To be used as a building and factory for Khon Kaen branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
7	Lamphun Branch	2.87	Used as a building and factory for Lamphun branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
8	Chonburi branch	16.22	To be used as a building and factory for Chonburi branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
9	Nakhon Ratchasima Branch	10.38	To be used as a building and factory for Nakhon Ratchasima Branch	Owned by the Company	Collateral for a mortgage with a loan amount equal to the value of the land
10	Bangkok Headquarter	60.62	To be used as the Bangkok Headquarters Building	Owned by the Company	None
	Total	181.35			

1.3 Machinery and equipment

On 31 December 2021, the Company's machinery and equipment had a net book value of 286.11 million baht in financial statement, which can be described as follows:

	Property Location	Net Book Value On 31 Dec. 2021 (Million Baht)	Proprietary Type	Encumbrance
1	Thung Song Hong Sub-district, Lak Si District, Bangkok (“Head Office”)	101.10	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	
2	Don Phut Branch	36.08	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	Some machinery and equipment have been registered as business collateral for loans from financial institutions worth 36.00 million baht.
3	Phraphutthabat Branch	54.69	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	The Company has machines and equipment for the production of centrifugal round piles registered as business collateral for borrowing money from financial institutions, amounting to 365.00 million baht.
4	Sukhothai Branch	0.96	Owned by the Company	None
5	Buriram Branch	7.17	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	None
6	Ubon Ratchathani Branch	16.82	Owned by the Company	None
7	Khon Kaen Branch	23.37	Owned by the Company	Some machinery and equipment have been registered as business collateral for loans from financial institutions worth 36.00 million baht.
8	Lamphun Branch	11.05	Owned by the Company	None
9	Chonburi branch	11.88	Owned by the Company. Some parts are being paid in installments per the finance lease agreement.	Some machinery and equipment have been registered as business collateral for loans from financial institutions worth 36.00 million baht.
10	Nakhon Ratchasima Branch	22.99	Owned by the Company	None
	Total	286.11		

1.4 Decorations fixtures and office equipment

On 31 December 2021, the net book value of the Company's decorations, installation, and office equipment in the financial statements is 3.30 million baht, which can be summarized as follows:

	Type	Net Book Value On 31 Dec. 2021 (Million Baht)	Proprietary Type	Encumbrance
1	Office Supplies	3.30	Owned by the Company	None
	Total	3.30		

1.5 Vehicles

On 31 December 2021, the net book value of the Company's vehicles in the financial statements is 35.29 million baht, which can be summarized as follows:

	Type	Quantity	Net Book Value On 31 Dec. 2021 (Million Baht)	Proprietary Type	Encumbrance
1	Cars, trucks, tractor/trailers, cranes, dumpers, loaders	157	35.29	Owned by the Company	None
	Total	157	35.29		

1.6 Assets under construction

The Company's assets under construction, which include buildings and factories, as well as machinery, equipment under construction or installation on 31 December 2021, and the assets under construction of the Company have a net book value of 100.96 million baht, which can be summarized as follows:

	Type	Net Book Value On 31 Dec. 2021 (Million Baht)	Proprietary Type	Encumbrance
1	Factory or machinery and equipment under construction	100.96	Owned by the Company	None
	Total	100.96		

1.7 Right-of-use Assets

The Company's right-to-use assets include the right to use machinery under the lease agreement and the right to use an automobile under the lease agreement on 31 December 2021, which have a net book value of 146.31 million baht in the financial statements as summarized below:

	Type	Net Book Value On 31 Dec. 2021 (Million Baht)
1	The right to use machinery under lease agreements	73.18
2	The right to use the car under the lease agreement	73.13
	Total	146.31


2. Intangible Assets

The Company has intangible assets which is the right to use computer software, such as accounting software and resource management (Enterprise Resource Planning or ERP). As of December 31, 2021, the Company's intangible assets have the net book value after deduction of amortization in the financial statements is equal to 1.29 million baht, which can be summarized as follows:

	Type	Net Book Value On 31 Dec. 64 (Million Baht)	Proprietary Type	Encumbrance
1	Accounting and Resource Management Software	1.29	Owned by the Company	None
	Total	1.29		

3. Intellectual Property

3.1 Trademarks and service marks owned by the Company

No.	Trademark / Service Mark	Registration number / Request Number	Product / Service Type	Protection Period Expires
1		Registration number 171130558, request number 1027057	Prestressed concrete products	10 February 2026

(5) Work that has not yet been delivered

On 31 December 2021, the Company has construction work that has yet to be completed. The following are the details:

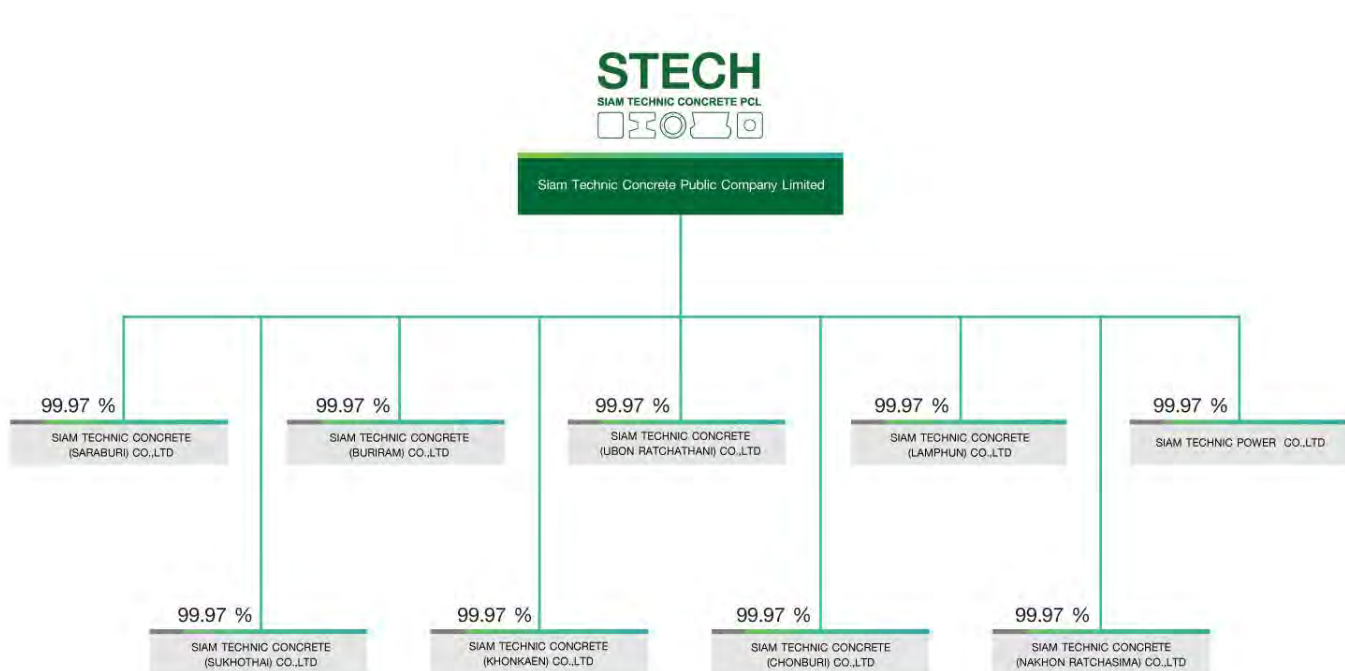
Details	Location	Contract Price (Million Baht)	Project Progress (Percentage)	Set Date for Completion
1. The construction of retarding basin, Nong Samrong Reservoir	Muang District Udon Thani Province	22.14 ⁽¹⁾	100	Quarter 2 2021
2. 115 KV Transmission Line Construction Project	Sakon Nakhon Province - Nakhon Phanom Province	104.82	1.87	Quarter 4 2022

Remark: ⁽¹⁾ Revenue as the latest revised contract

1.3 Shareholding Structure of the Company

1.3.1 Shareholding structure of the Company Group

On 31 December 2021, the Company has a shareholding or investment structure in subsidiaries as follows:



Name, location, business operations of the subsidiary on 31 December 2021

(1) Company Name : Siam Technic Power Company Limited
 Head Office Location : 50 Soi Ngamwongwan, 47 Intersection 20, Ngamwongwan Road, Thung Song Hong Sub-district, Lak Si District, Bangkok
 Business Operation : Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
 Contact Number : Phone 02-589-3888
 Registered Capital : 1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
 Paid-up Capital : 1,000,000 Baht
 Shareholding Proportion : 99.97 percent

(2) Company Name : Siam Technic Concrete (Saraburi) Company Limited
 Head Office Location : 113 Moo 2, Don Phut Sub-district, Don Phut District, Saraburi Province
 Business Operation : Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
 Contact Number : Telephone 036-385001-4
 Registered Capital : 1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
 Paid-up Capital : 1,000,000 Baht
 Shareholding Proportion : 99.97 percent

(3) Company Name : Siam Technic Concrete (Sukhothai) Company Limited
 Head Office Location : 221 Moo 4, Singhawat Road, Ban Lum Sub-district, Mueang Sukhothai District, Sukhothai Province
 Business Operation : Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
 Contact Number : Phone 055-611612
 Registered Capital : 1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
 Paid-up Capital : 1,000,000 Baht
 Shareholding Proportion : 99.97 percent

(4) Company Name	:	Siam Technic Concrete (Buriram) Company Limited
Head Office Location	:	333 Moo 16, Samed Sub-district, Mueang Buriram District, Buriram Province
Business Operation	:	Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
Contact Number	:	Phone 044-613301
Registered Capital	:	1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
Paid-up Capital	:	1,000,000 Baht
Shareholding Proportion	:	99.97 percent
(5) Company Name	:	Siam Technic Concrete (Ubon Ratchathani) Company Limited
Head Office Location	:	34 Moo 4, Khok Kong Sub-district, Samrong District, Ubon Ratchathani Province
Business Operation	:	Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
Contact Number	:	Phone 045-303137
Registered Capital	:	1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
Paid-up Capital	:	1,000,000 Baht
Shareholding Proportion	:	99.97 percent
(6) Company Name	:	Siam Technic Concrete (Khon Kaen) Company Limited
Head Office Location	:	113 Village No. 4, Ban Haed Sub-district, Ban Hat District, Khon Kaen Province
Business Operation	:	Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
Contact Number	:	Telephone 043-306500-1
Registered Capital	:	1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
Paid-up Capital	:	1,000,000 Baht
Shareholding Proportion	:	99.97 percent

(7) Company Name : Siam Technic Concrete (Lamphun) Company Limited
 Head Office Location : 131 Moo 15, Pa Sak Sub-district, Mueang Lamphun District, Lamphun Province
 Business Operation : Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
 Contact Number : Phone 053-584637-9
 Registered Capital : 1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
 Paid-up Capital : 1,000,000 Baht
 Shareholding Proportion : 99.97 percent

(8) Company Name : Siam Technic Concrete (Chonburi) Company Limited
 Head Office Location : 999 Moo 5, Nong Phai Kaew Sub-district, Ban Bueng District, Chonburi Province
 Business Operation : Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
 Contact Number : Phone 038-056311
 Registered Capital : 1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
 Paid-up Capital : 1,000,000 Baht
 Shareholding Proportion : 99.97 percent

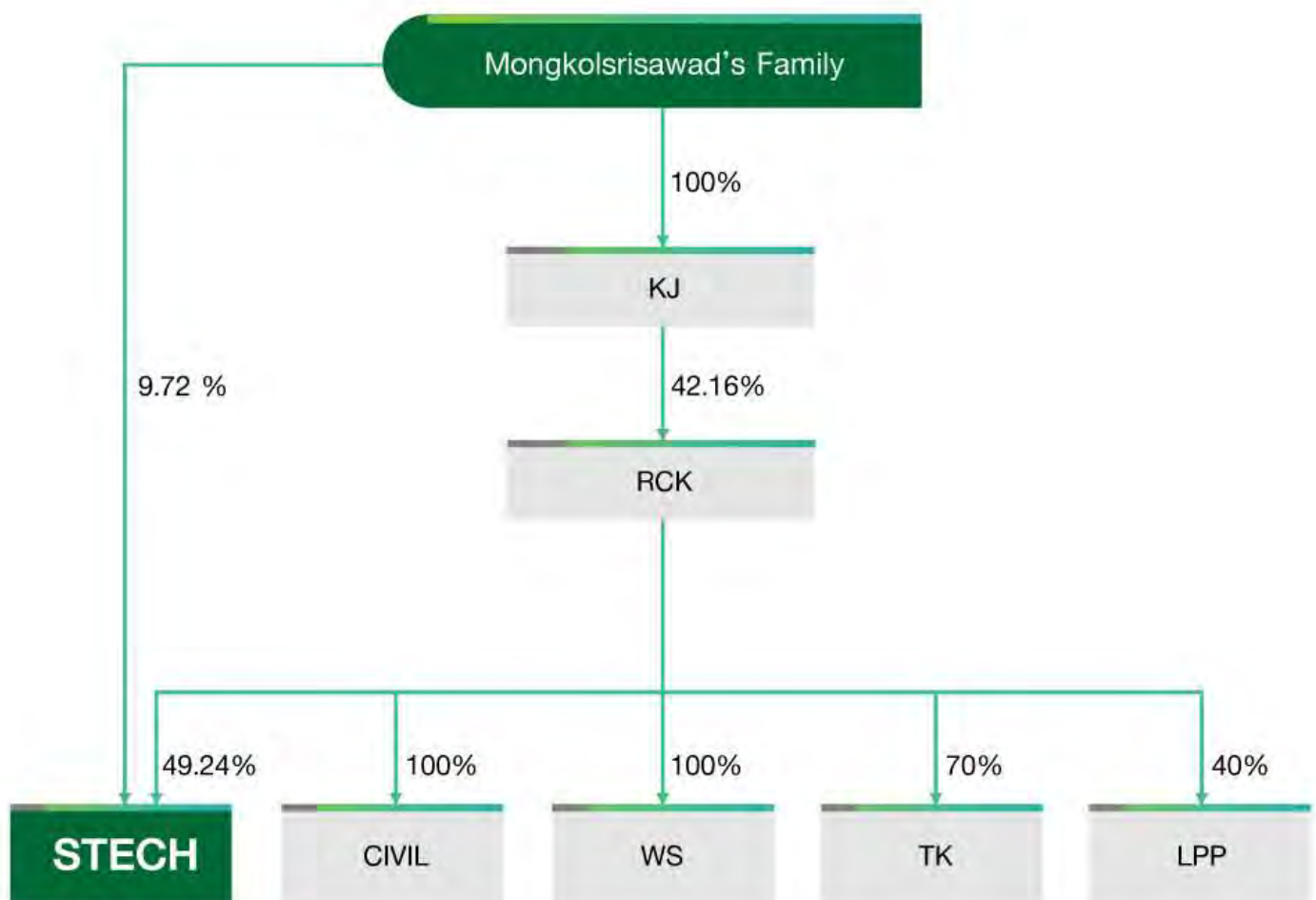
(9) Company Name : Siam Technic Concrete (Nakhon Ratchasima) Company Limited
 Head Office Location : 160-161 Moo 3, Mittraphap Road, Khok Kruat Sub-district, Mueang Nakhon Ratchasima District, Nakhon Ratchasima Province
 Business Operation : Distributor of prestressed concrete products and construction contractors for the installation of 115 kV transmission lines and design, procure, and install of fiber optic cable, and the project to bring electric cables underground.
 Contact Number : Phone 044-346239
 Registered Capital : 1,000,000 Baht (10,000 shares with a par value of 100 baht per share)
 Paid-up Capital : 1,000,000 Baht
 Shareholding Proportion : 99.97 percent

1.3.2 Persons with possible conflicts of interest own shares in subsidiaries or associated companies that account for more than 10% of the number of shares with voting right

- None -

1.3.3 Relationship with the business group of major shareholders

Ruam Chai Kij Company Limited is a major shareholder of the Company, owning 49.24 percent of the total issued and paid-up shares of STECH (on 31 December 2021), and the Mongkolsrisawad family owns 13.30 percent through the major shareholder's shareholding structure in other companies. The details are as follows.



The details of the relationship of shareholders are as follows.

Company Name /	Nature of Business	Details
1 KJ Cooperate Company Limited (“KJ”)	Operates the business of selling fuel	○ There is a list of products to sell to the Company. (Please consider details in Section 2, Internal Control and Connected Transactions)
2 Ruam Chai Kij Company Limited. (“RCK”)	Operates the business of investing in holding company	○ The Company has a guarantee for loans from financial institutions. (Please consider details in Section 2, Internal Control and Connected transaction)
3 S Tech Civil And Construction Company Limited (“CIVIL”)	Operates the business of building construction and civil works	○ There is a purchase list of the Company's products and services. (Please consider details in Section 2, Internal Control and Connected Transactions)
4 Land Pro Plus Company Limited (“LPP”)	Operates the business of land trading, land allocation, house and land allocation	○ Mr. Watchai Mongkolsrisawasdi holds a percentage of shares of 30.77%. ○ There are no connected transaction with the Company.
5 Wasusaitong Company Limited (“WS”)	Operates the business of digging and sucking sand on the ownership land	○ A list of raw material sales to the Company is included. (Please consider details in Section 2, Internal Control and Connected Transactions)
6 Tak Kolkit (1996) Company Limited (“TK”)	Operates the business of manufacturing and distributing stone	○ The remaining 30% of stockholders are unrelated to the Company. ○ There are no connected transaction with the Company.

Additionally, when connected transactions occur between juristic entity related to the directors and the Company's major shareholders, the Company will act in the best interests of the business and shareholders as a whole, including by establishing policies and procedures for approving connected transactions that the Company has carried out in accordance with the policies and procedures established that comply with applicable laws and regulations.

1.3.4 Shareholders

(1) List of Major Shareholders

The group of the Company's first 10 shareholders with names that correspond to the record date (RD) attending the shareholders' meeting on March 15, 2022 is as follows:

List ⁽¹⁾		On 15 March 2022	
		Number of Shares	Percentage
1	Ruam Chai Kij Company Limited	357,000,000	49.24
2	Mongkolsrisawad Family		
	- Mr. Watchai Mongkolsrisawad	2,041,160	0.28
	- Mr. Kachen Mongkolsrisawad	34,202,190	4.72
	- Mr. Jetakorn Mongkolsrisawad	34,202,190	4.72
	Total of the Mongkolsrisawad family	70,445,540	9.72
3	Wongthananan family		
	- Mr. Chaiyong Wongthananan	5,875,000	0.81
	- Ms. Ratchanakorn Kongyuenyongvanich	5,875,000	0.81
	- Mr. Chanchanon Wongthananan	8,225,010	1.13
	- Ms. Warittha Wongthananan	10,426,110	1.44
	Total of the Wongthananan family	30,401,120	4.19
4	Mr. Sathorn Chanruangvanich	18,414,500	2.54
5	Mr. Suwat Supakamolsenee	18,330,000	2.53
6	Akpaiboon family		
	- Mr. Pongpaiboon Akpaiboon	6,580,000	0.91
	- Mrs. Nusara Akpaiboon	4,935,000	0.68
	- Mr. Somyot Akkapaiboon	300,000	0.04
	- Ms. Nattha Akkapaiboon	329,000	0.05
	Total of the Akkapaiboon family	12,144,000	1.68
7	Mr. Chakphan Mongkolsrisawasdi	8,991,400	1.24
8	Kampakdee Family		
	- Mr. Sopon Kampakdee	3,525,000	0.49
	- Mrs. Yatee Kampakdee	2,700,000	0.37
	- Ms. Thitawan Kampakdee	2,280,000	0.31
	Total of the Kampakdee family	8,505,000	1.17

List ⁽¹⁾		On 15 March 2022	
		Number of Shares	Percentage
9	Opapaiboon family		
	- Mr. Jatupon Opapaiboon	8,049,030	1.11
	- Mr. Sophon Opapaiboon	404,000	0.06
	Total of the Opapaiboon family	8,453,030	1.17
10	Mrs. Nuanchan Thawornwongkajorn	7,500,000	1.03
11	Other shareholders	185,115,410	25.53
	Total	725,000,000	100.00

Remark : ⁽¹⁾ The arrangement was done alphabetically by last name only, this does not imply that members of the group acted cooperatively or voted in unison.

Shareholding information of companies that are major shareholders of the Company are as follows:

1. Ruam Chai Kij Company Limited

Ruamchaikit Company Limited ("RCK") was incorporated in Thailand on 19 November 2013 to operate an investment company or real estate service that is either owned by itself or leased by the Company. The Company's registered and paid-up capital is 573,000,000 baht, divided into 57.3 million ordinary shares with a par value of 10.00 baht per share, as well as a list of the RCK Company's top ten largest shareholders and their respective shareholding percentages on 15 January 2022. The details are as follows:



List of Shareholders ⁽¹⁾		On 25 January 2022	
		Number of Shares (Shares)	Percentage
1	KJ Cooperate Company Limited	24,155,013	42.16
2	Wongthananan family		
	- Mr. Chaiyong Wongthananan	2,046,429	3.57
	- Ms. Ratchanakorn Kongyuenyongvanich	2,046,429	3.57
	- Mr. Chanchanon Wongthananan	2,864,994	5.00
	- Ms. Warittha Wongthananan	2,864,994	5.00
	Total of the Wongthananan family	9,822,846	17.14
3	Mr. Suwat Supakamolsenee	6,384,857	11.14
4	Akpaiboon family		
	- Mr. Pongpaiboon Akpaiboon	2,292,000	4.00
	- Mrs. Nusara Akpaiboon	1,719,000	3.00
	- Mr. Somyot Akkapaiboon	1,229,225	2.15
	- Ms. Nattha Akkapaiboon	114,600	0.20
	Total of the Akkapaiboon family	5,354,825	9.35
5	Opapaiboon family		
	- Mr. Jatupon Opapaiboon	2,728,568	4.76
	- Mr. Sophon Opapaiboon	136,432	0.24
	Total of the Opapaiboon family	2,865,000	5.00
6	Kampakdee Family		
	- Mr. Sophon Kampakdee	993,979	1.73
	- Mrs. Yatee Kampakdee	935,510	1.63
	- Ms. Thitawan Kampakdee	935,510	1.63
	Total of the Kampakdee family	2,864,999	5.00
7	Mr. Roongsak Yantaporn	1,855,432	3.24
8	Mr. Watchai Mongkolsrisawat	1,592,333	2.78
9	Mr. Thanawat Yuwawittayapanich	736,714	1.29
10	Miss Piyaporn Mongkolsrisawat	603,838	1.05
11	Other shareholders	1,064,143	1.86
	Total	57,300,000	100.00

Remark : ⁽¹⁾ The arrangement was done alphabetically by last name only, this does not imply that members of the group acted cooperatively or voted in unison.

2. KJ Cooperate Company Limited

KJ Co-operate Company Limited (formerly K.C. Nitro Company Limited) was incorporated in Thailand on October 12, 2012 to operate a fuel distribution business. The Company has a registered and paid-up capital of 210,073,750 baht, which is divided into 20,540,502 ordinary shares with a par value of 10.00 baht each and 466,873 preferred shares with a par value of 10.00 baht each, with a list of major shareholders and their shareholding percentages of K.C. Nitro on 30 April 2021 are as follows:

List of Shareholders	Number of Shares			Voting rights ⁽²⁾ (Percentage)
	Common Stock	Preferred shares ⁽²⁾	Total	
Mongkolsrisawad Family				
1 Mr. Watchai Mongkolsrisawad	-	466,873	466,873	87.20
2 Mr. Kachen Mongkolsrisawad	10,270,251	-	10,271,251	6.40
3 Mr. Jadsorn Mongkolsrisawad	10,270,251	-	10,271,251	6.40
Total	20,540,502	466,873	21,007,375	100.00

Remark : ⁽¹⁾ 1 Preferred share with voting rights equal to 300 ordinary shares

1.4 Amount of registered capital and paid-up capital

The Company had a registered capital of 725,000,000 baht and a paid-up capital of 725,000,000 baht as of December 31, 2021, divided into 725,000,000 ordinary shares with a par value of 1 baht each.

1.5 Issuance of other securities

- None -

1.6 Dividend Payment Policy

Each year, the Company pays dividends to stockholders equal to at least 40.00 percent of net profit after corporate income tax and legal reserve. The Company will consider dividend payments based on a variety of criteria in order to maximize shareholder value, and dividend payments must have only a minimal impact on the Company's usual operations. Dividend payments are subject to vary based on the Company's operating results and financial situation, liquidity, business expansion plans, future requirement and suitability, and other considerations deemed acceptable by the Board of Directors.

The shareholders' meeting must approve the Company's annual dividend payment, except for interim dividends, which the Board of Directors may approve when the Company is deemed to have sufficient profit to pay dividends without impairing operations and will report to the shareholders' meeting for acknowledgement at the following meeting.

2. Company Risk Management

2.1 Risk management policy

Siam Technic Concrete Public Company Limited values risk management. The risk management committee, comprised of management and independent directors, was formed to identify potential risks and devise strategies for dealing with them in order to manage risks in a methodical and manageable manner. At least once a year, the Risk Management Committee will convene to analyze risks and devise strategies for mitigating them. The Company's risk management policy states that risk management requires mutual understanding and accountability among personnel at all levels. This will result in future risk management that is more effective.

2.2 Risk Factors Relating to the Company's Business Operations

2.2.1 Risks from new and existing entrepreneurs in the industry

There are numerous operators in the prestressed concrete manufacturing and distribution sector at the moment. There are both small and large manufacturers, and new entrepreneurs enter the industry each year because it is a low-risk venture with a straightforward manufacturing procedure. Additionally, because each operator's concrete products are identical to the Company's, the Company is subject to a tough competitive environment from competitors, as customers have more purchasing options and competitors may compete on price to gain market share. This may require the Company to modify product prices in response to market conditions, resulting in a drop in sales revenue.

However, the Company has a method for determining the selling price that takes into account a variety of factors, including the Company's ability to compete on a level playing field through the use of the cost plus margin method, which is based on the product's cost price plus the appropriate gross margin to use as a competitive price in the market, and continues to focus on selling products and effective services. Additionally, the Company employs a strategy of branch expansion in various regions, with a total of nine branches in the following areas: (1) Saraburi Province, Don Phut District, (2) Saraburi Province, Phra Phutthabat District, (3) Sukhothai Province, (4) Buriram Province, (5) Ubon Ratchathani Province, (6) Khon Kaen Province, (7) Lamphun Province, (8) Chonburi Province, and (9) Nakhon Ratchasima. As a result of the Company's branch network stretched throughout multiple provinces, the Company benefits from a broader client base and lower expenditures, such as reduced transportation costs and time spent on transportation, among other things.

Additionally, the Company has convened a monthly executive meeting to closely monitor the production and distribution conditions of each branch's products in order to manage production capacity and raw material costs in the most appropriate and efficient manner possible. Additionally, the Company invests heavily in research and development of various technologies, such as plasma cutting machines, wire feeder machines, and sampling tools (sampling collector), in order to boost competitiveness, reduce production costs, simplify the manufacturing process, and lower the rate of production loss. All of which help contribute to the Company's market share growth. As a result of the Company's advantages and business policies, the aforementioned enables the Company to compete efficiently and sustainably in the industry.

2.2.2 Risks from changes in investment policies of the public and private sectors

The Company's primary business is the manufacture and sale of prestressed concrete products, which are the primary raw material used in the construction of building and structure foundations. As a result, the Company's revenue may fluctuate depending on the state of the country's construction industry, changes in the government's infrastructure development plans, and investment in private building projects. Therefore, if Thailand's economy slows down and there is a change in the government's investment policy, for example, a policy change from the Eastern Economic Corridor (EEC) development project that focuses on investments in infrastructure and utilities to increase investment capacity and development of economic activities and facilities in the eastern region of Thailand, as a result, the demand for construction materials from the government sector will decrease and may result in a decrease in the demand for construction materials from the private sector due to the uncertainty of the government's plans and policies as well. The risk associated with such economic changes could adversely affect the Company's operating results and result in inconsistency in the Company's sales volume and revenue.

However, the Company can mitigate these risks by expanding its customer base to include a broader range of customers, such as contractors and government agencies, as well as direct sales to real estate developers, in order to diversify the risk of fewer construction projects in each industry, allowing the Company to have a more stable income base. Additionally, based on the management team's experience and expertise in conducting business, as well as the Company's past performance and positive relationship with each customer, the Company is confident that it will be able to retain existing customers and grow its customer base continuously in the future. Additionally, the Company has kept a close eye on the government sector's investment policies. The government sector was discovered to be continuing to bid on new projects that are expanding in response to the slow disbursement of the budget following the enactment of the Fiscal Year 2021 Budget Expenditure Act and policies from the Eastern Economic Corridor Development Project (EEC). As a result, demand for construction materials from local factories surged significantly. The Company intends to invest in the building of the Chonburi Plant Branch 2 in order to expand the Chonburi plant's production capacity in order to meet growing demand.

2.2.3 The risk of relying on a large customer who is a related company

The Company has one significant customer who is a related company S-TEC Civil & Construction CO.,LTD. ("CIVIL"), which is held 100% by Ruamchaikit Company Limited ("RCK"). As of 31 December 2021, RCK is the Company's largest shareholder, holding 49.24 percent of the Company's total issued and paid-up shares. CIVIL currently operates a construction business from both the public and private sectors as the main contractor via the auction method of tendering and negotiating with other contractors through joint ventures or consortiums.

The Company supplies pre-stressed concrete products to CIVIL for use in the Company's construction activity. The Company's revenue from sales and services to CIVIL will be 99.56 million baht in 2020 and 182.90 million baht in 2021, respectively. They account for 6.90 percent and 12.09 percent, respectively, of the Company's total sales and service revenue. As a result, if a CIVIL construction project encounters uncertainty conditions such as a reduction in the scope of the project or CIVIL being cancelled by a government agency, etc., the Company's sales and service revenue may experience instability.

However, the Company derives a modest amount of its revenue from sales and services to CIVIL and does not rely solely on CIVIL revenue. Customers of the Company can be grouped into three categories: project owners, contractors, and government enterprises or government customers. The Company has a loyal following of repeat customers, many of whom are construction companies listed on the Thai Stock Exchange, such as Italian-Thai Development Public Company Limited, CH-Karnchang Public Company Limited, and Well Grade Engineering Public Company Limited. Additionally, the Company has regular customers that are government agencies, such as the Provincial Electricity Authority, who do business with and trust the Company for a long period of time. The Company has used pre-stressed concrete products, demonstrating the Company's product quality and the confidence and trust of its customers in the Company. The Company employs sales personnel who are responsible for acquiring new customers and routinely following up on pre-stressed concrete procurement projects in both the public and private sectors. Throughout the past business period, the Company maintains a positive relationship with all customers, large and small, by producing high-quality items at affordable and competitive pricing, with on-time delivery, and by doing follow-up on dispersed products. This enables the organization to retain existing customers while also acquiring new ones.

Additionally, the Company has policies and operating procedures in place to ensure that transactions between the Company, CIVIL, and other connected persons are transparent and free of conflict of interest. The Company has a strategy for demonstrating the fairness of its prices and terms of selling items and delivering services to linked individuals by demonstrating that there is a pricing and general trading conditions (Arm's Length) comparable to those of a transaction with a third party.

2.2.4 Risk of impact from construction delays or interruptions

As the Company also operates a construction business, it is limited to projects related to its primary business and construction projects for which the Company has experience and expertise, such as the installation of 115 kV high voltage transmission lines and design work, procurement and installation of fiber optic cables. As a result, there is a risk of construction delays or interruptions due to a variety of events that may affect, such as the COVID-19 epidemic situation, natural disasters, etc. Thus, the Company may be unable to complete the work in the timeframe specified in the contract and may incur fees, such as penalties for late delivery of work and incremental costs, etc.

This type of construction work is what the Company excels, particularly in the installation of 115 kV high-voltage transmission lines. The Company manufactures the majority of the materials utilized in such projects, including foundations, electric poles, and cross arm spun, which enable the Company to plan production and work schedules in order to manage the construction effectively and to alter production and work schedules swiftly in response to changing circumstances, hence lowering the chance of various incidents occurring.

2.2.5 Risk from dependence on suppliers

High tensile steel wire and cement are the primary basic materials utilized in the manufacture of prestressed concrete. In 2020-2021, the Company purchases raw materials such as cement, PC wire, stone, sand, and steel from a variety of sources, with no single supplier accounting for more than 30.00 percent of total raw material purchases each year. However, the top five suppliers of raw materials In 2020, the first accounted for 50.77 percent of total raw material purchases, and 53.71 percent in 2021. The Company's top raw material supplier is a cement distributor. For the year 2021, one significant supplier accounted for 17.43 percent of total raw material costs. If a major raw material supplier is unable to supply the Company with raw materials in the quantities agreed upon or on acceptable commercial terms, the Company may be unable to get raw materials from alternative sources in time to complete the production plan as specified by the customer.

However, the Company can mitigate the risks of such accidents by carefully evaluating the quality, pricing, and raw material manufacturing facilities of the Company's primary raw material suppliers. Whether it is cement, wire, or steel, they are well-known and reputable large producers and distributors that has never met a shortage of raw materials to provide the Company. This enables the Company to purchase raw materials from alternative suppliers, minimizing the impact on the Company's production plans in the event that a raw material supplier is unable or unable to furnish raw materials to the Company on the appropriate terms and conditions agreed upon by the Company.

2.2.6 Risk of inaccurate cost estimates

The Company may be jeopardized by erroneous expense projections. Previously, several of the Company's building projects have run over budget owing to extraordinary occurrences or force majeure events such as unrest, flooding, or other unforeseen circumstances. As a result, the Company is unable to carry out its responsibilities adequately. However, the Company currently considers only 2 types of construction work, namely the installation of high voltage transmission lines and the design, procurement, and installation of fiber optic cables, which allow for more accurate cost estimation. The following are the critical processes.

- (1) The Company evaluated the project's cost of construction, including the quantity of materials and the preliminary pricing, in order to propose the price that will be utilized for the preliminary tender by considering the following factors:
 - The work's difficulty, the difficulty of procuring raw materials and manpower
 - The cost to be incurred and the mark up compared to the average price of the employer
 - The duration of the project implementation set by the employer
 - The Company's Potential in Construction Operations
 - Cash flow adequacy during operation
- (2) Measures for the management of construction projects to control the cost of services
 - Prepare a summary of the actual project costs at the conclusion of each month.
 - Construction cost control involves comparing the project's progress report to actual spending to ensure consistency.
 - To determine the completion of the work reported by the project agency, a random check of the actual construction work conducted on the project is made against the project progress report. If there is a disparity greater than 5 percent, it must be reported to the project manager for investigation and clarification, with approval from the construction manager.

Whenever there is a reason for excessive project costs without resulting in performance or damage to the project's profit margin, the Construction Department must review and amend cost estimates before submitting them to the accounting department of the Company. At each Board of Directors meeting, a monthly report on each project is presented, which might help mitigate such risks.

At the moment, the Company's most recent construction project is the 115 KV Transmission Line Construction Project of Sakon Nakhon 2 Electricity Station, Sakon Nakhon Province - Si Songkhram Electricity Station, Nakhon Phanom Province, for which the Company can accurately estimate the cost.

2.2.7 Risk of malfunction or damage to industrial machinery or equipment

Due to the fact that the Company's machinery and equipment that are used to produce prestressed concrete and pile driving are necessary tools for the production of products and services, this may result in the Company's production rate and service capability being behind schedule, resulting in delays and inability to deliver products on time, which will have a direct impact on the Company's overall reliability.

However, the Company conducts routine inspections and maintenance on machinery and equipment, and materials or spare parts are prepared in advance in case of a failure. Additionally, if a machine malfunctions during work and the Company is unable to produce products in time to deliver to customers, the Company will have a contingency plan in place by bringing products from other branches of the Company to deliver to customers first in order to meet the delivery schedule and allow customers to proceed with the construction as planned.

2.2.8 Risk from fluctuation in raw material prices

Due to the fact that the primary raw materials used to manufacture the Company's products, such as high tensile steel wire (PC Wire/PC Stand), deformed steel, round bar, and cement, fluctuate in price each year in response to changes in global market prices, such as steel and cement prices, the cost of production may fluctuate each year in according to the price of such raw materials.

However, the Company's management has consistently monitored and regulated raw material costs, including the amount of raw material stockpiles and raw material purchases, in order to mitigate the risk of raw material price variations. Additionally, for high tensile steel wire goods, which are subject to greater price volatility than other raw materials, the Company will utilize the pre-ordering technique at the negotiated price. This will enable the Company to more effectively manage its manufacturing costs and mitigate the risk of raw material price volatility.

2.2.9 Risk from dependence on key management

Mr. Watchai Mongkolsrisawasdi is currently a senior executive of the Company with extensive knowledge and experience in the business, particularly in engineering in terms of plant construction, selection, and procurement of efficient machinery, branch expansion planning, and investment strategies, as well as building credibility and positive relationships with partners. As a result, future changes in the Company's personnel may have an effect on the Company's business operations.

However, the Company is aware of the aforementioned risks and has established a well-established management system for factories, machinery, and various production processes, placing a premium on competent personnel selection and ongoing support and development of employee training conducted both internally and externally. Additionally, the Company has a clear organizational structure that segregates the duties and responsibilities of each department in order to decentralize powers and responsibilities as necessary, and the Company has a succession planning policy in place to allow for systematic

personnel development and to be prepared to act on behalf of the Company's key executives in order to mitigate the risk of reliance on key executives having a negative impact on the Company's business.

2.2.10 The risk of a shortage of skilled workers

The manufacturing and installation of many types of prestressed concrete products require highly skilled, knowledgeable, and experienced laborers. This enables the work process to be seamless, punctual, safe, and efficient, resulting in customer satisfaction following the receipt of products or services. Additionally, it will assist in reducing production losses. As a result, the Company has always placed a high value on the provision of high-quality workforce in its manufacturing processes and services. There may be a shortage of skilled labor if the Company is unable to recruit additional staff in response to increased branch count or production volume, or if the recruitment industry is competitive, resulting in insufficient staff to meet demand and causing goods to be delivered later than the specified period.

However, the Company has a plan in place to mitigate such risks by hiring personnel who are suited to the operations in diverse branches. The Company has altered its compensation structure to reflect market realities in order to compete with other businesses in the same industry; moreover, the Company provides ongoing training and education to its employees and contractors, which incentivizes employees to reduce turnover and makes recruiting new employees easier.

2.3 Financial risks

2.3.1 Risks from Interest Rate Volatility

The Company borrows money from local financial institutions on both short and long terms to finance operations and investments, with the majority of the borrowings having floating interest rates. As a result, interest rate volatility in the money market has a major effect on the Company's financial costs. However, in 2021, the Company was listed on the Thai Stock Exchange and offered its initial public offering (IPO), and the Company used the proceeds from the capital increase received from the initial public offering of issued ordinary shares to repay a short-term loan in the form of promissory notes of 220 million baht from financial institutions, which enabled the Company to save interest at a rate of 5.03 million baht per year. According to the Company's statement of financial condition as of 31 December 2021, interest-bearing loans total 513.76 million baht, a drop from 5.03 million baht, or 19.13 percent, in the previous year, resulting in a debt to equity ratio (D/E Ratio) of 0.91.

However, the Company's interest coverage ratio in 2019 – 2021 is 7.48 times, 11.89 times and 11.84 times, respectively, which represents the adequacy of operating profits from implementation to pay the Company's financial costs in each period.

2.3.2 Risk of not receiving payments or receiving late payments

Because the Company's primary business is manufacturing and distributing concrete products, as well as providing transportation and pile driving services to customers, the Company will establish a payment period or credit terms with each customer ranging from approximately 30 to 90 days, depending on the terms agreed upon between the Company and the customer. Customers can be divided into two categories: (1) trade account receivables that are less than 3 months overdue, the majority of which are due to overdue from the process of withdrawing payments for goods and services by customers, which may result in a delay in payment of goods and services beyond the repayment term, and (2) trade account receivables that are more than 3 months overdue, the majority of which are due to overdue due to problems in customers' financial status and poor liquidity, such as customers who are construction contractors not able to deliver work on schedule and not receive construction payments from project developers or project owners, resulting in insufficient working capital to pay for the Company's products and services.

However, the Company has created debtor management manuals in order to equip relevant departments and staff with formal and precise instructions and processes. Furthermore, The Company has established rules for reducing the risk of default of trade accounts receivable by an examination of the information, history, operating performance, and financial health of all new clients, including a deposit to mitigate the consequences of default.

2.4 Other risks

2.4.1 Risk from the impact of the COVID-19 pandemic

The spread of the COVID-19 virus has slowed the Thai economy significantly, affecting the economy, enterprises, and the general people. Thailand has implemented several measures to halt the spread of COVID-19, including the closure of business establishments, temporary reductions in business hours, social distancing, and lockdown measures, all of which have caused the Thai economy to slow significantly, particularly private consumption expenditures, private investment, and manufacturing sectors across a variety of industries. In the event that the COVID-19 pandemic continues to worsen in the future, this may inevitably result in a slowdown in the building materials industry's business sector.

Impact on business operations

As a result of the aforementioned COVID-19 situation, the Company's private sector customers have been forced to slow or halt their investment by delaying bids for new projects or postponing the construction of existing projects. These customers account for 15-20percent of the Company's total private project customers. As a result, several customers have extended their payment terms beyond the original 30-60 days, with around ten of these customers having outstanding balances totaling 16.59 million baht, or 4.79 percent of the Company's total trade receivables. The outstanding debt is manageable because it is a small part of the Company's sales and service revenue. (approximately 1.02 percent of sales and services revenue in 2021) However, the Company keeps a close eye on the situation and is able to effectively handle overall debt collection. In 2021, the Company's average collecting period will be around 69 days, up one day from 2020.

The Company has implemented the following precautions to prevent the transmission of the COVID-19 virus in the place of business:

- The Company considered the number of employees and the hours worked by each employee that are consistent with and reasonable for the aforementioned situation.
- There are measures in place to prevent employees from traveling to danger areas and surveillance areas, as well as to prevent employees from returning home to other provinces to limit the possibility of an epidemic.
- Individuals entering the Company's area are screened, and employees are required to wear a mask at all times while on the job.
- Employees are assigned to separate seats in accordance with the government's strategy of social distancing.
- Allow employees to collaborate online and schedule meetings via video conferencing.
- Provide personnel with protective equipment. Additionally, the work environment is disinfected on a regular basis.

Impact on financial statements

The Company anticipates that the aforementioned COVID-19 outbreak will have no significant effect on its financial statements, such as impairment or provisioning.

2.5 Securities Holder Investment Risks

On 31 December, 2021, the Company's total assets were 2,302.77 million baht, compared to its total liabilities of 1,802.91 million baht, indicating that the Company's assets exceeded its liabilities. It has a total of 74.81 million baht in unappropriated retained earnings and a liquidity ratio of 1.16 times current assets to current liabilities. The debt-to-equity ratio (D/E Ratio)(total debt-to-equity ratio) is 0.91 times. Return on Equity (Proportion of net profit to average shareholders' equity) is 9.64 percent, indicating that the risk of investors losing their entire investment is low, according to the Company.

3. Driving business with sustainability

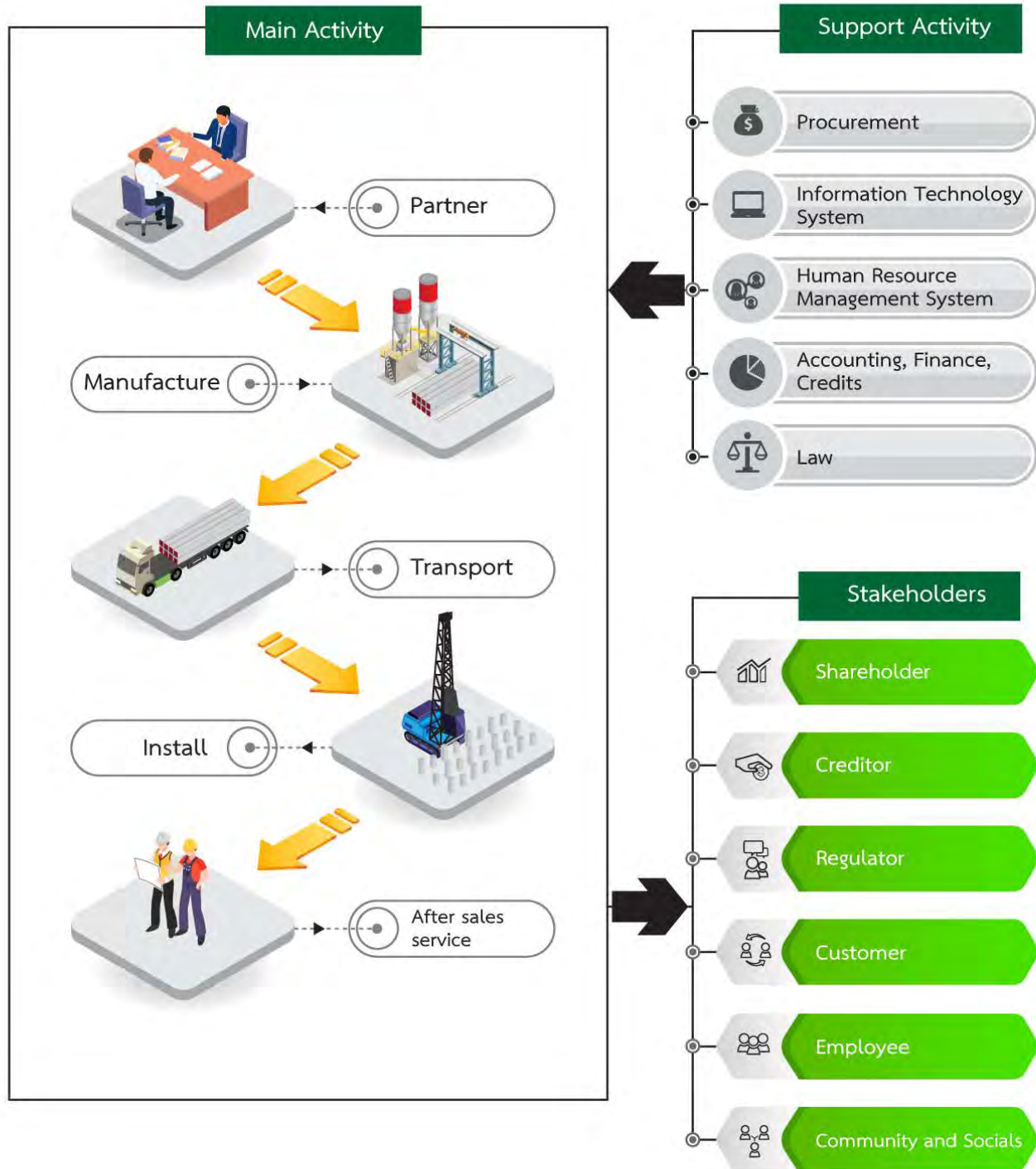
3.1 Sustainability management policies and goals

The Company is conscious of the importance of sustainable growth. Not only is the company focused on increasing its financial performance, but also on increasing earnings while managing risk, taking into account both positive and negative repercussions on its stakeholders. Under good corporate governance, there are all stakeholder groups associated with the organization, including shareholders, employees, customers, partners, communities, society, and the environment.

The Company has policies related to sustainability management as follows:

- Good Corporate Governance Policy
- Corporate Social Responsibility Policy
- Business Ethics
- Anti-Corruption Policy
- Risk Policy





Stakeholders	Engagement Channel	Expectations	Responses from the Company
1. Shareholders	Shareholders' Meeting	Manage the organization effectively and have profit growth	Create a business plan that includes specific targets for sales and profit growth.
	Business visit	Revenue, stock prices, and dividends all contribute to the generation of positive returns.	Consider investing in a variety of industries to expand production capacity and revenue.
	Company website	Conducting business in an ethical and transparent manner, disclosing information in a timely and sufficient manner.	Organize a shareholders' meeting to provide an opportunity for shareholders to ask questions and share their perspectives.
2. Creditor	Meeting in order to develop a positive friendship with one another	Possessing financial discipline and the capacity to repay debt	Adhere to all applicable laws governing business, the environment, health and safety, and labor
	Contacting through a financial agency	The capacity to manage assets, costs, and liquidity in such a way that financial stability is maintained	Maintaining strict adherence to the debt repayment schedule in order to earn the trust of accounts payable
		Comply with applicable laws, honest and ethical business practices, and the Company's reputation and reliability.	
3. Regulators	Formal and informal meetings	Comply with applicable laws and requirements	Regular monitoring of changes in relevant laws and regulations
	Business visit	Fair and transparent business operations	Complete and accurate reporting in conformity with the law's requirements.
		Disclosure of information in a transparent, complete and timely manner	
4. Customers	Inquiring for opinions on implementation	Production and delivery of concrete products that are both quantity and quality compliant with the contract	Creating and implementing a maintenance plan to ensure that the machines are ready to use in order to maintain the planned production capacity
	Meeting with the purpose of exchanging knowledge and listening to others' perspectives	Production of environmentally friendly concrete products that have no adverse effect on the community	Environmental management in accordance with applicable law, including ongoing stewardship of the community
		Selling products at reasonable prices	Cost control in order to maintain competitive prices
		Rapid resolutions to problems that develop	Having a professional team on hand to address issues as soon as they are reported.

Stakeholders	Engagement Channel	Expectations	Responses from the Company
5. Employees	Employee meeting	Compensation and benefits that are reasonable, motivating, and similar to other businesses in the same industry	Regular examination of the structure and rate of return in comparison to similar industries
	Comment and complaint channels	Employee potential development	Communicate organizational structure to employees in order to find opportunities for growth and retention of top personnel.
	HR Committee, Welfare Committee	Security and a pleasant working environment	Create training programs for staff in order to maximize their potential and further their education and development.
6. Community and Society	Community development activities	Conducting business properly and without causing harm to the community or environment	Environmental management in accordance with applicable law, including ongoing stewardship of the community
	Community hearings and visits	Constant attention, development, and promotion of the community's and society's quality of life	Continuous communication with the community, including breaking news, meetings, and scheduled visits, as well as community development activities
	Public relations and dissemination of information to create understanding	Community Engagement and Listening	
	Social activities		

3.3 Sustainability management in environmental dimensions

3.3.1 Environmental policies and practices

Siam Technic Concrete Public Company Limited ("the Company" or "STECH") conducts business in accordance with sound governance, transparency, and auditability, with a focus on corporate development and promoting economic, social, and environmental balance. The Company is committed to continuing to be a good corporate citizen in terms of conducting business sustainably, managing the business in such a way that it can grow steadily and be accepted in society while adhering

to ethical and good corporate governance principles, as well as effectively generating returns for shareholders, while taking into account the impact of business operations on all stakeholders.

3.3.2 Environmental actions

The Company places great value on energy conservation and environmental protection. In 2021, the Company installed a solar rooftop system to reduce its reliance on electricity, which is one way to contribute to environmental protection. The Company has installed solar rooftop systems at the Saraburi plant (Don Phut), Saraburi (Phraphutthabat), and Chonburi first, which is expected to generate electricity in the first quarter of 2022. If power generation continues as expected, the Company intends to construct a solar rooftop system at other plants in the future.



In terms of greenhouse gas emissions reduction, the Company has implemented measures to ensure ongoing maintenance of air conditioners, transportation vehicles, and machinery in order to minimize pollution and hence also greenhouse gas emissions.

3.4 Sustainability management in social dimensions

3.4.1 Social policies and practices

The Board of Directors demonstrates sustainable development by conducting the business in a manner that strikes a balance between economic performance and stewardship of the community and environment, while highlighting the concept of sustainable development as an integral element of business operations. Simultaneously, the Board of Directors encourages employee volunteerism through acceptable initiatives benefiting society and the environment.

1. Social activities, community and environment that have been implemented in 2021



Rice and drinking water are donated to the robes in the initiative "Robe-Offering Ceremony Assisting Blind People Throughout the Country to Be Literate and Have Work" by participating in the Thai Blind Foundation's 69 heaps of robe offerings.



There was blood donation with the Thai Red Cross Society at Dhurakij Pundit University.



Donations of drinking water, face masks, alcohol spray, and other important consumer items were made to assist with the development of the Dhurakij Pundit University community



Donation of 500 sets of Personal Protective Equipment (PPE) and 1,500 pieces of N95 masks were given under the "STECH Sharing Kindness to Fight COVID-19" Project to the National Health Security Office on the 2nd floor of the



Personal Protective Equipment (PPE) and N95 masks were given to Wang Noi Field Hospital. (Mahachulalongkornrajavidyalaya University)



Donation of 150 sets of Personal Protective Equipment (PPE) and 200 N95 masks to the foundation "Zendai Volunteer Group"



Personal Protective Equipment (PPE) and N95 masks were donated to temples throughout the community, including Chang Temple, Chinwararam Worawihan Temple in Pathum Thani Province, and Wat Rat Prakhong Tham Wat Chaeng Siri Samphan, Kanok Temple in



Rice, dry food, drinking water, and survival kits are being distributed to residents of flood-affected districts in Saraburi and Nakhon Ratchasima.



Co-hosting the Kathin ceremony "Kathin Kin Nom Tan" at Buddhapanya Sena Temple, Sena District, Phra Nakhon Si Ayutthaya Province

2. Employee activities

The Company recognizes that education is critical in enhancing the quality of life. As a result, the Company has established a scholarship program to assist children of employees who have excelled academically but lack the financial means to cover their education fees. In 2021, the Company awarded 26 scholarships totaling 69,000 Baht to the children of employees.



3.4.2 Social Performance

Employee and labor

The Company upholds human rights principles from the hiring, training, and development of employees, as well as the management of occupational safety, occupational hygiene, and the working environment and personnel supervision, to ensure that all employees feel a sense of commitment to the organization. The following are critical employee operations:

Employment

Details	Number of Employees (Person)	
	Male	Female
Full-time staff	224	149
Disabled staff	4	5
Total	228	154

The Company has complied with the law governing the employment of persons with disabilities by employing at least the minimum number of people with disabilities specified by the law.

Employee Training and Development

The Company recognizes the critical nature of developing work potential, which includes continuously improving employees' knowledge and competence in their assigned duties and responsibilities, by focusing on education and training for personnel both inside and outside the organization through the seminars and training sessions led by renowned speakers and tutors with specific expertise. The Company is certain that continual growth of personnel knowledge and skills, as well as the advancement of current technology and work styles, will contribute to the systematic and effective development of work.

In 2021, the Company had organized 11 training sessions to help employees improve their skills and potential. The average number of training hours of each employee is 7 hours per year, with the goal of training more than 85 percent of the courses on the annual training plan, and there was a cost of personnel development training in the total amount of 400,000 Baht.



Organizational commitment

In 2021, 14.5 percent of the Company's monthly employees willingly resigned (turn over rate), an increase of 8.2 percent over the previous year.

Safety, Occupational Health and Working Environment

The Company continuously enhances and develops its safety procedures in order to minimize the danger of disease, injury, or death. The Company has scheduled safety training for employees, including fire training, fire evacuation drills, and safety training by safety officer.



4. Management's Analysis and Explanation

(Management Discussion and Analysis:MD&A)

Siam Technic Concrete Public Company Limited and its subsidiaries (the "Company") present the following performance for the fiscal year 2021 in comparison to the fiscal years 2020 and 2019.

Performance Summary

List	Consolidated financial statements						Comparison to the same period			
	2021		2020		2019		2020/2019 (YOY)		2019/2018 (YOY)	
	Million Baht	%	Million Baht	%	Million Baht	%	Million Baht	Percentage	Million Baht	Percentage
Revenue										
Revenue from sales and services	1,512.56	98.19	1,442.59	93.05	1,652.69	96.49	69.97	4.85	(210.10)	(12.71)
Revenue from construction project	3.99	0.26	90.34	5.83	35.76	2.09	(86.35)	(95.58)	54.58	152.63
Total Revenue	1,516.55	98.44	1,532.93	98.88	1,688.45	98.58	(16.38)	(1.07)	(155.52)	(9.21)
Cost										
Cost of sales and services	1,260.61	83.34	1,140.55	79.06	1,277.64	77.31		4.28		1.76
Project construction cost	3.79	94.99	66.25	73.33	72.27	202.10		21.65		(128.76)
Total cost	1,264.40	83.37	1,206.80	78.73	1,349.91	79.95		4.65		(1.22)
Gross profit										-
Gross profit from sales and services	251.95	16.66	302.04	20.94	375.05	22.69		(4.28)		(1.76)
gross profit from construction project	0.20	5.01	24.09	26.67	(36.51)	(102.10)		(21.65)		128.76
Gross profit from operation	252.15	16.63	326.13	21.27	338.54	20.05		(4.65)		1.22
Other revenues	23.96	1.56	17.40	1.12	24.38	1.42	6.56	37.70	(6.98)	(28.63)
Distribution costs	20.17	1.31	20.42	1.32	22.37	1.31		(0.01)		0.01
Administrative Expenses	121.41	7.88	129.17	8.33	187.26	10.93		(0.45)		(2.60)
Financial Cost	21.27	1.38	26.30	1.70	37.51	2.19		(0.32)		(0.49)
Profit before income tax expense	113.26	7.35	167.64	10.81	115.78	6.76		(3.46)		4.05
Income tax expenses	18.70	1.21	27.04	1.74	22.55	1.32		(0.53)		0.43
Net profit for the year / period	94.57	6.14	140.60	9.07	93.23	5.44		(2.93)		3.63
Other comprehensive profit (loss) for the year		-	11.25	0.73	-	-		(0.73)		0.73
Total comprehensive profit (loss) for the year	94.57	6.14	151.85	9.79	93.23	5.44		(3.66)		4.35
Net Earnings per Share (Baht per share)	0.15		0.27		0.18					



List	Separate Financial Statements						Comparison to the same period			
	2021		2020		2019		2020/2019 (YOY)		2019/2018 (YOY)	
	Million Baht	%	Million Baht	%	Million Baht	%	Million Baht	Percentage	Million Baht	Percentage
Revenue										
Revenue from sales and services	1,512.56	98.19	1,442.59	93.05	1,652.69	96.49	69.97	4.85	(210.10)	(12.71)
Revenue from construction project	3.99	0.26	90.34	5.83	35.76	2.09	(86.35)	(95.58)	54.58	152.63
Total Revenue	1,516.55	98.44	1,532.93	98.88	1,688.45	98.58	(16.38)	(1.07)	(155.52)	(9.21)
Cost										
Cost of sales and services	1,260.61	83.34	1,140.55	79.06	1,277.64	77.31		4.28		1.76
Project construction cost	3.79	94.99	66.25	73.33	72.27	202.10		21.65		(128.76)
Total cost	1,264.40	83.37	1,206.80	8.73	1,349.91	79.95		4.65		(1.22)
Gross profit										-
Gross profit from sales and services	251.95	16.66	302.04	20.94	375.05	22.69		(4.28)		(1.76)
gross profit from construction project	0.20	5.01	24.09	26.67	(36.51)	(102.10)		(21.65)		128.76
Gross profit from operation	252.15	16.63	326.13	21.27	338.54	20.05		(4.65)		1.22
Other revenues	23.96	1.56	17.40	1.12	24.38	1.42	6.56	37.70	(6.98)	(28.63)
Distribution costs	20.17	1.31	20.42	1.32	22.37	1.31		(0.01)		0.01
Administrative Expenses	121.25	7.87	129.17	8.33	187.26	10.93		(0.46)		(2.60)
Financial Cost	21.27	1.38	26.30	1.70	37.51	2.19		(0.32)		(0.49)
Profit before income tax expense	113.42	7.36	167.64	10.81	115.78	6.76		(3.45)		4.05
Income tax expenses	18.70	1.21	27.04	1.74	22.55	1.32		(0.53)		0.43
Net profit for the year / period	94.72	6.15	140.60	9.07	93.23	5.44		(2.92)		3.63
Other comprehensive profit (loss) for the year		-	11.25	0.73	-	-		(0.73)		0.73
Total comprehensive profit (loss) for the year	94.72	6.15	151.85	9.79	93.23	5.44		(3.65)		4.35
Net Earnings per Share (Baht per share)	0.15		0.27		0.18					

Financial Position Summary

List	Consolidated financial statements as at		Changes 31 Dec 2021		Separate financial statements as at		Changes 31 Dec 2021	
	31 Dec 2021	31 Dec 2020			31 Dec 2021	31 Dec 2020		
	Million Baht	Million Baht	Million Baht	Percentage	Million Baht	Million Baht	Million Baht	Percentage
Total assets	2,293.77	1,802.91	492.00	27.29	2,302.77	1,802.91	501.00	27.79
Total liabilities	1,088.15	1,042.91	46.38	4.45	1,097.00	1,042.91	55.23	5.30
Total Shareholders' Equity	1,205.62	760.01	445.61	58.63	1,205.77	760.01	445.76	58.65

Summary of key financial ratio

List	Unit	Consolidated financial statements as at			Separate financial statements as at		
		31 Dec 2021	31 Dec 2020	31 Dec 2019	31 Dec 2021	31 Dec 2020	31 Dec 2019
Cash Cycle	(day)	65.04	58.09	58.81	65.04	58.09	58.81
Net profit margin	(percent)	6.14	9.07	5.44	6.15	9.07	5.44
Return on Equity	(percent)	9.62	20.54	15.43	9.64	20.54	15.43
Return on Assets	(percent)	4.62	8.00	5.31	4.61	8.00	5.31
Debt to Equity Ratio	(equal)	0.90	1.37	1.81	0.91	1.37	1.81

Explanation of financial position and performance : (consolidated financial statements)

Performance

Revenue from sales and services

Between 2019 and 2021, the Company generated revenues from sales and services of 1,652.69 million Baht, 1,442.59 million Baht, and 1,512.56 million Baht, respectively, an 8.48 percent decline in 2019 and a 4.85 percent increase in 2020. The economy has slowed down in 2020 as a result of the pandemic of 2019 Coronavirus Disease (COVID-2019), forcing projects in public and commercial sectors to be suspended for an extended period of time until 2021. In July 2021, the government has lessen the requirements for reopening the construction site following the closure due to the COVID-19 crisis. It is also impacted by the flooding that occurs between October and November 2021.

■ Revenue from construction project

Between 2019 and 2021, the Company earned 35.76 million Baht, 90.34 million Baht, and 3.99 million Baht in revenue from construction, accounting for 2.09 percent, 5.83 percent, and 0.26 percent, respectively of the Company's total revenue. For the fiscal years 2019 and 2020, the Company expects to earn revenue from two significant construction projects: the 115 kV Transmission Line Project at Buriram High Voltage Substation - Satuk Power Station in Buriram Province (115 kV Satuk) and the 115 kV Transmission Line Project at Ban Pho Substation Bang Khla Intersection in Chachoengsao Province (115 kV Bang Khla).

For the year 2021, during the 1st and 3rd quarters, the Company has no income from the construction business, as in 2020. However, the Company signed a contract for the construction of a 115 kV transmission line, Contract No. Jor Por 112 / 2021, dated 18 October 2021. The contract is with the Provincial Electricity Authority to build a 115 kV transmission line system connecting the Sakon Nakhon 2 Power Station in Sakon Nakhon Province-the Si Songkhram Electricity Station in Nakhon Phanom Province. The project is valued at 97.97 million Baht, excluding VAT, with revenue recognition beginning in December of the fourth quarter of 2021 for a one-year term.

■ Other revenues

The Company's additional revenue streams include interest, scrap, asset disposition profit, rent, and revenue from credit line guarantees to related companies. Between 2019-2021, the Company earned other revenue of 24.38 million Baht, 17.40 million Baht, and 23.96 million Baht, representing 1.42 percent, 1.12 percent, and 1.56 percent of total revenue, respectively.

In 2020, the Company's other revenues decreased by 6.98 million Baht, or a 28.63% decrease compared to the previous year, mainly due to a decrease in revenue from scrap sales. As of 15 January 2020, the Company and a leasing company received a formal letter agreeing to discharge its guarantee commitments to all connected firms, resulting in the Company earned no revenue from credit line guarantee fees for a related company since January 2020.

In 2021, other revenues of the Company increased by 6.56 million Baht, or 37.70 percent compared to the previous year, primarily due to an increase in earnings from the sale of various assets, primarily from unused pickup vehicles and a boost in revenue from scrap sales.

■ Cost of sales and services

In 2019-2021, the cost of sales and services were 1,277.64 million Baht, 1,140.55 million Baht, and 1,260.61 million Baht, accounting for 77.31 percent, 79.06 percent, and 83.34 percent, respectively. The increased cost of sales was mostly caused by the cost of raw materials. For example, steel wire prices have grown by more than 10%, affecting the Company's cost of sales even though the Company can adjust the selling price.

■ Project construction cost

In 2019-2021, the Company spent 72.27 million Baht, 66.25 million Baht, and 3.79 million Baht on projects, accounting for 202.10 percent, 73.33 percent, and 94.99 percent of total project expenses, respectively.

For the year 2019, the Company spent 29.99 million Baht on project construction and lost 42.29 million Baht on construction, for a total cost of 72.27 million Baht. The following table summarizes the cost of building contracting.

- The fiber cable installation project resulted in a loss of 27.56 million Baht.
- and a loss of 14.72 million Baht resulting from the construction of the Nong Samrong Reservoir.

The project in 2020 and 2021 is the construction of all 115 kV high voltage transmission lines.

■ Gross profit

During 2019-2021, the Company earned gross profits of 375.05 million Baht, 302.04 million Baht, and 251.95 million Baht, or gross profit margins of 22.69 percent, 20.94 percent, and 16.66 percent, respectively.

For 2020, the Company's gross profit margin decreased from 22.69 percent in 2019 to 20.94 percent in 2020 as a result of significant price competition in the COVID-19 pandemic, including the postponing and slowing of private sector investments, resulting in lower gross margins for the Company in 2020.

In 2021, the Company's gross profit margin decreased from 20.94 percent in 2020 to 16.66 percent in 2021 as a result of the plans being postponed at various locations due to the COVID-19 situation, the slowdown in private investment projects, and the bid for government jobs being delayed due to rising raw material costs.

In terms of construction, the Company had a loss in 2019 due to the expected operational costs of the Kaem Ling Reservoir construction project and the whole quantity of fiberglass cable installation work completed that year. For 2020, the Company's gross profit margin increased primarily as a result of increased revenue from the 115 kV Satuek and 115 kV Bang Khla projects, which are primarily based on the Company's products and generate a healthy profit margin for the Company due to the fact that they are completed ahead of schedule, resulting in significant cost savings. The gross profit margin declined in 2021 as a result of the construction of the 115 kV transmission line connecting Sakon Nakhon 2 Power Station in Sakon Nakhon Province - Si Songkhram Power Station in Nakhon Phanom Province. Due to the project's inception phase, the profit margin is around 5.28 percent.

■ Distribution costs

Distribution costs for the Company in 2019-2020 were 22.37 million Baht, 20.42 million Baht, and 20.17 million Baht, respectively. The Company's main distribution costs are related to employee benefits. The following table summarizes the variations in distribution costs over time for each period:

List	Consolidated and separate financial statements for the year ended on					
	31 Dec 2021		31 Dec 2020		31 Dec 2019	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Employee benefit expenses	15.30	75.86	12.27	60.08	10.27	45.91
Brokerage fee	-	-	3.54	17.34	6.99	31.22
Marketing expenses	1.59	7.88	1.11	5.44	1.26	5.63
Other expenses ⁽¹⁾	3.25	16.26	3.50	17.15	3.86	17.23
Total cost of distribution	20.17	100.00	20.42	100.00	22.37	100.00

Remarks: ⁽¹⁾ Other expenses, such as the purchase price of tender envelopes, expenses during warranty work, certification fees, travel and vehicle expenses, etc.

In 2020, the Company's cost of distribution reduced by 1.95 million Baht, or 8.73 percent, compared to 2019, owing primarily to a reduction in commission, which is a recommendation fee for product sales. By 2021, the Company intends to discontinue all career advisory payments to third parties.

In 2021, the Company's distribution costs reduced by 0.25 million Baht, or equivalent to a decrease of 1.22 percent, compared to 2020.

■ Administrative Expenses

The Company's administrative expenses in 2019–2021 were 187.26 million Baht in 2019, 129.17 million Baht in 2020, and 121.41 million Baht in 2021, respectively. Administrative expenses consist of employee benefits, depreciation and amortization, bad debt and doubtful accounts, and other as follows.

List	Separate financial statements for the year ended on					
	31 Dec 2021		31 Dec 2020		31 Dec 2019	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Employee benefit expenses	96.55	79.53	98.73	76.43	99.67	53.23
Depreciation and Amortization	7.36	6.06	8.90	6.89	11.50	6.14
(Reversal of) bad and doubtful debts	(2.17)	(1.79)	(1.55)	(1.20)	18.61	9.94
Investment property impairment costs	(3.59)	(2.96)	-	-	9.91	5.29
Other expenses(1)	23.26	19.16	23.10	17.88	47.57	25.40
Total administrative expenses	121.41	100.00	129.17	100.00	187.26	100.00

Remarks: ⁽¹⁾ Other expenses include security, travel and vehicle expenses, consultation fees, audit and certification fees, and etc.

In 2020, the Company's administrative expenses reduced by 58.09 million Baht, or 31.02 percent, compared to the year 2019. This was primarily due to the Board of Directors Meeting No. 5/2019, which approved the purchase of the land and buildings on which the Company's Bangkok office is located from Ruam Chai Kij Co., Ltd. for 102.25 million Baht, as determined by an independent property appraiser. As a result, the Company has no annual office building rental charges of 10.49 million Baht beginning in 2020, as well as non-recurring administrative expenses (one-time expenses) in that year.

For the year 2021, the Company's administrative expenses dropped by 7.76 million Baht, or 6.01 percent, compared to the year 2020, owing primarily to the reversal of a 3.59 million Baht impairment of investment properties based on the land's assessment to its current valuation. Expenses for employee benefits dropped by 2.18 million Baht. Depreciation and amortization charges were reduced by 1.54 million Baht, while bad debts and doubtful accounts were reversed to the tune of 0.62 million Baht.

■ Financial Cost

The Company incurred financial costs of 37.51 million Baht, 26.30 million Baht, and 21.27 million Baht in 2019–2021, respectively. The Company's financial costs are grouped into 3 broad categories: interest expenses on borrowings from financial institutions, interest expenses on financing lease contracts, and miscellaneous financial charges. The following table summarizes the financial costs incurred by the Company:

List	Consolidated and separate financial statements for the year ended on					
	31 Dec 2021		31 Dec 2020		31 Dec 2019	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Interest expenses from borrowing money from financial institutions	16.32	76.73	19.63	74.66	27.77	74.03
Interest expenses from finance lease contracts	3.30	15.51	4.26	16.20	6.02	16.06
Other finance costs	1.65	7.76	2.40	9.14	3.72	9.91
Total cost of finance	21.27	100.00	26.30	100.00	37.51	100.00

The Company's primary financial expense is interest on loans from financial institutions. Between 2019–2021, interest charges on borrowing from financial institutions accounted for roughly 75.00 percent of overall financial costs. In 2020, the Company's interest expenses on borrowing from financial institutions declined by 8.14 million Baht, or 29.31 percent, from the same

period of the previous year. This was mainly due to the Company's debt repayment and lower interest rates. In 2021, interest expenses for borrowing from financial institutions declined by 3.31 million Baht, or 16.86 percent, compared to the previous year's same period. This was mostly owing to the debt being repaid through the initial public offering (IPO) plan and the resulting lower interest rates.

Interest expenses on finance lease agreements will be proportional to the Company's financial lease liabilities, which primarily consist of long-term leases of production machinery and equipment, as well as long-term leases of pile driver trucks, piling cranes, and other vehicles. In 2020, interest expenses on finance lease contracts reduced by 1.76 million Baht, or 29.29 percent, compared to the previous year. Each year's drop was mostly due to the Company's progressive repayment of its financial lease liabilities. In 2021, interest expenses on finance lease contracts reduced by 0.96 million Baht, or 22.54 percent, compared to the previous year. Each year's drop was mostly due to the Company's progressive repayment of its financial lease liabilities.

■ Net Profit

The Company earned a net profit, in 2019 – 2021, of 93.23 million Baht, 140.60 million Baht, and 94.56 million Baht, or a net profit margin of 5.44 percent, 9.07 percent, and 6.14 percent, respectively.

In 2020, the Company's net profit climbed by 47.37 million baht, or 50.81 percent, compared to the previous year due to increasing profits from construction projects, as well as improved distribution and management costs management in 2020.

For the year 2021, the Company's net profit decreased by 46.04 percent, or 32.75 percent, as a result of the impact of the Coronavirus Disease 2019 (COVID-2019) pandemic in 2020, which caused the economy to slow, requiring various projects, both public and private, and postpone operations for an extended period of time, including impacts until 2021 and auctions that lag behind government work plans and rising raw material prices.

Financial position

■ Total assets

As of 31 December 2021, the Company's total assets were 2,293.77 million Baht, an increase of 27.23 percent over the year 2020's total assets of 1,802.91 million Baht or an increase of 27.23 percent, primarily due to an increase in cash and cash equivalents, past-due trade accounts receivable, and inventories due to an increase in the primary raw materials used in the production of products, such as steel wire, finished products, and work in progress of building assets, Chonburi factory (2), machinery, equipment and deposits for solar system installation.

■ Total liabilities

As of 31 December 2021, the Company had total liabilities of 1,088.15 million Baht, an increase from the previous year of 2020 with total liabilities of 1,042.91 million Baht, or an increase of 4.34 percent rise due to an increase in customer advance payments and an increase in trade accounts payable. The average repayment duration is roughly 64 days, which corresponds to the credit terms of the Company's raw material supplier, which ranges between 30 and 90 days.

■ Equity

The Company's shareholders' equity as of 31 December 2020 and 2021 was 760.01 million Baht and 1,205.52 million Baht, respectively. As of 31 December 2021, the Company's shareholders' equity increased by 445.76 million Baht from the total comprehensive income of the year 2021 of the Company in the amount of 94.56 million Baht. There was an interim dividend of 198.17 million Baht, a capital increase of 203.50 million Baht and a share premium of 345.72 million Baht.

Financial Ratio

■ Cash Cycle

From 2019 to 2021, the Company's cash flow remained steady around 58–65 days, demonstrating the company's efficient and consistent cash flow management. The year 2021, on the other hand, has a slightly longer cash flow cycle than the preceding year. This was due to the Company's final product volume being higher than the previous year at the end of 2021. It is derived from finished goods awaiting delivery and raw materials required to manufacture products for which an order has already been placed. Revenue will be generated and recognized in the following year.

■ Net profit margin

The Company's net profit margin in 2019 - 2020 is 5.44%, 9.07% and 6.14%, respectively.

In 2020, the Company's net profit margin climbed to 9.07 percent, owing mostly to the Company's improved capacity to control production costs and gains from project building activity. Distribution and administration costs are decreased, as are financial expenditures.

For fiscal year 2021, the Company's net profit margin was 6.14 percent, a decline from the previous year's comparable period. This was owing to increasing raw material costs as a result of this year's volatility in steel wire pricing. Additionally, revenue from the construction industry is a relatively modest part of total revenue, as revenue recognition began in December 2021, as previously stated.



5. General and other important

5.1 General information

Company Name	: Siam Technic Concrete Public Company Limited (Formerly known as Saraburi Technic Concrete Co., Ltd.)
English company name	: Siam Technic Concrete Public Co.,Ltd.
Head Office Location	: 50 Soi Ngamwongwan 47 Intersection 20 Ngamwongwan Road, Thung Song Hong Sub-district, Lak Si District, Bangkok 10210
Branch location	: Branch 1, No. 221, Village No. 4, Singhawat Road, Ban Lum Sub-district, Mueang Sukhothai District, Sukhothai Province Branch 2, No. 113, Village No. 2, Don Phut Sub-district, Don Phut District, Saraburi Province Branch 3, No. 333, Village No. 16, Samet Sub-district, Mueang Buriram District, Buriram Province Branch 4, No. 34 Village No. 4, Khok Kong Sub-district, Samrong District, Ubon Ratchathani Province Branch 5, No. 113, Village No. 4, Ban Haed Sub-district, Ban Hat District, Khon Kaen Province Branch 6, No. 131, Village No. 15, Pa Sak Sub-district, Mueang Lamphun District, Lamphun Province Branch 7, No. 999, Village No. 5, Nong Phai Kaew Sub-district, Ban Bueng District, Chonburi Province Branch 8, No. 41, Village No. 7, Na Yao Sub-district, Phra Phutthabat District, Saraburi Province Branch 9 No. 160-161, Village No. 3, Mittraphap Road, Khok Kruat Sub-district, Mueang Nakhon Ratchasima District, Nakhon Ratchasima Province
Company Registration Number	: 0107562000254
Business Type	: Manufacturer and distributor of prestressed concrete products to the government and private sectors under the trademark "STEC," including prestressed concrete piles, prestressed concrete power poles, and various prestressed concrete products. Additionally, the Company performs product transportation and pile driving. Furthermore, the Company also provides construction services for specific instances, such as the installation of 115 kV transmission lines and the design, procurement, and installation of fiber optic cables.
Industrial Group	: Real estate and construction / building materials
Registered Capital	: 725,000,000 Baht
Paid-up capital	: 725,000,000 Baht
Face Value	: 1.00 Baht per share
Telephone	: 02-589-3888
Fax	: 02-589-8911
Website	: www.stec.co.th

5.2 Other persons

(1) Securities Registrar

Company Name : Thailand Securities Depository Company Limited
Head Office Location : The Stock Exchange of Thailand Building
93, 14th Floor, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District,
Bangkok 10400
Telephone : 02-009-9999
Fax : 02-009-9476

(2) Auditors

Company Name : DIA International Audit Company Limited
Head Office Location : 16/32 Soi Sukhumvit 22, Rama 4 Road, Khlong Tan Sub-district, Khlong Toei
District, Bangkok 10110
Telephone : 02-259-5300-2
Fax : 02-332-5126-9

(3) Legal advisor

Company Name : Kudun & Partners Company Limited
Head Office Location : 127 Gaysorn Tower, 23rd Floor, Building C and F
Ratchadamri Road, Lumpini Sub-district, Pathum Wan District, Bangkok 10330
Telephone : 02-838-1750
Fax : 02-838-1795

5.3 Legal Disputes

As of 31 December 2021, the Company is not involved in any legal proceedings that could materially impair its business operations.



Part 2 Corporate

6. Corporate Governance Policy

As of 31 December 2021, Siam Technic Concrete Public Company Limited ("the Company" or "STECH") understands the value of good corporate governance and believes that it will benefit business operations. The Company has established a written corporate governance policy as a guideline for the performance of the employees by using the Good Corporate Governance Principles for Listed Companies Year 2017 or CG Code 2017 as a guideline in formulating the Company's corporate governance policy in order to foster confidence among shareholders, investors, and related parties and to create value for a sustainable business. The Company's corporate governance policy is classified into the following 8 categories:

Corporate governance policy and principle

The Board of Directors emphasizes on adhering to the principles of good corporate governance. It covers the following 8 corporate governance principles:

Principle 1	Roles and Responsibilities of the Board of Directors
Principle 2	Company's main objectives and goals
Principle 3	Strengthen an effective committee
Principle 4	Recruit and develop senior management and personnel management
Principle 5	Promote innovation and responsible business operations
Principle 6	Ensure that there is an appropriate risk management and internal control system
Principle 7	Maintain financial credibility and disclosure of information
Principle 8	Encourage participation and communication with shareholders

Principle 1: Roles and Responsibilities of the Board of Directors

- **Principle 1.1**

The Board shall understand and accept the responsibility as leaders and ensure the organization is handled effectively, which covers

- (1) setting objectives and goals
- (2) establishing strategy operating policy as well as allocating important resources to achieve objectives and goals
- (3) monitoring, evaluating, and reporting the performance.

- **Principle 1.2**

The Board of Directors shall monitor the Company to achieve the following governance outcomes:

- (1) The ability to compete and having good performance by taking the long-term impact into consideration.
- (2) Conducting business with ethics, respecting the rights and responsibility to shareholders and stakeholders
- (3) Benefiting society and developing or reducing the negative impact on the environment
- (4) The ability to adapt under changing factors

In this regard, the Board of Directors shall use the following methods when supervising the Company in order to achieve good corporate governance.

- 1.2.1 The Board shall evaluate ethical, social, and environmental implications, along with financial results.
- 1.2.2 The Board of Directors shall serve as an outstanding corporate governance leader, promoting an ethical corporate culture.
- 1.2.3 The Board of Directors shall establish policies for directors, executives, and employees that display the principles and guidelines for their business operations in writing, such as the Code of Conduct, etc.
- 1.2.4 The Board of Directors shall monitor the communication to ensure that all directors, executives, and employees to understand. There are enough systems in place to assist the implementation of the policies outlined above. Furthermore, the Board of Directors will also monitor performance and conduct routine reviews of policies and processes.

- **Principle 1.3**

The Board of Directors will ensure that all directors and executives perform their duties with responsibility, caution (duty of care) and honesty to the organization (duty of loyalty) and ensure that the operation is carried out in accordance with the laws, regulations and resolutions of the shareholders' meeting as well as the policies or guidelines, including the approval process for important operations such as investments, transactions that have a significant impact on the Company, making transactions with connected persons, acquisition/disposal of property and dividend payment, etc.

- **Principle 1.4**

The Board of Directors shall understand the scope of duties and responsibilities of the Board of Directors and define the scope of assignments and responsibilities to Chief Executive Officer and the Management in a clear manner. The Board of Directors shall also ensure that Chief Executive Officer and the Executives perform their duties as assigned.

- 1.4.1 The Board of Directors shall prepare a charter or corporate governance policy outlining the Board's duties and responsibilities for reference in the performance of all directors' duties, and shall arrange for reviews of the charter at least once a year. Furthermore, the Board of Directors shall review the division of roles and responsibilities between the Board of Directors, Chief Executive Officer, and Management on a regular basis to ensure consistency with the direction.
- 1.4.2 The Board of Directors shall be aware of the scope of their responsibilities and shall delegate authority to run the Company to the Management in writing. However, such assignment does not absolve the Board of Directors of its responsibilities. The Board of Directors is responsible for monitoring and supervising management's performance of assigned duties. The scope of duties of the Board of Directors, Chief Executive Officer and the Management may consider to be divided as follows:

Matters for which the Board has primary responsibility

Matters for which the Board has primary responsibility are matters that the Board should fully consider. Some matters may be decided following recommendation by management as appropriate, which may include the following:

- a. Defining objectives and main business goal
- b. Developing culture of compliance and ethical conduct, and lead by example
- c. Maintain the Board structure and performance in order to meet the objectives and main business goal efficiently
- d. Ensuring suitable Chief Operating Officer selection, remuneration, development, and performance evaluation
- e. Determining the compensation structure that motivates personnel to perform their duties in accordance with the objectives and goals of the organization

Matters involving shared responsibility of the Board and management

Matters involving shared responsibility of the Board and management are matters requiring joint consideration between the Board and management. The Board shall oversee the overall policy in accordance with the objectives and main business goal, including delegating authority to the Management to be carried out by the Board. The Management will report to the Board on a periodic basis, as appropriate, on the following matters:

- a. Formulating and reviewing strategy, objectives, and annual work plans
- b. Assuring the adequate risk management and internal control system
- c. Determining the authority to act in accordance with the management's obligations
- d. Determining the framework for allocating resources, development and budgets, such as policies and personnel management plans and information technology policy
- e. Monitoring and evaluation of performance
- f. Ensuring integrity of financial and non-financial information disclosures

Matters that the Board should delegate or not get involved with

Matters that the Board should delegate to Chief Executive Officer and management are matters in which the Board should refrain from active involvement in normal circumstances, which includes the following:

- a. Management (execution) must adhere to the strategies, policies, and plans approved by the Board.
The Board of Directors should provide decision-making authority to management for operations, procurement, and recruitment in accordance with the defined policy framework and monitor results without intervening in decision-making unless there is a necessity.
- b. Regulations restrict certain activities, such as the approval of transactions in which Directors have a personal interest, etc.

Principle 2: Determine the Company's main objectives and goals for sustainability● **Principle 2.1**

The Board shall determine or supervise the Company's main objectives and goals for sustainability, which are objectives and goals that are consistent with creating value for the Company, customers, stakeholders and society.

- 2.1.1 The Board of Directors is responsible for ensuring that the Company has clear and appropriate objectives or goals that can be used to define the business model and communicating to all employees to drive in the same direction through the creation of visions and values, principles and purposes.
- 2.1.2 In order to accomplish the primary objectives or goals, the Board of Directors will establish a business model that generates value for the Company, its stakeholders, and society by considering:
 - (1) Environment and changing variables, including the effective use of technology
 - (2) The needs of customers and stakeholders
 - (3) Readiness, expertise, and competitiveness of the Company
 - (4) Objectives of the Company Establishment
 - (5) The Company's main customer group
 - (6) Profitability or competitiveness that is achieved through the creation of value for the business and its consumers. (value proposition).
 - (7) The ability to sustain the Company in the long term considering opportunity and risk factors that affect the Company and its stakeholders.
- 2.1.3 The Board of Directors shall promote corporate values for good corporate governance such as accountability, integrity, transparency, and due consideration of social and environmental responsibilities.
- 2.1.4 The Board shall foster communication and enhance the organization's objectives and primary goals, ensuring that they are represented in personnel decisions and activities at all levels until they become corporate culture.

● **Principle 2.2**

The Board of Directors shall supervise the Company's medium-term and/or annual objectives, goals, and strategies that are consistent with the achievement of the Company's primary objectives and goals with appropriate and safe technology adoption.

- 2.2.1 The Board of Directors shall oversee the development of annual strategies and plans that are consistent with the Company's primary objectives and goals, taking into account the Company's current environmental factors and acceptable risks, and shall encourage the development or review of long-term objectives, targets, and medium-term strategies for 3-5 years to ensure that annual strategies and plans consider the longer-term impact and are reasonably predictable.
- 2.2.2 When developing yearly strategies and plans, the Board will oversee an examination of the environment, causes and risks affecting stakeholders throughout the value chain, and factors affecting the Company's primary objectives, as well as a method for truly understanding stakeholder demands.
 - (1) Procedures, routes of engagement, and channels of communication between stakeholders and the Company are clearly defined so that the Company may access and get reliable information about the challenges or demands of each stakeholder group most precisely.
 - (2) The relevant stakeholders of the Company, both internal and external, are identified, whether they are individuals, groups of people, corporate entities such as employees, investors, customers, business partners, communities, government agencies and regulatory agencies, etc.
 - (3) Stakeholder issues and expectations are identified and analyzed. The issues are prioritized based on their importance and impact on both the Company and the stakeholders, in order to prioritize matters that are critical to the Company in order to create value with stakeholders and deliver results.

- 2.2.3 The Board of Directors will establish objectives that are appropriate for the business's surroundings and potential. The Board of Directors will take into account both monetary and non-monetary objectives. Additionally, the Committee will be cognizant of the dangers associated with defining goals that could result in unethical behavior.
- 2.2.4 The Board oversees the transfer of objectives and goals through strategies and plans across the organization.
- 2.2.5 The Board of Directors will ensure that resources are properly allocated and operational controls are in place, as well as the implementation of the annual strategy and plans by choosing a person responsible for overseeing and monitoring performance

Principle 3: Strengthen an effective committee

- **Principle 3.1**

The Board of Directors is responsible for establishing and reviewing the Board of Directors' structure in terms of size, composition, and proportion of independent directors that is necessary and suitable to guide the organization toward the objectives and major goals.

- 3.1.1 The Board of Directors is responsible for ensuring that it is comprised of directors with a diverse range of skills, experience, abilities, and specific characteristics in order to ensure that a qualified overall committee understands and meets the needs of stakeholders, and there must be at least 1 non-executive director with experience in the core business or industry in which the Company operates.
- 3.1.2 The Board of Directors shall examine the number of directors necessary to carry out their responsibilities efficiently, with a minimum of 5 and a maximum of 12 members.
- 3.1.3 The Board of Directors' composition will represent an appropriate balance of executive and non-executive directors.
 - a. The majority of directors are non-executive directors who are free to express their views on management's performance.
 - b. Independent directors must adhere to the Securities and Exchange Commission's and Thailand's Stock Exchange's rules regarding the number and qualifications of independent directors, and must ensure that independent directors are capable of effectively collaborating with the entire board of directors and expressing their opinions independently.
- 3.1.4 The Board of Directors will disclose the policy used to determine the composition of the Board of Directors in the annual report and on the Company's website, along with a variety of information such as age, educational background, experience, percentage of shareholding, number of years holding a directorship position, and holding a directorship position in other publicly traded companies in the annual report and website of the Company.

- **Principle 3.2**

The Board of Directors will select an appropriate person to be the Chairman and ensure that the Board's composition and operations allow independent decision-making.

- 3.2.1 The Chairman of the Board is an independent director.
- 3.2.2 The Chairman of the Board of Directors and the Chief Executive Officer have distinct roles. The Board of Directors shall clearly outline the Chairman's and Chief Executive Officer's authorities and responsibilities to prevent any individual from acquiring unlimited control. The Company shall separate the person holding the position of Chairman from the person holding the position of the Chief Executive Officer.
- 3.2.3 The Chairman is responsible for leading the Board. The Chairman's duties should at least cover the following matters:

- (1) Oversee, monitor, and ensure that the Board efficiently carries out its duties to achieve the Company's objectives and goal
- (2) Ensuring that every director contributes to the development of an ethical corporate culture and good corporate governance
- (3) Establishing the agenda for the Board of Directors meeting through consultation with the Chief Executive Officer and implementing mechanisms to guarantee that critical issues are included on the agenda.
- (4) Ensuring that appropriate time is set for management to propose items and for directors to discuss significant topics broadly and cautiously, and directors are encouraged to apply prudent judgment and to voice their opinion effectively and freely.
- (5) Establishing positive relationships between executive directors and non-executive directors, as well as between the Board and management

3.2.5 The Board of Directors will adopt a policy requiring independent directors to serve for a maximum of nine (9) years from the date of their initial appointment as an independent director. The Board of Directors shall consider such necessity when appointing such independent directors to office.

3.2.6 For important matters to be carefully considered in detail, the Board shall consider appointing sub-committees to review specific issues scrutinize and propose guidelines for consideration before proposing to the Board for approval

3.2.7 The Board will ensure that the Board's and its subcommittees' roles and responsibilities are publicized, including the number of meetings held and the number of times each director attended during the previous year, as well as performance reports on all subcommittees.

● Principle 3.3

3.3.1 The Board of Directors will conduct a meeting to discuss the criteria and procedures for nominating individuals who are qualified to provide the Board with the necessary knowledge and skills, including reviewing such individuals' profiles prior to their presentation. Additionally, the Company shall provide sufficient information to shareholders regarding the individuals nominated for decision-making.

3.3.2 The Board of Directors shall evaluate the criteria and procedures for director nomination prior to selecting directors who will complete their terms. When nominating the same director, the Board of Directors will consider the director's performance, which includes the following:

3.3.3 If the Board of Directors appoints a person to serve as a consultant to the Board of Directors during the nomination and remuneration process, the consultant's information, including independence or lack of conflict of interest, shall be published in the annual report.

● Principle 3.4

The shareholders shall approve the proposed remuneration for the Board of Directors. The Board of Directors will determine whether the compensation structure and rates are adequate for the obligations and will encourage the Board of Directors to lead the organization toward both short- and long-term goals.

3.4.1 The directors' remuneration must be commensurate with the Company's long-term strategy and goals, as well as their experience, obligations, scope of accountability, responsibilities and projected benefits. Compensation is commensurate with the level of work accomplished in the industry.

3.4.2 Shareholders must approve the structure and rate of directors' compensation, both monetary and non-monetary. The Board of Directors will determine whether each type of remuneration is appropriate, both for fixed rate compensation (e.g., fixed remuneration, meeting allowance) and for Company performance compensation (e.g., bonus, pension), in light of the Company's value creation for shareholders, but not at a level that is excessively focused on short-term performance.

3.4.3 The Board of Directors shall disclose the directors' compensation rules and standards, which reflect each individual's rights and responsibilities, as well as the nature and amount of remuneration. The sum indicated for

remuneration shall also include the remuneration received by each director in his or her capacity as a director of the subsidiary.

● **Principle 3.5**

The Board is responsible for ensuring that all directors are responsible for their duties and allocate sufficient time.

- 3.5.1 The Board of Directors will ensure that there is a framework in place to assist directors in comprehending their roles and responsibilities.
- 3.5.2 The Board of Directors establishes the conditions for a director's tenure in other companies by evaluating the performance of directors who hold several positions and ensuring that directors have sufficient time to dedicate to their Company tasks. There will be a number of listed companies, and each director will hold office in accordance with the Company's nature or financial position.
- 3.5.3 The Board of Directors shall establish a system for reporting on the director's other positions and disclose them for acknowledgment.
- 3.5.4 When a director holds a directorship or executive position, or has a direct or indirect interest in other businesses that have potential conflicts of interest or can profit from the Company's opportunities or information, the Board of Directors shall ensure that the Company has adequate preventive measures in place and has notified shareholders as necessary.
- 3.5.5 Each director shall attend at least half of the Board of Directors meetings held during the year except in case of necessity

● **Principle 3.6**

The Board of Directors is responsible for establishing a framework and mechanism for monitoring the policies and operations of the Company's subsidiaries (if any) and other businesses in which the Company has made significant investments at a level that is appropriate for each business, including its subsidiaries and other businesses in which the Company has invested.

- 3.6.1 The Board of Directors shall deliberate and develop a policy for supervising subsidiaries (if any), which will include the following:
 - (1) The level of appointment of an executive director or person with controlling power in a subsidiary is determined by the Board of Directors, unless the subsidiary is a small business that serves as the Company's operating arms. The Board of Directors may delegate consideration to the Chief Executive Officer to consider the appointment.
 - (2) The extent of the Company's representatives' duties and obligations are described in clause (1), and the Company's representatives are obligated to ensure compliance with the subsidiary's policies. If the subsidiary has additional co-investors, the Board of Directors will establish a policy requiring representatives to act in the subsidiary's best interests and in accordance with the parent company's regulations.
 - (3) The subsidiary's internal control systems are effective and that all transactions comply with relevant law and standards.
 - (4) The integrity and timely disclosure of the material information of the subsidiary, including its financial information, related party transactions, acquisition and disposition of assets and other important transactions, capital increases or decreases, and termination of a subsidiary.
- 3.6.2 If it is a major investment in other companies, such as having a shareholding ratio of 20% but not more than 50%, and the investment amount is important to the Company or may require additional significant investments, where necessary, the Board of Directors will ensure the establishment of a contract between shareholders (shareholders' agreement) or other agreements to provide clarity regarding management authority and participation in important

decision-making processes, as well as performance monitoring, to be used as information in the preparation of the Company's financial statements in order to meet the standards and deadlines.

- **Principle 3.7**

The Board of Directors will evaluate the directors performance as a whole, as well as the performance of individual directors, in order to consider assessing work difficulties and barriers each year and using the assessment results to develop and improve operations in various domains.

- **Principle 3.8**

The Board of Directors will supervise the directors and ensure that each director is knowledgeable and understands the roles and responsibilities, nature of business operations, and applicable laws, as well as encourage all directors to obtain skills and knowledge necessary to perform their duties on a regular basis.

3.8.1 The Board of Directors will ensure that new directors are guided and equipped with necessary information to carry out their responsibilities, including a grasp of the organization's objectives, key goals, vision, purpose, corporate values, and nature, as well as the Company's business rules.

3.8.2 The Board shall ensure that directors obtain appropriate training and continue to expand their knowledge.

3.8.3 The Board of Directors will understand the applicable laws, regulations, standards, risks, and environments for conducting business and will be kept aware of current developments on a regular basis.

3.8.4 The Board of Directors should disclose in the annual report training and knowledge development of the board.

- **Principle 3.9**

The Board of Directors shall ensure that its operations are in order, has access to relevant information, and has a company secretary with the requisite skills and experience to support the Board's operations.

3.9.1 The Board of Directors shall schedule and attend meetings by scheduling meetings and agenda in advance.

3.9.2 The Board of Directors' meeting frequency will be determined in accordance with the Board's duties and responsibilities and the nature of the Company's business, but will not be less than four (4) times per year.

3.9.3 The Board will ensure that there is a mechanism in place for each director, including management, to propose items for the agenda that are beneficial to the Company.

3.9.4 Meeting documents will be delivered to directors at least seven (7) days prior to the meeting date, except in the case of an emergency involving the preservation of the Company's rights or benefits, in which case the meeting may be notified via other means and an earlier meeting date set.

3.9.5 The Board of Directors should encourage the Chief Executive Officer to invite key executives to attend board meetings to present details on the agenda items related to matters that they are directly responsible for, and to allow the Board to gain familiarity with key executives and assist succession planning.

3.9.6 The Board of Directors shall have access to accurate, relevant, timely and clear information required for their respective roles from the chief executive officer, company secretary, or designated executive. If necessary to discharge their responsibilities, the Board may seek independent professional advice at the Company's expense.

3.9.7 The Board of Directors may establish a policy allowing non-executive directors to meet as needed to discuss management matters of mutual interest without including management by informing the Chief Executive Officer of the meeting's outcome.

- 3.9.8 The Board of Directors shall appoint a Company Secretary with the necessary qualifications, knowledge, skills, and experience for performing his/her duties, including providing advice on corporate governance, legal, regulatory and administrative requirements, preparing board meetings and other important documents, supporting board meetings, and coordinating the implementation of board resolutions. The Board should disclose the qualifications and experience of the Company Secretary in its annual report and on the Company's website.
- 3.9.9 The Company Secretary shall continue to train and acquire knowledge that will aid in the performance of tasks, and in the event of a certified program, the Company Secretary will participate in such training as well.

Principle 4: Recruiting and developing senior management and personnel management

● **Principle 4.1**

The Board of Directors shall ensure that a proper mechanism is in place for the nomination and development of the Chief Executive Officer and key executives to ensure that they possess the knowledge, skills, experience, and characteristics necessary for the Company to achieve its objectives.

- 4.1.1 The Board of Directors shall establish or assign the Nomination and Remuneration Committee to establish, the criteria and procedures for the nomination and appointment of the Chief Executive Officer.
- 4.1.2 The Board of Directors will monitor and ensure that the Chief Executive Officer has the appropriate senior management. At least, the Board or the Nomination and Remuneration Committee, in consultation with the Chief Executive Officer, shall consider the criteria and procedures for recruiting and appointing individuals, or approve the person proposed by the Chief Executive Officer for a senior executive position.
- 4.1.3 To ensure the business's continuity, the Board of Directors will oversee the development of a succession plan for the Chief Executive Officer and senior executives.
- 4.1.4 The Board of Directors shall promote and assist the Chief Executive Officer and senior management in pursuing training and development opportunities that will enhance their knowledge and expertise relevant to the business.

● **Principle 4.2**

The Board of Directors shall take the suggestion of the Nomination and Remuneration Committee to establish appropriate remuneration structure and assessment.

- 4.2.1 The Board of Directors shall take the recommendation of the Executive Board to establish a compensation structure that motivates executives and employees to carry out their responsibilities in accordance with the organization's main objectives and goals and in the long-term interests of the Company.
- 4.2.2 The Board of Directors shall consider the evaluation regulations and factors, approve the senior management compensation structure, and work with the Chief Executive Officer to assess senior management in accordance with the aforementioned assessment principles.

● **Principle 4.3**

The Board of Directors will have an understanding of the shareholder structure and relationships that may affect the Company's management and operations.

- 4.3.1 The Board of Directors will understand the structure and relationship of shareholders, which may take the form of written or unwritten agreements within family affairs. Shareholder agreements or parent group policies have an impact on the company's management control.
- 4.3.2 The Board will ensure that the agreement under Article 4.3.1 does not impede the Board's performance, such as in case of having suitable people to succeed.

4.3.3 The Board of Directors shall oversee that information is properly disclosed when there are any conditions that have an impact on the control over the Company.

- **Principle 4.4**

The Board of Directors shall oversee personnel management and development to ensure that they have the necessary knowledge, skills, experience, and motivation.

4.4.1 The Board of Directors shall ensure that Human Resource Management is in line with the direction and strategy of the organization and that employees at all levels are properly motivated and possess appropriate abilities as well as treated in an equal manner. These measures are to ensure that the Company can keep competent personnel within the organization.

4.4.2 The Board of Directors shall ensure that the Company establishes a provident fund or other retirement plan, and require management to implement a training and development program for employees and staff that promotes financial literacy, including on retirement savings, and educates employees and staff on life path investments that are suitable for their age and risk appetite.

Principle 5: Operates Business with Responsibility

- **Principle 5.1**

The Board of Directors emphasizes and supports measures that add value to the Company while also benefiting consumers or related parties with social and environmental responsibility.

5.1.1 The Board of Directors will concentrate on developing an enterprise culture and supervising management in order to incorporate it into the strategy review process, organizing, developing, enhancing operations, and monitoring performance.

5.1.2 The Board of Directors will promote actions that add value to the Company in response to changing environmental factors, which may include developing a business model, taking a new approach in designing and developing goods and services, conducting research, improving manufacturing and work processes, and collaborating with partners.

In this regard, the measures outlined above should be designed to benefit the Company, customers, partners, society, and the environment as a whole, rather than to promote inappropriate conduct, unlawful or immoral activities.

- **Principle 5.2**

The Board of Directors will monitor and ensure that management operates business in a socially and environmentally responsible manner, as reflected in the Operational Plan, and that all departments of the organization operate in accordance with the Company's objectives, primary goals, and strategies.

5.2.1 The Board will develop procedures to ensure that the Company conducts business ethically, with social and environmental responsibility, and without infringing on the rights of stakeholders, in order to guide every part of the organization toward achieving the organization's primary objectives while maintaining sustainability, by developing a business ethics policy that addresses the following issues.

- (1) Responsibilities toward employees and staff include adhering to applicable laws and standards, treating employees fairly, and respecting human rights, which includes setting fair compensation and other benefits, providing welfare equal to or greater than required by law, health care, occupational health and safety, and training to educate, develop potential, and promote advancement, as well as providing opportunities for employees to develop skills.
- (2) Responsibilities to customers in accordance with relevant laws and standards with consideration to health, safety, fairness, customer data confidentiality, after-sales service throughout the lifespan of products and services, follow ups on customer satisfaction to improve products and services, public relations, as well as sales conduct, all of which must be done with responsibly, does not cause any misunderstanding, or take advantage of customers' misunderstandings.

- (3) Responsibilities to business partners through procurement process and fair contract or agreement conditions, providing knowledge, developing potential, enhancing production and service capabilities to be up to standards, informing and ensuring that business partners respect human rights and treat their workforce fairly, being responsible to society and environment, as well as tracking and evaluating business partners to develop sustainable business relationships.
- (4) Responsibility to society through employing business knowledge and experience to develop projects which provide benefits to the communities concretely, as well as tracking and evaluation the long-term progress and successes.
- (5) Responsibilities to the environment through preventing, reducing, managing, and ensuring that the Company will not create or cause any negative impact on the environment. This covers raw material usage, energy consumption (for manufacturing, transportation, or internal usage), water consumption, renewable resources usage, care and restoration of biodiversity affected by business operations, waste release and management caused from business operations, and greenhouse gas emissions.
- (6) Fair Competition through conducting business operations with transparency and not creating unfair competition advantages.
- (7) Anti-corruption by adhering to applicable laws and standards and requiring the Company to have an anti-corruption policy that is publicly announced, the Company may consider joining the network of anti-corruption and anti-corruption partners, encouraging other businesses and partners to adopt and publicize anti-corruption policies, as well as joining the network.

● Principle 5.3

The Board of Directors will supervise management to ensure that resources are allocated and managed efficiently and effectively in order to achieve long-term objectives and goals.

- 5.3.1 The Board of Directors is shall be aware of the necessity of the required resources, including acknowledging that the use of each type of resource affects each other.
- 5.3.2 The Board of Directors realizes that different business models have different impacts on resources. Therefore, the impact and value that will occur on resources should be taken into account on the basis of ethics, responsibility, and generating value for sustainable business.

There are at least 4 types of resources that the Company should consider, namely financial capital, human capital, social and relationship capital, and natural capital.

● Principle 5.4

The Board of Directors will establish an IT governance and management framework in the organization that is aligned with the business's needs and ensures that information technology is used to expand business opportunities, improve operations, and manage risk in order for the business to achieve its objectives and primary goals.

- 5.4.1 The Board of Directors will establish a policy for the allocation and management of information technology resources that addresses both the allocation of sufficient resources to operate the business and the establishment of guidelines for assistance in the event that sufficient resources are not allocated as required.
- 5.4.2 The Board of Directors shall ensure that corporate risk management encompasses and manages information technology risk.
- 5.4.3 The Board of Directors will establish policies and procedures to safeguard information systems' security. The following structure is used to govern and manage information technology at the organizational level:
 - (1) The Company has adhered to all applicable laws, rules, regulations, and industry standards governing the use of information technology.

- (2) The Company has a system in place to safeguard information by ensuring confidentiality, integrity, and availability, which includes preventing the misuse of information or unauthorized changes to the information.
- (3) The Company has evaluated information technology risks and implemented procedures to mitigate them in a variety of areas, including business continuity management, incident management, and asset management, etc.
- (4) The Company has considered the allocation and management of information technology resources. Criteria and factors have been established in determining the priorities of the information technology programme, such as appropriateness and consistency with business strategies, impact on business operations, urgency, budget and human resources in information technology, coherence with the business model, etc.

Principle 6: Assuring that an appropriate risk management and internal control system is in place

● **Principle 6.1**

The Board of Directors will ensure that the Company has an effective risk management and internal control structure that enables it to accomplish the objectives while also adhering to applicable laws and requirements.

- 6.1.1 The Board of Directors will be aware of the Company's significant risks and will approve those that are acceptable.
- 6.1.2 The Board of Directors will review and approve a risk management policy that is compatible with the Company's objectives, strategic goals, and risk appetite. This provides as a framework for risk management activities, ensuring that everyone in the organization is pulling in the same direction. The Board of Directors will pay close attention to early warning indications and will frequently review the risk management policy.
- 6.1.3 The Board of Directors will ensure that the Company's risk is identified by taking into account both external and internal factors that may affect the Company's failure to achieve the intended goals.

The main risks on which the Board of Directors will focus can be classified as strategic risk, operational risk, financial risk, compliance risk, etc.

- 6.1.4 The Board will ensure that the Company has assessed the impact and potential risks of the identified risks in order to prioritize them and have adequate risk management methods in place.
- 6.1.5 The Board of Directors may delegate responsibility for screening 6.1.1– 6.1.4 to the Audit Committee prior to submitting it to the Board for consideration.
- 6.1.6 The Board will monitor and assess the effectiveness of risk management on a regular basis.
- 6.1.7 The Board of Directors is accountable for ensuring that the Company operates in accordance with applicable laws and industry standards on a national and international level.
- 6.1.8 In the case of the Company has subsidiaries or other businesses that the Company has invested significantly (such as having a shareholding ratio of 20% but not more than 50%), the Board of Directors shall evaluate the results of the internal control system and risk management as part of the consideration under principle 6.1.1–6.1.7 as well.

- **Principle 6.2**

The Board of Directors shall establish an audit committee capable of carrying out the responsibilities independently and efficiently.

- 6.2.1 The Board of Directors shall form an audit committee comprised of at least 3 directors, all of whom must be independent directors with the necessary qualifications and responsibilities under the Securities and Exchange Commission's and Thailand's Stock Exchange's laws and regulations.
- 6.2.2 The Board of Directors establishes the Audit Committee's tasks in writing, including at a minimum those defined in the Audit Committee Charter.
- 6.2.3 The Board of Directors will ensure that the Company establishes mechanisms or tools to enable the Audit Committee to obtain information necessary for the performance of its assigned duties, such as allowing the Audit Committee to summon relevant individuals to provide information for discussion, meet with the auditor, or seek independent opinions from any other professional advisors for consideration by the Audit Committee.
- 6.2.4 The Board of Directors will appoint an independent individual or internal audit unit to be responsible for creating and reviewing the effectiveness of the risk management system and internal controls, as well as reporting to the Audit Committee and disclosing the review report in the annual report.
- 6.2.5 The Audit Committee must make a determination regarding the risk management system's and internal control's sufficiency and include it in the annual report.

- **Principle 6.3**

The Board of Directors will monitor and manage potential conflicts of interest between the Company, management, the Board of Directors, or shareholders, as well as prevent improper exploitation of the Company's assets, information, opportunities, and transactions with persons associated with the Company.

- 6.3.1 The Board of Directors will oversee the implementation of an information security system, which will involve the development of confidentiality policies and processes, the maintenance of data integrity and availability, and the management of data that may contain market-sensitive information. Additionally, the Board of Directors will ensure compliance with the information security system by directors, senior management, and employees, as well as associated third parties such as legal and financial advisors.
- 6.3.2 The Board of Directors will ensure that transactions that may have conflicts of interest are managed and monitored, and ensure that guidelines and practices are in place for such transactions to be conducted in accordance with applicable legal requirements and for the benefit of the Company and shareholders as a whole, without involving stakeholders in decision-making.
- 6.3.3 The Board of Directors should set requirements for all directors to report conflicts of interest in relation to any meeting agenda item at least before consideration of the matter at the meeting and record the reported conflict of interest in the meeting minutes. The Board of Directors should also ensure that all directors that have a conflict of interest in relation to an agenda item abstain from being present for discussion of or voting on that agenda item.

- **Principle 6.4**

The Board of Directors will ensure that clear anti-corruption policies and guidelines are developed and communicated throughout the organization and to external parties in order to achieve practicality and to support activities that encourage and instill compliance with applicable laws and regulations in all employees.

- **Principle 6.5**

The Board of Directors shall supervise the business to ensure a mechanism for receiving complaints and taking action in case of whistleblowing.

- 6.5.1 The Board of Directors will ensure that there is a mechanism and process in place for responding to stakeholder complaints, that there are multiple convenient channels for receiving complaints, and that the channels for receiving complaints are publicly disclosed on the website or in the annual report.
- 6.5.2 The Board of Directors will ensure that there is a clear policy and guidelines in the event of whistleblowing, by specifying channels for whistleblowing via the Company's e-mail or through independent directors or the Company's Audit Committee, as well as having a process for reviewing information, acting, and reporting to the Board of Directors.
- 6.5.3 The Board of Directors will ensure that proper protection are in place for whistleblowers who submit information in good faith.

Principle 7: Maintaining financial credibility and information disclosure

- **Principle 7.1**

The Board is accountable for ensuring that financial reporting and disclosure procedures are accurate, sufficient, timely, and compliant with applicable laws, standards, and guidelines.

- 7.1.1 The Board of Directors shall ensure that personnel responsible for the preparation and dissemination of information possess the knowledge, skills, and experience necessary to perform their duties. Personnel such as the Chief Executive of Accounting and Finance, accountants, internal auditors, company secretary, and investor relations.
- 7.1.2 To approve information disclosure, the Board of Directors shall consider relevant circumstances in the case of financial reports. At the very least, the following considerations shall be taken into consideration.
 - (1) Internal Control System Sufficiency Assessment
 - (2) The auditor's opinion on the financial statements, the auditor's observations on the internal control system, and the auditor's remarks via other channels of communication (if any)
 - (3) Opinion of the Audit Committee
 - (4) Consistency with the Company's objectives, primary goals, strategies, and policies
- 7.1.3 The Board of Directors shall ensure that disclosure of the 56-1 Annual Report Financial Statements is accurately reflect the Company's financial position and performance and shall encourage the Company to prepare a management discussion and analysis (MD&A) to accompany quarterly financial statement disclosures in order to provide investors with more information and a better understanding of the changes in the Company's financial position and performance each quarter.
- 7.1.4 In the case of disclosure of any particular item relates to a specific director That director will also ensure that the disclosure of his or her part is complete and accurate, such as the information of the shareholders of their group. Disclosure in connection with the shareholders' agreement.

- **Principle 7.2**

The Board of Directors shall monitor the Company's financial liquidity and ability to repay loans.

- 7.2.1 The Board of Directors ensures that management regularly analyzes and assesses the Company's financial status and makes appropriate reports to the Board. The Board of Directors and management must collaborate to identify a solution as soon as indicators of financial liquidity and debt repayment difficulties are detected.
- 7.2.2 When approving a transaction or submitting an opinion to the shareholders' meeting for approval, the Board of Directors will ensure that such transactions will not jeopardize the Company's business operations, financial liquidity, or ability to pay debts.

- **Principle 7.3**

If the Company encounters or is expected to meet financial difficulties, the Board of Directors will ensure that the Company has a plan in place to address the issue or has alternative measures in place to address the financial difficulties while taking stakeholder rights into account.

- 7.3.1 If the Company is more likely to default on debts or experience financial difficulties, the Board of Directors will actively monitor and supervise the Company to ensure that it conducts business prudently and complies with all applicable disclosure requirements.
- 7.3.2 The Board of Directors shall ensure that the Company develops a plan to handle financial difficulties, taking into consideration the interests of stakeholders, including receivables, and shall monitor progress toward resolution by requiring management to report on the status on a regular basis.
- 7.3.3 The Board of Directors shall assess and ensure that any choice to resolve the Company's financial difficulties, by whatever method as necessary and reasonable.

- **Principle 7.4**

The Board of Directors shall consider preparing a sustainability report as appropriate.

- 7.4.1 The Board of Directors shall consider the appropriateness of disclosure, compliance with applicable law, compliance with the code of conduct, anti-corruption policy which covers the treatment of employees and stakeholders, fair treatment, respect for human rights, and societal and environmental responsibilities, all while taking into account nationally or internationally recognized reporting frameworks. However, the Company may disclose such information in its annual report or separately as necessary.
- 7.4.2 The Board of Directors shall ensure that disclosure is important and reflects practices that will result in the Company's long-term value development.

- **Principle 7.5**

The Board of Directors shall ensure that the management department creates an agency or an individual responsible for Investor Relations works, which includes communicating with shareholders and other stakeholders, such as investors and analysts that can perform their tasks appropriately, equitably, and punctually.

- 7.5.1 The Board of Directors shall establish a communication policy and disclosure policy to ensure that communicating and disclosing information to third parties is appropriate, equal, timely, using appropriate channels and protects confidential information and information that affect securities prices. The entire organization communicates with one another in accordance with the policy.

7.5.2 The Board of Directors shall appoint an individual who is accountable for providing information to third parties, is qualified for their positions, understands the Company's business, goals, and core values, and is capable of communicating effectively with the capital markets.

7.5.3 The Board of Directors shall ensure that management sets the direction for and supports investor relations activities, including establishing guidelines for information disclosure, policies on the use of inside information, and clearly delineating investor relations' roles and responsibilities, in order to facilitate effective communication and disclosure of information.

● **Principle 7.6**

The Board of Directors shall encourage information dissemination through the use of information technology.

7.6.1 Along with disseminating information in accordance with the specified criteria and via the Stock Exchange of Thailand's channels, the Board of Directors shall consider regularly disclosing information in both Thai and English via alternative channels, such as the Company's website, along with presenting current information.

The Company shall disclose information on the Company's website. The initial information are as follow:

- (1) Vision and Values of the Company
- (2) Nature of Business Operations of the Company
- (3) List of the Board of Directors and Executives
- (4) Financial statements and reports on the financial situation and performance both current and previous year
- (5) Form 56-1 and the annual report that can be downloaded
- (6) Any other information or documents presented by the Company to analysts, investment managers, or the news media
- (7) Shareholding structure (direct and indirect ownerships)
- (8) Group Structure including subsidiaries, associates, joint ventures, and special purpose enterprises/vehicles (SPEs/SPVs).
- (9) Major shareholders (direct and indirect ownerships) who held at least 5% of the total amount of share sales and have voting rights
- (10) Direct and indirect shareholding of the Company's directors, major shareholders, and top executives
- (11) Invitation to the General and Extraordinary General Meeting of Shareholders
- (12) Articles of Association of the Company and Memorandum of association
- (13) Corporate Governance Policy of the Company, Anti-Corruption Policy, Information Technology Security Policy and risk management Policy
- (14) Charter or duties, responsibilities, and term qualifications of the Board of Directors, including matters requiring the approval of the Charter Committee, duties, responsibilities, and term qualifications of the Audit Committee and the Nomination and Remuneration Committee
- (15) Code of Conduct
- (16) Contact information for agencies or persons responsible for investor relations or the company secretary, such as the person who can offer information, their telephone number, or their e-mail address.

Principle 8: Ensure Engagement and Communication with Shareholders

● Principle 8.1

The Board shall ensure that shareholders are involved in making decisions the Company's important matters.

8.1.1 The Board of Directors shall ensure that important matters, such as those related to law and those that could affect the Company, are taken into consideration and/or approved by the shareholders. Such important matters will be added as agendas during the shareholders' meetings.

8.1.2 The Board of Directors shall support shareholders participation such as

- (1) Opportunity is given to minority shareholders to be able to propose additional agendas in advance of the meeting date. The Board of Directors shall consider the agenda proposed by the shareholders. In the event that the Board of Directors rejects the matter proposed by the shareholders to be included in the agenda, the Board of Directors shall inform the reason for the rejection to the shareholders' meeting for acknowledgement.
- (2) Establishing criteria for minority shareholders to nominate persons to serve as directors of the Company

The Board of Directors shall ensure that such rules will be disclosed to shareholders in advance.

8.1.3 The Board of Directors shall ensure that the shareholders' meeting notice contains accurate, complete, and sufficient information for the rights of shareholders.

8.1.4 The Board of Directors shall ensure that the notice of the shareholders' meeting together with relevant documents was sent out on the Company's website at least fourteen (14) days before the meeting date.

8.1.5 The Board of Directors shall provide opportunities for shareholders to make inquiries before the meeting day. The criterions for inquiries will be defined and displayed on the Company's website.

8.1.6 The shareholders' meeting invitational letters and all related documents will be produced entirely in English, and will be distributed along with the Thai versions.

The shareholders' meeting notice will include the following:

- (1) Date, time, and place of the meeting
- (2) Meeting agenda are specified as for consideration or approval and separated into topics such as director related agendas will be separated into an agenda of director selection and an agenda of directors' remuneration.
- (3) Objectives and explanations, as well as comments by the Board of Directors in each suggested agendas, which include:
 - a. Agenda for Dividend Payment Approval – The dividend payment policy and the proposed dividend payout ratio will be provided with reasons and supporting information. In case of refraining from paying dividends, reasons and supporting information is required.
 - b. Agendas related to director nominations - details such as name, age, education and career history, numbers of registered companies, companies in which the individual holds a director position, criterions and methods of selection, proposed type of director. In the case of a reappointment former director, information about the previous year's meeting and the date appointed as a director will also be brought up.
 - c. Agendas related to directors' remuneration - policies and regulations on defining remuneration of each director, and all types of remuneration including monetary and other benefits.

- d. Agenda for appointment of auditors – Specify names of auditors, affiliated company, work experience, auditor's Independence, audit fees, and other service fees.

(4) Power of Attorney form as defined by the Ministry of Commerce

- (5) Miscellaneous information in the meeting, such as the voting procedure, vote counting and results announcement, voting rights of each shareholder type, information on independent directors that the Company selected to be proxies from shareholders, documents that shareholders must present before the meeting, documents related to Power of Attorney, the layout of the meeting place, etc.

● Principle 8.2

The Board of Directors ensure that the shareholders' meeting proceeds smoothly, transparently, efficiently, and allows shareholders to exercise their rights.

- 8.2.1 The Board of Directors shall schedule a date, time, and place for the meeting, which will take shareholders' convenience to attend the meeting into consideration. For example, an appropriate meeting duration which is sufficient for the discussion, a convenient meeting location for travelling, etc.
- 8.2.2 The Board of Directors shall ensure that there will be no action that limits the opportunity to attend the meeting or cause excessive burden to shareholders, such as obligating shareholders or proxies to bring additional documents or proofs of identity exceeding the requirement in the guidelines of related regulatory agencies.
- 8.2.3 The Board of Directors shall support implementing technology in shareholders' meetings, including shareholder registration, vote counting and results announcement, to ensure quick, correct, and accurate meeting procedures.
- 8.2.4 The Chairman of the Board will preside over the shareholders' meeting and will be responsible for ensuring that the meeting is conducted in accordance with applicable laws and regulations, as well as the Company's Articles of Association, and that time is appropriately allocated for each meeting agenda set out in the invitation letter, and that shareholders have an opportunity to express their opinions and ask questions to the meeting on the Company related matters.
- 8.2.5 In order for shareholders to participate in important decisions, directors, as attendees and shareholders, will not add unnecessary agenda items that have not been notified in advance, particularly important agenda items that require shareholders to study the information before making a decision.
- 8.2.6 All directors and related executives shall attend the meeting for shareholders to ask questions on related issues.
- 8.2.7 Before the meeting begins, the Company shall inform the shareholders of the number and proportion of shareholders attending the meeting in person and of their appointing proxies, meeting method, voting method, and vote counting
- 8.2.8 In the event that any agenda item contains multiple items, the chairman of the meeting will arrange for those items to be voted on separately, such as when the shareholders exercise their right to appoint individual directors in the agenda for the appointment of directors.
- 8.2.9 The Board of Directors shall encourage to use ballots for important agenda. The Company shall have the independent individuals to count or check the votes in the meeting and disclose all voting results: approving, disapproving, and abstaining in each agenda item to the meeting for acknowledgement and recording in the meeting minutes.

• **Principle 8.3**

The Board of Directors shall be responsible for ensuring that the disclosure of meeting resolutions and the preparation of meeting minutes are accurate and complete.

8.3.1 The Board of Directors shall ensure that the Company discloses the resolutions of the shareholders' meeting, including voting results, the within the next business day via the Stock Exchange of Thailand's news system and on the Company's website.

8.3.2 The Board of Directors shall send a copy of the meeting minutes to the Stock Exchange of Thailand within fourteen (14) days of the shareholders' meeting date.

8.3.3 The Board of Directors shall ensure the shareholders' meeting minutes contain the following information:

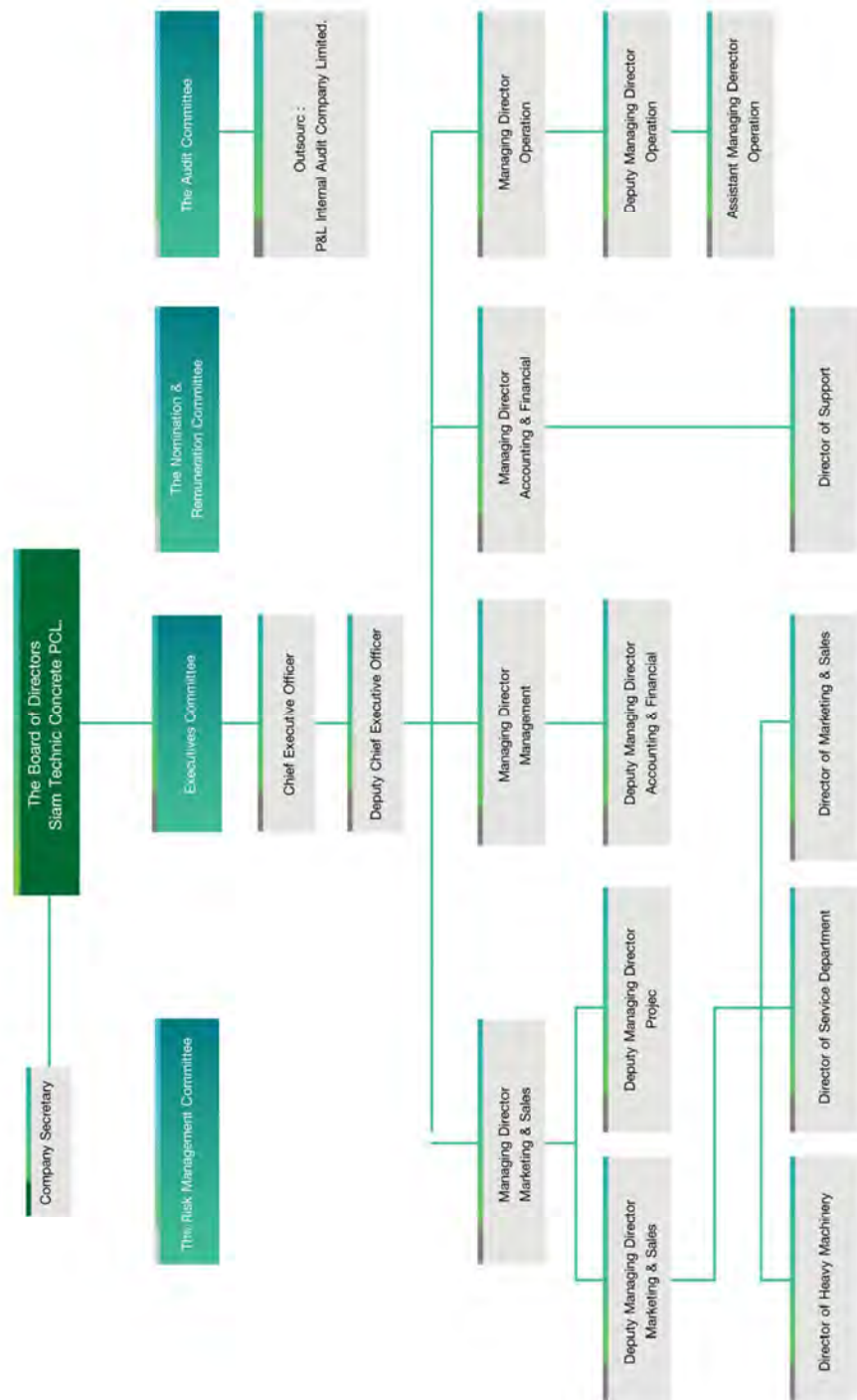
- (1) Names of directors and executives who attended the meeting, and the ratio of directors who attended and did not attend the meeting.
- (2) The voting and vote counting methods, meeting resolutions, and vote results (approved, do not approved, abstained) of each agenda.
- (3) Enquiries and responses during the meeting, including the names - surnames of inquirers and respondents.





7. Corporate Governance Structure and Important Information about the Board of Directors, Sub-committees, Executives,

7.1 Siam Technic Concrete Public Company Limited's Organization Chart



Board of Directors

1. Mr. Weidt Nuchjalearn
Chairman of the Board , Independent Director
Member of the Audit Committee
2. Mr. Than Siripokee
Chairman of Risk Management Committee
Chairman of Audit Committee , Independent Director
3. Mr. Sukhun Prommayon
Chairman of the Nomination and Remuneration Committee
Independent Director , Member of the Audit Committee
4. Mr. Watchai Mongkolsrisawad Vice Chairman
5. Mr. Songsak Piyawannarat Director
6. Mr. Sapon Kampakdee Director
7. Ms. Piyaporn Mongkolsrisawat Director
8. Mr. Jadsorn Mongkolsrisawad Director
9. Ms. Nida Dhanewattanotai Director



1



2



3



4



5



6



7



8



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Executive Committee

1. Mr. Watchai Mongkolsrisawad
Chief Executive Officer
2. Mr. Songsak Piyawannarat
Deputy Chief Executive Officer
3. Mr. Sopon Kampakdee
Director
4. Ms. Piyaporn Mongkolsrisawat
Director
5. Mr. Jadsorn Mongkolsrisawad
Director
6. Ms. Nida Dhangwattanotai
Director





1



2



3



4



5



6



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8

Board of Management

1. Mr. Watchai Mongkolsrisawad
Chief Executive Officer
2. Mr. Songsak Piyawannarat
Deputy Chief Executive Officer
3. Mr. Sapon Kampakdee
Managing Director Operation
4. Ms. Piyaporn Mongkolsrisawat
Managing Director Management
5. Mr. Monthon Jaruvanaporn
Managing Director of Accounting & Financial
6. Mr. Jadsorn Mongkolsrisawad
Managing Director of Marketing & Sales
7. Ms. Nida Dhangwattanotai
Deputy Managing Director Accounting & Financial
8. Mrs. Patcharawan Puoon
Accounting and Financial Manager

7.2 Board of Directors' Information

The Board of Directors is qualified with all qualifications as required by the Public Limited Companies Act B.E. 2535 and the Capital Market Supervisory Board announcement as well as be knowledgeable, capable, and experienced in the Company's business operations.

7.2.1 Composition of the Board of Directors

1. The Board of Directors consists of at least 5 but not more than 12 directors and not less than half of the total number of directors must have a residence in the Kingdom of Thailand.

2. The Board of Directors must consist of at least 3 independent directors and not less than 3 directors or one third of all directors' total number (whichever is higher) must be an independent director.

7.2.2 Information of the Board of Directors

On 31 December 2021, the Board of Directors' total number is 9 consisting of:

	Name-Surname	Position
1	Mr. Weidt Nuchjalearn	The Chairman of the Board / The Audit Committee / Independent Director
2	Mr. Than Siripokee	Chairman of the Audit Committee / Independent Director
3	Mr. Sukhun Prommayon	Audit Committee / Independent Director
4	Mr. Watchai Mongkolsrisawad	Vice Chairman
5	Mr. Songsak Piyawannarat	Director
6	Mr. Sopon Kampakdee	Director
7	Ms. Piyaporn Mongkolsrisawat	Director
8	Mr. Jadsorn Mongkolsrisawad	Director
9	Ms. Nida Dhangwattanotai	Director

with Mr. Puripat Chumtham as the secretary of the Board of Directors since 28 February 2018

Directors authorized to sign on behalf of the Company

2 out of 6 directors as shown below co-sign with the Company's seal.

- (1) Mr. Watchai Mongkolsrisawad
- (2) Mr. Songsak Piyawannarat
- (3) Mr. Sopon Kampakdee
- (4) Ms. Piyaporn Mongkolsrisawat
- (5) Mr. Jadsorn Mongkolsrisawad
- (6) Ms. Nida Dhangwattanotai

7.2.3 The Board of Directors' Roles and Duties

The Board of Directors of Siam Technic Concrete Public Company Limited has a role and responsibility in managing and operating the Company's business to be under the law, objectives and regulations of the Company, as well as the shareholders' meeting resolution with responsibility, honesty, and caution. The Board shall also protect the Company's interests with ethical, anti-corruption and corporate governance. The details of “The Board of Directors Charter” appear on the Company's website. www.stec.co.th, in “Investor Relations” topic.

7.3 Sub-committees Information

The Company's management structure consists of the Board of Directors and 4 sub-committees which are:

7.3.1 Audit Committee

On 31 December 2021, the Company has 3 audit committee members as follows:

	Name-Surname	Position
Audit Committee		
1	Mr. Than Siripokee	Chairman of the Audit Committee
2	Mr. Weidt Nuchjalearn	Member of the Audit Committee
3	Mr. Sukhun Prommayon	Member of the Audit Committee

Ms. Tussanee Sornpaiboon, internal audit manager as the secretary of Audit Committee since 10 November 2018. Mr. Than Siripokee and Mr. Weidt Nuchjalearn are audit committee members who have knowledge and experience in accounting. (Please consider additional biographies of Mr. Than Siripokee and Mr. Weidt Nuchjalearn in Attachment 1, details about directors, executives, controlling persons, and company secretary)

The Audit Committee's Roles and Duties

Siam Technic Concrete Public Company Limited's Audit Committee is responsible for reviewing the Company's financial reports and ensuring compliance with the Securities and Exchange Act, Stock Exchange requirements, and laws related to the Company's business operations, review the internal control process. The details of the “Audit Committee Charter” appear on the company website, www.stec.co.th, in “Investor Relations” topic.

7.3.2 Nomination and Remuneration Committee

On 31 December 2021, the Company's Nomination and Remuneration Committee has 3 members as follows:

	Name-Surname	Position
Nomination and Remuneration Committee		
1	Mr. Sukhun Prommayon	Chairman of the Nomination and Remuneration Committee
2	Mr. Songsak Piyawannarat	Member of the Nomination and Remuneration Committee
3	Mr. Jadsorn Mongkolsrisawad	Member of the Nomination and Remuneration Committee

Mrs. Thitikarn Sripatruangchai as the secretary of the nomination and Remuneration Committee since 30 May 2019.

Roles and duties of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for considering and selecting qualified persons to be the Company directors, considering the candidate to be the Chief Executive Officer if the position is vacant, consider the director and chief executive officer's method and criteria for the remuneration appropriately. The details of the "Nomination and Remuneration Committee Charter" appear on the Company's website www.stec.co.th, in the "Investor Relations" topic.

7.3.3 Risk Management Committee

On 31 December 2021, the Company has 3 risk management committee members as follows:

	Name-Surname	Position
Risk Management Committee		
1	Mr. Than Siripokee	Chairman of the Risk Management Committee
2	Mr. Watchai Mongkolsrisawad	Member of Risk Management Committee
3	Mr. Songsak Piyawannarat	Member of Risk Management Committee

Mr. Puripat Chumtham as the secretary of the Risk Management Committee since 24 June 2019.

Roles and Duties of the Risk Management Committee

The Risk Management Committee is responsible for scoping and reviewing the risk management framework, policies, and procedures as well as suggesting guidelines for risk management related to the Company's business operation properly and efficiently, under the direction, operational strategies, business plans, and changing circumstances. The details of the "Risk Management Committee Charter" appear on the Company's website www.stec.co.th, in "Investor Relations" topic.

7.3.4 Executive Committee

On 31 December 2021, the Company has 6 Executive Committee members as follows:

	Name-Surname	Position
Executive Committee		
1	Mr.Watchai Mongkolsrisawad	Chief Executive Officer
2	Mr. Songsak Piyawannarat	Deputy Chief Executive Officer
3	Mr. Sopon Kampakdee	Director
4	Ms. Piyaporn Mongkolsrisawat	Director
5	Mr. Jadsorn Mongkolsrisawad	Director
6	Ms. Nida Dhangwattanotai	Director

Mr. Puripat Chumtham as the secretary of the Executive Committee since 28 February 2018

Roles and Duties of the Executive Committee

The Executive Committee has a role and responsibility to establish policy, business strategy, goals, action plans, financial goals and budget of the Company to present to the Board of Directors for approval. The Executive Committee shall supervise and monitor the Company's business operations to efficiently follow the policy, business strategy goals, action plans, financial goals, and budget of the Company approved by the Board of Directors. The Executive Committee shall also have authorities, duties, and responsibilities as assigned or according to the policy by the Board of Directors. The details of the "Executive Committee Charter" appear on the Company's website, www.stec.co.th, in "Investor Relations".

7.4 Executives Information

7.4.1 List of name and position of executives

On 31 December 2021, executives according to the definition of executives in the Notification of the SEC No. KorJor. 17/2551, Determination of Definitions in Notifications Regarding Securities Issuing and Offering (Including any amendments) have 8 executives. The details are as follows.

	Name-Surname	Position
1	Mr.Watchai Mongkolsrisawad	Chief Executive Officer
2	Mr. Songsak Piyawannarat	Deputy Chief Executive Officer
3	Mr. Sopon Kampakdee	Managing Director Operation
4	Ms. Piyaporn Mongkolsrisawat	Managing Director Management
5	Mr. Monthon Jaruvanaporn ⁽¹⁾	Managing Director of Accounting & Financial
6	Mr. Jadsorn Mongkolsrisawad	Managing Director of Marketing & Sales
7	Ms. Nida Dhangwattanotai	Deputy Managing Director Accounting & Financial
8	Mrs. Patcharawan Puon ⁽²⁾	Accounting and Finance Manager

Remark : ⁽¹⁾ Mr. Monthon Jaruvanaporn is taking the highest responsibility in the accounting and finance department. (Please consider Mr. Monthon Jaruvanaporn's additional profile in Attachment 1, details regarding directors, executives, and controlling authority, a person who assigned the highest responsibility in accounting and finance, persons who appointed to be directly responsible for overseeing bookkeeping and company secretary)

⁽²⁾ Mrs. Patcharawan Puon is taking responsibility in supervising the bookkeeping. (Please consider additional profile of Mrs. Patcharawan Puon in Attachment 1, details about directors, executives, persons with controlling authority, a person who assigned the highest responsibility in accounting and finance, persons who appointed to be directly responsible for overseeing bookkeeping and company secretary)

7.4.2 Executive's Remuneration Policy

The Company has a clearly and transparently defined executive remuneration policy. The HR Committee is responsible for reviewing and considering the suitability under each executive duties and responsibilities scope compared with executives' compensation in the same industry, the HR committee will consider, screen, and propose the executive's remuneration each year to the Chief Executive Officer for approval.

7.4.3 Total remuneration of Executives

In 2020 and 2021, the Company pays remuneration to executives as follows:

(1) Monetary Compensation

Compensation	Year 2020		Year 2021	
	Persons	Remuneration (Million Baht)	Persons	Remuneration (Million Baht)
Executive remuneration includes salaries, bonuses and wages, contribution plans ⁽¹⁾ and others ⁽²⁾	8	31,407,822.50	8	33,682,159.79

Remark: ⁽¹⁾ The Group has defined contribution plans for social security contributions, and provident fund contribution established on 1 January 2014.

⁽²⁾ Other compensation such as travel expenses, accommodation, and telephone expenses

(2) Other Compensations

- None -

7.5 Employees' Information

(1) General Information

As at 31 December 2020 and 31 December 2021, the Company has the total numbers of permanent employees from all departments are 361 people and 373 people, respectively. The Company has the policy to hire and manage personnel to be suitable for the workload that is being serviced and expected in the future. The Company's employee number details divided by divisions and experiences as follows:

Number of Employees by the Company's Department

Department	Number of Employees (Person)	
	31 Dec 2020	31 Dec 2021
Executive ⁽¹⁾	8	8
Marketing and Sales	68	77
Accounting and Finance, Support and Management	90	88
Project Department	5	5
Operations and QMR Department ⁽²⁾	186	192
Audit Department	4	3
Total	361	373

Remark: ⁽¹⁾ Company's Executives according to the SEC Executive Definition

⁽²⁾ QMR or Quality Management Representative is responsible for production and quality control.

Employee Numbers of the Company by Tenure

Tenure	Number of Employees (Person)	
	31 Dec 2020	31 Dec 2021
Less than 1 year	31	49
More than or equal to 1 year but less than 3 years	94	66
More than or equal to 3 years but less than 6 years	88	93
More than or equal to 6 years but less than 8 years	32	46
More than or equal to 8 years but less than 10 years	20	20
More than or equal to 10 years	96	99
Total	361	373

(2) Employee Remuneration

The Group has the employee remuneration's details for 2019 – 2021 as follows:

Employee Remuneration (Million Baht)	Year 2019	Year 2020	Year 2021
Employee remuneration includes salary and wages, contribution plans ⁽¹⁾ and others ⁽²⁾	135.42	138.23	140.36

Remark: ⁽¹⁾ The Company's defined contribution plans are social security contributions and provident fund contribution, which the Company established the provident fund on 1 January 2014.

⁽²⁾ Other compensation such as travel expenses, accommodation, and telephone expenses

(3) Provident Fund Member in 2021

The Company's monthly employees have right to apply for the provident fund member, according to the regulations set by the Company.

Number of Provident Fund Members in 2021

Monthly Employee (Person)	Provident Fund Member (Person)	Percentage of All Monthly Employees
420	235	55.95

Contributing Amount to the Provident Fund in 2021

Yearly Contribution Amount (The Company)	Yearly Contribution Amount (Employee)
5,261,681.10	8,580,315.93

(4) Labor Disputes

During 2019 - 2021, the Company has no labor disputes.

(5) Personnel Development Guidelines

The Company is managed by adhering to the principles of good corporate governance of the Stock Exchange of Thailand. The Company regards human resources as the most important and valuable factor in driving business operations. Therefore, there has been a guideline for personnel development used as a framework and guideline for the human resource management plans preparation, to increase the human resources cost-effectiveness usage, ensuring that human resource management is fair, transparent, verifiable, and makes employees happy. The details are as follows:

1. Improve Work System Structure and Labors
 - 1.1 Planning, supporting, and promoting the work system structure, labor framework, and rate management appropriately and sufficiently for department's operations to be flexible in the Company with an effective evaluation system.
 - 1.2 Providing tools for human resource management in recruiting, promotion, performance, appraisal, personnel development planning, and remuneration management.
 - 1.3 Establish career paths and development goals
 - 1.4 Set up a performance evaluation system for each department
 - 1.5 Establish a succession plan

2. Personnel Development
 - 2.1 Promote systematic, thorough, and continuous development by enhancing knowledge, abilities, potential, and suitable working skills to operate effectively and achieve the goals, as well as promoting morality and ethics for personnel according to the position.
 - 2.2 Prepare a personnel development plan according to the position.
 - 2.3 Develop executives' potential and continually increase the operational capability of workers at all levels, according to the position.
 - 2.4 Encourage personnel to adhere to corporate culture, follow the code of conduct, with morals, ethics, sacrifice, unity, and dedication to the Company and the public.
 - 2.5 Develop knowledge management to create a learning culture, transfer, exchange knowledge and working experience continuously.
 - 2.6 Promote and facilitate training and education for directors and executives of the Company on good corporate governance to continually improve the operations. The Company encourages directors to attend relevant training courses to gain knowledge and duties and responsibilities understanding as listed companies directors. Such as courses organized by the Institute by Thai Institute of Directors Association (IOD), Director Accreditation Program (DAP), Director Certification Program (DCP), Advanced Audit Committee Program (AACP).
3. Information System Development
 - 3.1. Promote and support information technology systems in human resource management to obtain accurate, complete, fast, and up-to-date information. This helps reduce the working process, documents are can be analyzed for planning and decision making in operations and used in personnel management effectively.
 - 3.2. Personnel Database System Development.
 - 3.3. Improve and Develop Information Systems for Personnel Management.
 - 3.4. Enhance knowledge about personnel management information systems for operators to support the system use and increase the personnel capacity to support system development in future.
4. Welfare and Labor Relations
 - 4.1 Strengthen stability, morale, good quality of life, workers' well-being and satisfaction, to keep good and talented people with the Company by promoting the worker's process with the results and create communication channels, provide incentives, certain benefits, welfare, safety, occupational health, and work environment as necessary and appropriate, as required by law, and support activities to build good relationships between executives and all employee.
 - 4.1.1 Improve performance motivation system
 - 4.1.2 Improve safety condition, occupational health and working environment
 - 4.1.3 Praise employees who are excellent, good, and beneficial to the Company.
 - 4.1.4 Improve the welfare system and special reward
 - 4.1.5 Improve communication channels in the Human Resource Management section
 - 4.1.6 Promote Labor Relations
5. Personnel Recruitment
 - 5.1 Select personnel with relevant knowledge, capabilities, and experiences to the job.
 - 5.2 The Company shall recruit employees according to the necessity and suitability of the job. The recruited employees shall be competent, suitable for the position, and have qualifications according to the Company's regulations.

6. Personnel Management

- 6.1 Provide a performance appraisal for each unit using KPIs as the main assessment factor.
- 6.2 Prepare individual development plans at each level in accordance to the succession plan policy to provide opportunities for employees to advance their careers in higher positions.
- 6.3 Implement information technology systems in personnel management with continuous development to reduce the steps in workflow, workload, and documents.
- 6.4 Determine the suitable remuneration for each position by taking into consideration the duties and responsibilities of each position, economic conditions, costs of living, salary rates of competitors which operates the same nature of business.
- 6.5 Organize joint activities between executives and employees or among employees to promote cooperation.
- 6.6 Acknowledge the opinions and grievances of employees for urgent considerations.

7.6 Other Important Information

7.6.1 List of Company Secretary, persons assigned to be directly responsible in the supervision of accounting, and Head of Internal Audit

(1) Company Secretary

The Board of Directors' Meeting No. 2/2018, held on 14 May 2018, has resolved to appoint Mr. Puriput Chumtham as the Company secretary. The authorities, duties, and responsibilities of the Company secretary are described in Attachment 1.

(2) Persons Assigned to be Responsible for Accounting Supervision

The Company has assigned Mrs. Patcharawan Puoon, Accounting and Finance Manager, to be responsible for the supervision of the Company's bookkeeping. The details of Mrs. Patcharawan Puoon's biography are described in Attachment 1.

(3) Head of Internal Audit

The Company has appointed P&L Internal Audit Company Limited ("P&L") as a service provider for internal auditing of the Company. P&L has assigned Ms. Monphat Phum Rattanajarin as the Head of Internal Audit. The details of internal auditors are described in Attachment 3

7.6.2 Investor Relations Contact Information

Investor Relations

Name: Ms. Panchaporn Chumtham

Address: No. 50 Soi Ngamwongwan 47 Intersection 20, Ngamwongwan Road, Thung Song Hong Sub-district, Lak Si District, Bangkok 10210

Telephone: 02-589-3888 # 130

Email address: panchaporn.ch@stec.co.th

7.6.3 Auditor's Remuneration

The 2021 Annual General Meeting of Shareholders resolved to appoint DIA International Audit Company Limited, a certified public accountant from the Office of the Securities and Exchange Commission to be the audit firm of the Company for the year 2021, with audit fees for the year 2021 totaling 2,400,000 baht without non-audit fees.



8. Report on Key Performances in Corporate

8.1 Summary of the Board of Directors' Performance in the Previous Year

The Board of Directors prioritizes and is determined to manage business through good corporate governance for management and operations that is transparent, effective, and responsible to stakeholders. The Board of Directors is also determined to foster good relations with the community by participating in its activities as well as help conserve the environment in the community. These actions are to allow the sustainable coexistence of the organization and community. In addition, the Board of Directors sets business plans and strategies for business operations that is in accordance to set plans as well as supervise the adequateness of internal control and risk management systems within the organization.

8.1.1 Recruiting, Developing, and Evaluating the Performance of the Board of Directors

The Nomination and Remuneration Committee is responsible for nominating persons to be appointed as directors. The committee consists of 3 Company directors and the Chairman of the Nomination and Remuneration Committee is an independent director. The nominated persons shall be presented to the Board of Directors or the shareholders' meeting to for consideration and appointment, as the case may be. The Nomination and Remuneration Committee shall nominate directors by taking into consideration the structure of the Board, competence, work experience, and prescribed qualifications of the Public Limited Companies Act B.E. 2535 (and amended). In the case of independent directors, they shall have qualifications as specified in the notification of the Capital Market Supervisory Board or other relevant laws.

(1) Independent Director

Definition of the Company's Independent Director

An independent director shall hold a non-executive position and be independent of management and shareholders with controlling power. An independent director shall be a person who has no business relationship with the Company in such a way that restricts the expression of independent opinions and shall meet the qualifications specified in the Capital Market Supervisory Board's Notification. These qualifications include the following:

- (1) Holding no more than 1 percent of the total voting shares of the Company, parent company, subsidiaries, associates, major shareholders, or controlling persons of the Company, including shares held by related persons of that independent director.
- (2) Not being or have been a director who participates in management, an employee, an advisor who receives a regular salary, or a controlling person of the Company, parent company, subsidiaries, associates, subsidiary of the same level, major shareholder, or of the Company's controlling person, unless the aforementioned characteristics have been terminated for at least 2 years prior to the date of appointment as an independent director. However, such prohibited characteristics do not include the case of an independent director who was previously a government official or advisor of a government sector that is now a major shareholder or controlling person of the Company.
- (3) Not having any relationship, whether by blood or by legal registration, in the form of fatherhood, motherhood, spouse, sibling, and child as well as the spouses of children of other directors, executives, major shareholders, controlling persons or persons to be nominated as directors, executives or controlling persons of the applicant or subsidiaries.
- (4) Not have or used to have a business relationship with the Company, parent company, subsidiary companies, associated companies, major shareholders, or persons with controlling power of the Company that would impede the exercise of one's independent judgment, including not being or having been a significant shareholder or controlling person of a person with a business relationship with the Company, parent company, subsidiary companies, associated companies, major shareholders, or persons with controlling power of the Company unless

the foregoing relationship has been terminated for no less than 2 years prior to the date of being appointed as an independent director.

For business relationships described in the first paragraph, including normal trading transactions for the purpose of conducting business, renting or renting out real estate, transactions involving assets or services, providing or receiving financial assistance through the acceptance or provision of loans, guarantees, or the provision of assets as collateral for liabilities, and other similar behaviors that result in the Company or the counterparty having debt obligations to the other party of 3 percent of the Company's net tangible assets or of 20 million Baht or more or whichever amount is lower, however, the method for calculating such indebtedness shall be in accordance with the method for calculating the value of connected transactions set forth in the Capital Market Supervisory Board's Notification on Rules for Connected Transactions, except that when calculating such debt burden, debt obligations incurred during the preceding 1 year prior to the date of the business relationship with the same person shall be included.

- (5) Not be or have been an auditor of the Company, parent company, subsidiary company, associated company, major shareholder, person with control authority over the Company, or juristic person who may have conflicts of interest, and shall not be a significant shareholder, controlling person, or managing partner of the audit company that serves as the Company's auditor, parent company, subsidiary company, associated company, or person with controlling power, unless the foregoing relationship has been terminated for not less than 2 years prior to the date of being appointed as an independent director.
- (6) Not be or have been a professional service provider of any kind, including acting as a legal or financial advisor, who receives service fees in excess of 2 million Baht per year from the Company, parent company, subsidiary company, associated company, major shareholder, or controlling person, and is not a significant shareholder, controlling person, or partner of that professional service provider, unless the aforementioned characteristics have been vacated for not less than 2 years prior to the date of being appointed as an independent director.
- (7) Not be a director who has been appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to major shareholders.
- (8) Not operate the same business and in significant competition with the Company or its subsidiaries, or shall not be a significant partner in a partnership or a director who takes part in management, employee, consultant who receives a regular salary or holds more than 1 percent of the total voting shares of another company operating the same business and in significant competition with the Company or its subsidiaries.
- (9) Not possess any other characteristics that may prevent them from expressing opinions freely on the Company's operations.
- (10) The Audit Committee shall be an independent director of the Company according to the qualifications prescribed by the Securities and Exchange Commission. ("SEC")
- (11) Following appointment as an independent director with the characteristics listed in 1)–9), the independent director shall be assigned by the Board of Directors to decide on the operations of the Company, subsidiary companies, associated companies, subsidiaries of the same level, juristic persons with potential conflicts of interest, major shareholders, or controlling persons of the Company with a decision in the form of a collective decision.

(2) Nomination of Directors and Top Executives

1. The nomination of directors, the Nomination and Remuneration Committee shall nominate persons to be appointed as the Company's directors. Such persons shall be knowledgeable in the Company's business and be able to dedicate sufficient time for their duties. They shall also be capable of utilizing their knowledge and skills to perform duties for the benefit of the Company. Such persons shall, in addition, be honest and ethical in business operations. The nomination process for directors is as follows:

- The Nomination and Remuneration Committee nominates qualified persons for the position of director to replace the vacant director positions.

- In the event that a minor shareholder nominates a person to be appointed as the Company's director in advance, the Nomination and Remuneration Committee shall consider the person nominated by minority shareholders as well.
- Create a list of names, educational background, work history, and photograph of qualified persons along with reasons for nomination to be presented to the Board of Directors and/or shareholders of the Company for appointment consideration.

At every annual general meeting of shareholders, one-third of the total number of directors shall resign. If the number of directors is not exactly divisible into three, the number closest to one-third shall be retired. Retired directors may be re-appointed. The shareholders' meeting shall appoint directors in accordance to the following criteria and processes as set by the Company.

1) Each shareholder has one vote per share.

2) Each shareholder may use all their votes to nominate one person or more persons as director. In the event of appointing more than one directors, votes may not be divided among the candidates.

3) Persons receiving the highest number of votes in descending order shall be appointed as directors equal to the designated number of directors or the required or the number of directors to be appointed at that time. In the case of equal number of votes between two persons which exceeds the designated number of directors to be elected, the chairman of the meeting shall have the casting vote.

2. The recruitment of top executives. In the event that the position of the top management of the Company, i.e. Chief Executive Officer is vacant, the Nomination and Remuneration Committee shall select persons with knowledge, capability, and experience advantageous to management. Such persons shall also have a good understanding of the Company's business, vision, leadership, and be able to dedicate time to the Company. The names of suitable persons shall be proposed to the Board of Directors for further consideration and appointment.

8.1.2 Meeting Attendance and Remuneration of Individual Board Members

(1) Meeting Attendance

Board of Directors

As of 31 December 2021, the Board of Directors consisted of 9 members and the attendance of the Board of Directors' meeting and general meeting of shareholders in 2021 are as follows:

	Name-Surname	Number of Attendances / Number of Total Meetings (times)	
		Board of Directors’ Meeting	General Meeting of Shareholders
Board of Directors			
1	Mr. Weidt Nuchjalearn	6/6	1/1
2	Mr.Watchai Mongkolsrisawad	6/6	1/1
3	Mr. Songsak Piyawannarat	6/6	1/1
4	Mr. Sopon Kampakdee	6/6	1/1
5	Ms. Piyaporn Mongkolsrisawat	6/6	1/1
6	Mr. Jadsorn Mongkolsrisawad	6/6	1/1
7	Mr. Than Siripokee	6/6	1/1
8	Ms. Nida Dhangwattanotai	6/6	1/1
9	Mr. Sukhun Prommayon	6/6	1/1

Audit Committee

As of 31 December 2021, the Audit Committee consisted of 3 members and the attendance of the Audit Committee's meeting in 2021 are as follows:

	Name-Surname	Position	Number of Attendances / Number of Total Meetings (times)
			Audit Committee's Meeting
1	Mr. Than Siripokee	Chairman of the Audit Committee	5/5
2	Mr. Weidt Nuchjalearn	Member of the Audit Committee	5/5
3	Mr. Sukhun Prommayon	Member of the Audit Committee	5/5

There is 1 meeting between the Audit Committee and the auditor without the attendance of management.

Executive Committee

As of 31 December 2021, the Executive Committee consisted of 6 members and the attendance of the Executive Committee's meeting in 2021 are as follows:

	Name-Surname	Position	Number of Attendances / Number of Total Meetings (times)
			Executive Committee's Meetings
1	Mr. Watchai Mongkolsrisawad	Chief Executive Officer	13/13
2	Mr. Songsak Piyawannarat	Deputy Chief Executive Officer	13/13
3	Mr. Sapon Kampakdee	Director	13/13
4	Ms. Piyaporn Mongkolsrisawat	Director	10/13
5	Mr. Jadsorn Mongkolsrisawad	Director	13/13
6	Ms. Nida Dhangwattanotai	Director	13/13

Nomination and Remuneration Committee

As of 31 December 2021, the Nomination and Remuneration Committee consisted of 3 members and the attendance of the Nomination and Remuneration Committee's meeting in 2021 are as follows:

	Name-Surname	Position	Number of Attendances / Number of Total Meetings (times)
			Nomination and Remuneration Committee's Meeting
1	Mr. Sukhun Prommayon	Chairman of the Nomination and Remuneration Committee	1/1
2	Mr. Songsak Piyawannarat	Member of the Nomination and Remuneration Committee	1/1
3	Mr. Jadsorn Mongkolsrisawad	Member of the Nomination and Remuneration Committee	1/1

Risk Management Committee

As of 31 December 2021, the Risk Management Committee consists of 3 members and the attendance of the Risk Management Committee's meeting in 2021 are as follows:

	Name-Surname	Position	Number of Attendances / Number of Total Meetings (times)
			Risk Management Committee's Meeting
1	Mr. Than Siripokee	Chairman of the Risk Management Committee	1/1
2	Mr. Watchai Mongkolsrisawad	Member of the Risk Management Committee	1/1
3	Mr. Songsak Piyawannarat	Member of the Risk Management Committee	1/1

(2) Directors' Remuneration

Monetary remuneration

○ Board of Directors

The Annual General Meeting of Shareholders of the Company 2021 on 19 March 2021 has set the remuneration for the each committees with details as follows:

Position	Directors' Remuneration			
	Year 2020		Year 2021	
	Monthly Remuneration (Baht/person/month)	Meeting Allowance (Baht/time)	Monthly Remuneration (Baht/person/month)	Meeting Allowance (Baht/time)
Board of Directors				
▪ Chairman	25,000	10,000	25,000	10,000
▪ Director	17,500	10,000	17,500	10,000
Audit Committee				
▪ Chairman	10,000	10,000	10,000	10,000
▪ Director	7,000	10,000	7,000	10,000
Nomination and Remuneration Committee				
▪ Chairman	3,500	-	3,500	-
▪ Director	-	-	-	-
Executive Committee ⁽¹⁾	-	-	-	-
Risk Management Committee ⁽¹⁾	-	-	-	-

Remarks: ⁽¹⁾ The Executive Committee and the Risk Management Committee have no remuneration

The details regarding the Company's remuneration for directors in 2020 and 2021 are as follows:

	List of Directors	Remuneration (Baht)					
		Director		Member of the Audit Committee		Member of the Nomination and Remuneration Committee	
		Year 2020	Year 2021	Year 2020	Year 2021	Year 2020	Year 2021
1	Mr. Weidt Nuchjalearn	395,000	360,000	158,000	124,000	-	-
2	Mr. Watchai Mongkolsrisawat	302,500	250,000	-	-	-	-
3	Mr. Songsak Piyawannarat	302,500	250,000	-	-	-	-
4	Mr. Sapon Kampakdee	292,500	250,000	-	-	-	-
5	Ms. Piyaporn Mongkolsrisawat	302,500	250,000	-	-	-	-
6	Mr. Jadsorn Mongkolsrisawat	302,500	250,000	-	-	-	-
7	Mr. Than Siripokee ⁽²⁾	197,500	270,000	128,000	160,000	14,000	-
8	Ms. Nida Dhangwattanotai ⁽⁴⁾	107,500	250,000	-	-	-	-
9	Mr. Sukhun Prommayon ⁽⁴⁾	107,500	270,000	65,000	124,000	17,000	42,000
10	Mr. Sapon Opapaiboon ⁽³⁾	167,500	-	-	-	-	-
11	Mr. Surachai Sonthirati ⁽³⁾	167,500	-	100,000	-	-	-
12	Mr. Pradit Sahachaiyan ⁽¹⁾	65,000	-	35,000	-	10,000	-

Remarks :

⁽¹⁾ Mr. Pradit Sahachaiyan has resigned from the directorship of the Company on 1 March 2020 and therefore did not receive remuneration during March-December 2020.

⁽²⁾ Mr. Than Siripokee has been appointed as a director of the Company after the approval from the Board of Directors Meeting No. 2/2020 held on 31 March 2020, and therefore has not received remuneration in 2019 and the first 3 months of Year 2020.

⁽³⁾ Mr. Sapon Opapaiboon and Mr. Surachai Sonthirati have resigned from the directorships of the Company on 30 June 2020 and therefore did not receive remuneration in July-December 2020.

⁽⁴⁾ Ms. Nida Dhangwattanotai and Mr. Sukhun Prommayon have been appointed as directors of the Company after the approval from the Board of Directors Meeting No. 4/2020 on 14 August 2020, and therefore have not received remuneration in 2019 and in January-August 2020

8.1.3 Supervision of Subsidiaries and Associated Companies

The Board of Directors Meeting No. 5/21, held on 3 September 2021 has resolved to approve the policy of supervising subsidiaries and associated companies to be in accordance with the business code of conduct, rules, regulations, relevant laws, and to ensure that subsidiaries and associates operate in the same direction as the Company. The details are as follows:

1. The Company shall send a representative to become a director in each subsidiary and/or associated companies according to the proportion of shareholding in each company. The representatives shall supervise the subsidiary and/or the associated companies to operate in accordance with the law, good corporate governance policy, as well as other policies of the Company. The act of sending representatives of the Company as a director in subsidiaries and/or associated companies shall be considered and approved by the Board of Directors' meeting with the suitability of each company taken into account.

2. Transactions or operations of subsidiaries considered as or is the acquisition or disposition of assets as per the acquisitions or dispositions of assets announcement or the connected transactions as per the connected transactions resulting in the Company's obligation to request the approval from the Board of Directors' meeting, and/or shareholders' meeting, and/or shareholders' meeting, or legally relevant institution prior to performing such transactions.

Transactions or certain events resulting in the obligation to disclose information to the SET as per criteria and regulations of the SET, Board of Governors, the representative director of that subsidiary shall report to the Company's management immediately upon realizing that such subsidiary plans to proceed with such transactions or such certain events occur.

3. The Board of Directors and executives of each subsidiary and/or associated company shall possess authorities and responsibilities in accordance to relevant laws. These include the disclosure of financial position and performance for the Company's acknowledgement by the implementation of declarations of the Capital Market Supervisory Board and the Capital Market Supervisory Board. In addition, the disclosure obligations include personal interests and those of related persons. Such information shall be reported to the Board of Directors with details regarding the relationship and transactions with the Company, subsidiaries, or associated companies that may cause conflicts of interest as well as avoiding such transactions.
4. The Company shall formulate plans and take necessary actions to ensure that subsidiaries and/or associated companies have disclosed information about the operating results and financial position to the parent company. The Company shall take necessary actions and supervise to ensure that subsidiaries and/or associated companies has a system for the disclosure of information and an internal control system that is sufficient and suitable for business operations.

In addition, the Company shall closely monitor the performance and the operations of the aforementioned subsidiaries and/or associated companies. The Company shall then present the results of analyses along with comments or recommendations to the Board of Directors of the Company and the Board of Directors of the corresponding subsidiaries or associated companies for further consideration in determining policies or improvements to promote the continuous business growth and development of subsidiaries and/or associated companies.

8.1.4 Monitoring to Ensure Compliance with Corporate Governance Policies and Guidelines

The Company realizes the importance of good corporate governance by setting relevant guidelines in the Company's corporate governance policy and business ethics. The Company also encourages the actual practice of these guidelines to build trust among all stakeholders.

In the previous year, the Company has followed up to ensure practices are in compliance with good corporate governance encompassing 1) Employee care and non-discrimination treatment; 2) Anti unfair competition; 3) Environment, hygiene, and safety within the organization; and 4) Data security The ensuing results revealed that the Company has successfully implemented the practice.

In addition, the Company has followed up to achieve good corporate governance in 4 additional topics as follows:

1) Prevention of Conflicts of Interest

The Board of Directors has specified the prevention of conflicts of interest in the Company's good corporate governance policy including the policy on connected transactions with details as follows:

- (1) The Company shall avoid connected transactions that may cause conflicts of interest. Stakeholders in such transactions shall have no authority in the approval and no rights to vote in such matters.
- (2) Connected transactions shall be in accordance with the general trade covenants as approved by the Board of Directors. In the case of connected transactions are not in accordance with general trade covenants, such transactions shall be reviewed by the Audit Committee before being presented to the Board of Directors or shareholders' meeting (as the case may be) for further approval.
- (3) The price and conditions of connected transactions shall be determined as would transactions with third parties. The price and conditions shall be fair, reasonable, and for the Company's best interests. In the case of no prices have been set, the Company and subsidiaries shall compare the prices of products and services under identical or similar conditions.

2) The Exploitation of Internal Information

The Board of Directors has approved the policy to supervise insider trading and the exploitation of internal information. The guidelines and methods for auditing directors and executives regarding the exploitation of undisclosed internal information for personal benefits have been determined as follows:

- (1) The directors and executives of the Company, including spouses and underaged children shall prepare and disclose securities holding reports and reports on changes in the Company's securities holdings to the Securities and Exchange Commission and in accordance with Section 59 and penalty provisions under Section 275 of the Securities and Exchange Act.
- (2) The Company has determined that directors, executives, managers or persons higher positions in accounting and finance, and related operatives aware of internal information that affects the price of securities to refrain from trading Company securities during the time period before the public disclosure of the Company's financial statement or financial positions. The Company shall provide a written notification to directors, executives, and division managers or persons of higher positions in accounting and finance to refrain from trading Company securities for at least 30 days prior to public disclosure and at least 24 hours following the public disclosure. Such internal information shall, in addition, not be disclosed to other persons.

The Company imposes disciplinary penalties upon violation of using internal information for personal gain, starting from a written warning, wage cut, temporary suspension without pay or termination. Such punishment shall be determined based on the intention of the act and the seriousness of the offense.

- (3) Directors, executives, and employees of the Company are prohibited from exploiting the Company's undisclosed internal information gained through one's position or status, that affects or may affect the price of the Company's securities, to buy or sell securities, to offer to buy or to sell securities, or solicit other persons to buy or sell securities, or offer to buy or sell shares or other securities (if any) of the Company whether directly or indirectly in a way that is likely to cause losses to the Company, whether directly or indirectly and whether such action is for the benefit of oneself or of others; or such information has been disclosed for other persons to perform such actions so as to benefit oneself or not.
- (4) Directors, executives and employees of the Company or former directors, executives and employees who have resigned are prohibited from disclosing inside information or secrets as well as confidential information of the Company's partners that they have received from performing their duties to the third parties, even if such disclosure will not cause losses to the Company or trade partners.

- (6) Directors, executives, and employees of the Company or former directors, executives, and employees are obliged to maintain confidentiality of secrets and/or inside information of the Company and shall use such information for the benefit of the Company's business operations only. In this regard, directors, executives, and employees of the Company are prohibited from using the company's secret and/or inside information for the benefit of other companies in which they are shareholders, directors, executives, employees, or contractors.

3) Anti-corruption

The Company is committed to conducting business with honesty, integrity, transparency and in accordance with the principles of good corporate governance. An anti-corruption policy has therefore been established for the Company's personnel to adhere to as a guideline for work. The main principle within is "The Company does not accept any form of corruption, both directly and indirectly". The details of the policy are as follows.

1. Company personnel must not engage in any form of corruption, whether directly and indirectly.
2. Company personnel must be cautious in matters related to receiving and giving gifts, properties, or any other benefits. The act of giving or accepting gifts and entertainment shall be for business purposes alone, where the value shall be within reasonable thresholds and not significantly affect decision making.
3. Establish an efficient and appropriate internal control and risk assessment system on a regular basis to prevent corruption. Review and assess the risks from operations that may lead to corruption at least once a year.
4. Establish a transparent and accurate financial reporting system within internationally accepted accounting standards.
5. Establish a human resources management process reflecting the commitment to anti-corruption measures.
6. Provide communication channels for personnel whistleblowing as well as providing suggestions and complaints about corruption with measures to protect whistleblowers.
7. Operate in accordance with anti-corruption laws.
8. Any action that violates or does not comply with this policy, whether directly or indirectly shall be met with disciplinary measures as per imposed by the Company or punished by law.

4) Whistleblowing

The Company has provided guidelines for whistleblowing or complaints of non-compliance with the Code of Conduct or illegal actions or behaviors that may imply corruption or misconduct by individuals in the Company including deficiencies in the internal control system from employees and other stakeholders. You can report clues or complaints at the Audit Committee Email address : auditcommittee@stec.co.th or send a letter to

Audit Committee

Siam Technic Concrete Public Company Limited

No. 50 Soi Ngamwongwan, 47 Intersection 20, Ngamwongwan Road, Thung Song Hong Sub-district, Lak Si District, Bangkok 10210

The Company shall keep the information of such whistleblowing or complaints confidential.

In the year 2021, there is no case of whistleblowing regarding non-compliance with the Code of Conduct or illegal actions or behaviors that may imply corruption or misconduct by individuals in the Company including deficiencies of the internal control system from employees and any other stakeholders.

8.2 Report of the Performance of the Audit Committee in the Previous Year

- According to Attachment 6

8.3 Summary of the Performance of Other Sub-Committees

8.3.1 Summary of the Performance of the Nomination and Remuneration Committee

(a) The number of meetings and attendance on 31 December 2021, the Nomination and Remuneration Committee consists of 3 persons and the meeting attendance of the Nomination and Remuneration Committee in 2021 is as follows:

	Name-Surname	Position	Number of Attendances / Number of Total Meetings (times)
			Nomination and Remuneration Committee's Meeting
1	Mr. Sukhun Prommayon	Chairman of the Nomination and Remuneration Committee	1/1
2	Mr. Songsak Piyawannarat	Member of the Nomination and Remuneration Committee	1/1
3	Mr. Jadsorn Mongkolsrisawad	Member of the Nomination and Remuneration Committee	1/1

(b) The Performance of the Nomination and Remuneration Committee: The Company has allowed shareholders to propose an agenda and nominate a list of persons to be considered for election as the Company's directors between 15 October and 31 December 2021. No shareholder has proposed an agenda or any person to be considered for the election of directors of the Company.

In 2021, the Nomination and Remuneration Committee held a total of 1 meeting to consider the agenda for the nomination of directors to replace those who retired by rotation to consider the remuneration of directors for the year 2021, and to propose it to the Board of Directors for submission and to propose it at the Annual General Meeting of Shareholders for further consideration and approval.

8.3.2 Summary of the Performance of the Risk Management Committee

(a) The number of meetings and the number of meeting attendance on 31 December 2021, the Risk Management Committee consists of 3 persons and the meeting attendance of the Risk Management Committee in 2021 is as follows:

	Name-Surname	Position	Number of Attendances / Number of Total Meetings (times)
			Risk Management Committee's Meeting
1	Mr. Than Siripokee	Chairman of the Risk Management Committee	1/1
2	Mr. Watchai Mongkolsrisawad	Member of the Risk Management Committee	1/1
3	Mr. Songsak Piyawannarat	Member of the Risk Management Committee	1/1

(b) Performance of the Risk Management Committee: In 2021, the Risk Management Committee held a total of 1 meeting, summarizing the risk assessment results of the year 2021 with 13 risks in total, regardless of the level. The Risk Management Committee believes that the Company can control all aspects of the assessed risks, and has reported the results of the aforementioned risk assessment to the Board of Directors for further consideration.

9. Internal Control and Connected

9.1 Internal Control

The Board of Directors realizes the importance of having a good internal control system and the duty that must be taken to ensure that the Company has an appropriate and sufficient internal control system to oversee its operations to meet the goals, and objectives, laws, and relevant regulations. This can effectively help prevent and manage risks or damage that may occur to the Company and stakeholders and can protect assets from fraud and damage, including accounting and financial reports that are accurate and reliable with complete, adequate, and timely disclosure of information.

In this regard, at the Board of Directors' Meeting No. 1/2022 held on 23 February 2022, all members of the Board of Directors attended the meeting, comprising of (1) 3 Independent Directors who are the Audit Committee of the Company, and (2) 6 Company Directors attended the meeting. The Board of Directors asked for information from the management regarding the adequacy of the Company's internal control system in all 5 components, consisting of:

- 1) Control Environment
- 2) Risk Assessment
- 3) Control Activities
- 4) Information & Communication
- 5) Monitoring Activities

The Board of Directors believes that the Company's internal control system is sufficient and appropriate according to the internal control system adequacy assessment form of the Securities and Exchange Commission. The Company has provided sufficient personnel to operate the system effectively, including having an internal control system for monitoring and supervising the Company's operations to be able to protect the Company's assets from damage from wrongful or unauthorized use of directors or executives, including transactions with persons who may have conflicts of interest or connected persons. For other matters of internal control, the Board of Directors deems that the Company has sufficient internal control as well (please consider the internal control adequacy assessment form approved by the Board of Directors in Attachment 4).

9.2 Head of Internal Audit

The Audit Committee Meeting No. 1/2021 on 24 February 2021 was resolved to approve the appointment of P&L International Audit Company Limited ("P&L"), an outsource, to take care of the internal audit process and report directly to the Audit Committee to audit and assess the sufficiency and efficiency of the Company's internal control by regularly reporting to the Audit Committee for improvement and efficiency of the Company's operations.

In this regard, P&L has assigned Ms. Monpat Phumratanacharin, Director of Internal Audit of P&L, to be primarily responsible for performing the duties of the Company's internal auditor. Based on the opinion of the Audit Committee and the qualifications and experience of Ms. Monpat Phumratanacharin, it is found that she is qualified to act as the head of the Company's internal audit, suitable for performing her duties, has experience in internal audit and had an understanding of the Company's business regarding auditing the Company's internal control system and attended training courses related to internal audit operations. However, the consideration for approving the appointment, removal, and transfer of the person holding the position of Head of Internal Audit of the Company must be approved by the Audit Committee. The Company has summarized the qualifications, qualifications, educational backgrounds, and working experiences of the Head of Internal Audit in Attachment 3.

9.3 Internal Audit Comments

DIA International Audit Company Limited (“DIA”), which is the Company's auditor, audited the financial statements for the fiscal year ended on 31 December 2021 and studied and assessed the effectiveness of the Company's internal control system for the purpose of determining the scope of the Company's financial statements audit. From the above assessment and inspection, the auditor did not find any significant remarks.

9.4 Connected Transactions

Connected transactions of the Company with the connected person for the fiscal year ended on 31 December 2021 are as follows:

- (1) Ordinary business connected transactions
- (2) Connected transactions that are ordinary business support transactions
- (3) Connected transactions that are asset acquisition transaction
- (4) Non-recurring normal business transactions
- (5) Irregular business and non-recurring connected transactions
- (6) Connected transactions in which a connected person is a guarantor of a loan from a financial institution for the Company.

(1) Ordinary business connected transactions

Normal business connected transactions refer to the sales of prestressed concrete products which is the Company's core business, and the purchase of raw materials. The Company has set guidelines for considering the appropriateness of performing normal business connected transaction, for transparency and to preserve the rights of shareholders by proving the fairness of prices and conditions of sale of prestressed concrete products to connected people. In 2020 and 2021, the Company has revenue from sales of goods and services to connected persons in the amount of 99.56 million baht and 182.90 million baht, representing 6.90 percent and 12.09 percent of the revenue from the sale of goods and services in each period, respectively, and the purchase of oil and sand from connected persons in the amount of 8.42 million baht and 13.77 million baht, representing 0.74 percent and 1.09 percent of the cost of sales and services in 2020 and 2021, ended on 31 December respectively, with the following details:

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
		Year 2020	Year 2021	
S-Tech Civil And Construction Company Limited (“CIVIL”)	<u>Revenue from sales of goods and services</u>	99.56	182.90	<u>Necessity and Suitability</u> The Company sells prestressed concrete products to CIVIL, such as prestressed concrete piles, electric poles, and bridge slabs. This applies to the construction work acquired by CIVIL for the fiscal year ending on 31 Dec 2020 and 2021. The Company sells prestressed concrete products to CIVIL, which accounts for 6.90 percent and 12.09 percent of sales and service revenue, in each period respectively. However, the selling price has the same general conditions as a transaction with a third party. Comments of the Audit Committee
	<ul style="list-style-type: none"> ■ Revenue from sales of goods and services ■ Accounts receivable at the end of the period 	6.33	35.46	

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
		Year 2020	Year 2021	
				The aforementioned transaction is a normal business transaction of the Company, with prices and general conditions similar to that with third parties. Therefore, the Committee considers that the transaction is appropriate and reasonable. The Committee has let the Company's management took care and reviewed the payment plan from CIVIL to be complete and within the due date and report to the Audit Committee on a quarterly basis.
Siam Technic Concrete (Nakhon Ratchasima) Company Limited ("STEC NM")	<u>Revenue from sales of goods and services</u> <ul style="list-style-type: none"> Revenue from sales of goods and services 	-	0.19	<u>Necessity and Suitability</u> The Company sells prestressed concrete products such as electric poles to STEC NM, which are then sold to PEA, Nakhon Ratchasima for the fiscal year ended 31 Dec 2021. The Company has sold electrical poles to STEC NM, representing 0.01 percent of the revenue from sales and services. The prices for these products are similar to those made by third parties. <u>Comments of the Audit Committee</u> The aforementioned transaction is a normal business transaction of the Company, with prices and general conditions similar to that with third parties. Therefore, the Committee considers that the transaction is appropriate and reasonable. The Committee has let the Company's management take care of and review the payment plan from STEC NM to be complete and within the due date and report to the Audit Committee on a quarterly basis.

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
KJ Cooperate Company Limited (“KJ”) (formerly K.C. Nitro Company Limited)	<u>Procuring raw materials (oil)</u>	8.42	13.75	<u>Necessity and Suitability</u> The Company purchases diesel from KJ, which operates as an oil wholesale agent (jobber), which is a cost for transporting prestressed concrete products in many branches. However, the proportion of the purchase of oil from KJ is 0.74 percent and 1.09 percent of the cost of sales and services in 2020 and 2021, respectively, including the market price at that time. <u>Comments of the Audit Committee</u> The transaction is a normal business transaction with consideration to purchasing oil at the market price at that time, and the general conditions are similar transactions with the third party. Therefore, it is considered that the transaction is appropriate and reasonable.
	<ul style="list-style-type: none"> Cost of procuring raw materials (oil) Trade accounts payable (end of period) 	2.63	-	
Wasusaithong Company Limited (“WSS”)	<u>Procuring raw materials (sand)</u>	0.004	0.02	<u>Necessity and Suitability</u> The Company purchases sand from WSS to use as raw material for the production of prestressed concrete columns for the factory in Saraburi. The purchase price is set by the price and general trading conditions, which are comparable to the market price and conditions for buying sand from other companies. <u>Comments of the Audit Committee</u> The transactions are normal business transactions with prices and general conditions similar to transactions with third parties. Therefore, it is considered that such transactions are appropriate and reasonable.
	<ul style="list-style-type: none"> Cost of procuring raw materials (sand) Accounts payable (end of period) 	-	0.01	

(2) Connected transactions that are ordinary business support transactions

- none

(3) Connected transactions that are asset acquisition transaction

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		The Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
		Year 2020	Year 2021	
S-Tech Civil And Construction Company Limited (“CIVIL”)	Asset purchase (backhoe) <ul style="list-style-type: none"> Asset purchase Other payable 	-	0.40 0.21	In Sep 2021, the Company purchases backhoe, a machine from CIVIL, for 0.20 million baht. In Nov 2021, the Company purchases a tractor, a machine from CIVIL, for 0.20 million baht.
S-Tech Civil And Construction Company Limited (“CIVIL”)	Asset Sale (Tower Crane) <ul style="list-style-type: none"> Profit from sale of property, plant, and equipment 	0.65	-	<u>Necessity and Suitability</u> In Dec 2020, the Company sold unused tower cranes, used for concrete moving in construction sites, to CIVIL for 0.65 million baht, where the net asset value on the date of sale was zero, which made the profit from the sale of assets is 0.65 million baht. The price is comparable to the market price. <u>Comments of the Audit Committee</u> The purchase of assets from the Company is a temporary transaction, and there is a reasonable transaction price. Thus, the Company considers that the transaction is appropriate and reasonable.

(4) Connected transactions that are normal business that shall not occur in the future

The Company has connected transactions with related persons that are normal business and shall not occur continuously in the future. This is the income from the construction contract, which has the following details:

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		The Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
		Year 2020	2021	
S-Tech Civil And Construction Company Limited (“CIVIL”)	<u>Construction contract (the dam construction project along the Saen Saep canal)</u> ■ Other Non-Current Assets - Performance guarantee	23.83	23.83	<u>Necessity and Suitability</u> ■ In the past, the Company had engaged in the construction business due to the desire to expand the business of manufacturing and distributing prestressed concrete products by accepting various construction jobs which would be beneficial for the Company to gain more opportunities to sell its products. ■ On 12 Sep 2016, the Company signed contract to provide services as a sub-contractor for CIVIL in the dam construction project along the Saen Saep canal. The transaction is a normal business transaction with the price and terms of the subcontracting contract similar to those of a transaction with the general public using the cost-plus-profit pricing method. ■ The Company has stopped providing subcontracting services to CIVIL since 28 Feb 2019, where on 31 Dec 2020, the Company has an outstanding guarantee for the construction work with the connected person of the SEC on the Khlong Saen Saep dam project. The Company received full payment of wages according to the contract in November 2019. The Company is obliged to guarantee the work under the contract amounting to 23.83 million baht for a period of 2 years from the date that CIVIL has delivered the work to the employer and the employer has accepted the final installment. It is expected that the Company will receive the guarantee refund in the 4th quarter of 2023. <u>Comments of the Audit Committee</u> The transaction is a normal business transaction of the Company with normal trading conditions, similar to a transaction with a third party. However, such transactions will not occur in the future as the Company will not accept construction work that overlaps with CIVIL.

(5) Connected transactions that are not normal business that shall not occur in the future

The Company has connected transactions with related parties that are not a normal business and will not continue to happen in the future guarantees for credit lines received by related parties from financial institutions. The details are as follows:

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
		Year 2020	12 month period in 2021	
S-Tech Civil And Construction Company Limited (“CIVIL”)	<u>Credit line guarantees that CIVIL receives from financial institutions</u> <ul style="list-style-type: none"> Other revenue (guarantee fee) Other receivables (guarantee fees) 	0.42	-	<u>Necessity and Suitability</u> <ul style="list-style-type: none"> On 19 Dec 2016, the Company had signed the memorandum of understanding to guarantee credit facilities that CIVIL received from a financial institution. They will be compensated at a rate of 0.50 percent of the total amount guaranteed. On 31 Dec 2019, the Company has become a guarantee for CIVIL in the total amount of 4,574.64 million baht. However, on 15 Jan 2020, the Company has been approved for the release of CIVIL's guarantee burden by the financial institutions. <u>Opinion of the Audit Committee</u> <p>The transaction is a financial support transaction, which is a past transaction. The Company has charged a guarantee fee of 0.50 percent to compensate for the risks that may occur to the Company. However, the Company has already released CIVIL's guarantee burden from financial institutions.</p>

(6) Connected transactions in which a connected person is a guarantor of a credit line from a financial institution for the Company

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		The Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
		Year 2020	2021	
Ruam Chai Kij Company Limited ("RCK")	<u>List of guarantees</u> Guarantees for loans from 2 domestic financial institutions, namely letter of guarantee and promissory note.	1,030.00	627.00	<p><u>Necessity and Suitability</u> RCK, as a major shareholder of the Company, has secured the Company's loan facility and has pledged the title deed owned by RCK as a guarantee for the Company's loan facility to use as working capital in the future. The Company's business operations follow the normal conditions of the bank's credit, and the Company does not pay any compensation for such guarantees.</p> <p><u>Comments of the Audit Committee</u> The transaction is a transaction for receiving financial support, which occurred in the past and occurred as necessary, which did not cause any disadvantage to the Company.</p>
Mr. Watchai Mongkolsrisawad	<u>List of guarantees</u> Guarantees for loans from 4 domestic financial institutions, namely long-term loans overdraft promissory note and letter of guarantee	1,692.00	-	<p><u>Necessity and Suitability</u> Mr. Watchai Mongkolsrisawad, a director and shareholder of the Company, has guaranteed long-term loans, overdrafts, promissory notes, and letters of guarantee to the Company following the normal conditions of the bank's credit. Mr. Watchai Mongkolsrisawad did not charge any compensation for such a guarantee. However, after the Company had received approval for a public offering of newly issued shares from the SEC, all four financial institutions released all guarantee obligations to Mr. Watchai Mongkolsrisawad.</p> <p><u>Comments of the Audit Committee</u> Entering into such a transaction is a transaction for receiving financial assistance. which happened in the past and occur as necessary which does not cause the company to lose benefits after the company Authorized to offer newly issued shares to the public from the office The SEC, the financial institution, has relieved the said guarantee obligations.</p>

Persons or juristic persons with possible conflicts of interest	Item Characteristics	Value (million baht)		The Necessity and Suitability of Connected Transactions / Comments of the Audit Committee
Mr. Sopon Kampakdee	<u>List of guarantees</u> Guarantees for loans from 4 domestic financial institutions, namely long-term loans overdraft promissory note and letter of guarantee	1,692.00	-	<u>Necessity and Suitability</u> Mr. Sopon Kampakdee, a director and shareholder of the Company, has guaranteed long-term loans, overdrafts, promissory notes, and letters of guarantee to the Company following the normal conditions of the bank's credit. Mr. Sopon Kampakdee did not charge any compensation for such a guarantee. However, after the Company had received approval for a public offering of newly issued shares from the SEC, all four financial institutions released all guarantee obligations to Mr. Sopon Kampakdee. <u>Comments of the Audit Committee</u> Entering into such a transaction is a transaction for receiving financial assistance. which happened in the past and occur as necessary which does not cause the company to lose benefits after the company Authorized to offer newly issued shares to the public from the office The SEC, the financial institution, has relieved the said guarantee obligations.

Measures or Procedures Regarding the Approval of the Connected Transactions

The Board of Directors Meeting No. 3/2019 held on 30 May 2019, resolved to determine the policy and procedure for approving related transactions between the Company and persons who may have conflicts of interest such as major shareholders, directors, executives, persons with controlling authority, connected persons, or related persons, etc. The Company shall abide by the Securities and Stock Exchange laws, regulations, announcements, orders, or requirements issued by the Securities and Exchange Commission, Capital Market Supervisory Board, and Stock Exchange of Thailand, including compliance with the requirements related to disclosure of connected transactions of the Company according to the accounting standards prescribed by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King. However, those who may have conflicts of interest or have interests in the transaction will not be able to participate or have the right to vote in approving such transactions.

In the case of the law requires approval from the Board of Directors or the shareholders' meeting, the Company shall arrange for the Audit Committee to attend the meeting to consider and give opinions on the necessity and the reasonableness of the transaction.

However, the connected transactions that are trade transactions with general trading conditions and those that are not general trading conditions or other transactions with the following principles:

Trading transactions with general trading conditions

Commercial transactions with general trading conditions, the Company will have connected transactions such as sales or purchases of goods. The Company has established a framework for such transactions, which has been considered and approved by the Audit Committee and approved as a principle by the Board of Directors. In the event of such transactions, the management can authorize the transactions if those transactions have commercial agreements with general trading conditions that a reasonable person should perform with the counterparty in the same situation, with the bargaining power, and without influence on their status as a director, executive, or related person. In this regard, the Company shall prepare a report summarizing the connected transactions of directors, executives, or related persons to report to the meeting of the Audit Committee and the Board of Directors every quarter for acknowledgment.

Trading transactions that are not general trading conditions or other transactions

Transactions that are not general trading conditions or other transactions that occur between the Company and persons who have interests or may have conflicts of interest in the future, are to be proposed to the Audit Committee to consider and give opinions on the necessity and suitability of entering into the transaction, as well as the appropriateness of the price and conditions, comparing them with the price agreed with a third party or the market price, for further approval. If the Audit Committee does not have expertise in considering connected transactions that may occur, the Company shall assign an independent expert or the Company's auditor to give opinions on the said connected transactions to make the decision of the Audit Committee, the Board of Directors and/or the shareholders' meeting, as required. In the case where a person who may have a conflict of interest or have an interest in the transaction will not be able to participate or have no right to vote in approving such a connected transaction,

The Company shall disclose connected transactions in the remarks in the financial statements which have been audited by the Company's auditors and the 56-1 One Report form as required by the Securities and Exchange Act.

Policy and trend of future connected transactions

The Company expects that connected transactions arising from normal business operations, such as sales of goods and services and purchases of raw materials, will continue to exist in the future as necessary and appropriate. Such connected transactions will follow the nature of trading and general trading conditions, which have established guidelines for proving the fairness of entering into such connected transactions that are normal business transactions. The price and conditions must be reasonable and fair, taking the interests of the Company into consideration and not causing the transfer of benefits. The Company's Audit Committee shall review and give opinions on connected transactions that are normal business transactions or support normal business on a quarterly basis. However, the guarantee for loans from financial institutions to related parties was released by the financial institutions on 15 January 2020.

For connected transactions with persons who may have conflicts of interest with characteristics other than the first paragraph, such as normal business transactions and normal business support that do not have general trading conditions and other related party transactions, the Company has set a policy to follow the measures and procedures for approval of connected transactions and disclose information on the transactions as stated above.

Part 3 Financial Statements

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Siam Technic Concrete Public Company Limited

Opinion

I have audited the accompanying consolidated and separate financial statements of Siam Technic Concrete Public Company Limited and ITS Subsidiaries (the Group) and of Siam Technic Concrete Public Company Limited (Company) which comprise the consolidated and separate statements of financial position as at December 31, 2021, and the consolidated and separate statements of comprehensive income, consolidated and separate statements of changes in shareholders' equity and consolidated and separate statements of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Siam Technic Concrete Public Company Limited and ITS Subsidiaries and of Siam Technic Concrete Public Company Limited as at December 31, 2021, and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. 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 in accordance with the Federation of Accounting Professions' Code of Ethics for Professional Accountants together with the ethical requirements that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. 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.

Recognition of revenue from the sale of goods and services

As mentioned in note 3(r) and 25 to financial statement regarding the recognition of revenue from the sale of goods and services presented in the consolidated financial statements and separate financial

statements of Baht 1,513 million. The Group's revenues is recognized when the Customer has control over goods or services, by recognizing in the amount having certain probability at a high level that there will be no significant reversal of revenue. There is a risk that the Group will inappropriately recognize revenue from sale of goods and services. Therefore, I have considered it as key audit matter.

I have obtained an assurance regarding recognition of revenue from sales and services of the Group by

- Obtain an understanding recognition process of revenue from sales with services and identify performance obligation in the contract control power of goods and services and related internal control systems.
- Review the design and test key control systems regarding revenue recognition
- Perform analytical review revenue from sales and services the comparison of the list of products and services that occur
- Review by random the supporting document of revenue from sales of goods and services occurred during the year and before the end of reporting period , including credit notes issued after the reporting period, and
- Review journal voucher to audit irregular transaction possibly incurred of revenue from sales and services

Other Information

Management is responsible for the other information. The other information comprises information in the annual report of the Group but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report of the Group 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 do not and 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 and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

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 Thai Financial Reporting Standards, 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 or to cease operations, or has no realistic alternative but to do so.

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

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

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 Thai Standards on Auditing 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 Thai Standards on Auditing, 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 internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

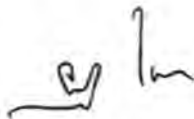
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going 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 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, related safeguards.

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.

D I A International Audit Co., Ltd.



(Mr. Joompoth Priratanakorn)

C.P.A. (Thailand)

Registration No. 7645

Dated February 23, 2022

Statements of financial position

Siam Technic Concrete Public Company Limited and its Subsidiary

Statements of financial position

As at 31 December 2021

		Consolidate financial statements		Separate financial statements	
		31 December 2021	31 December 2020	31 December 2021	31 December 2020
Assets	Note	(Unit : Baht)			
Current assets					
Cash and cash equivalents		171,878,450	24,519,616	171,875,750	24,519,616
Trade accounuts receivable	4, 6	345,188,707	207,612,846	345,188,707	207,612,846
Other current receivables	4, 7	20,023,814	18,859,871	20,023,814	18,859,871
Construction contract assets	8	3,985,626	22,143,379	3,985,626	22,143,379
Inventories	9	343,312,092	238,446,486	343,312,092	238,446,486
Other current assets		8,935,603	7,339,538	8,933,613	7,339,538
Total current assets		893,324,292	518,921,736	893,319,602	518,921,736
Non-current assets					
Investments in subsidiary	10	-	-	8,997,300	-
Investment property	11	64,061,660	60,474,725	64,061,660	60,474,725
Property, plant and equipment	12	1,127,203,450	1,038,425,550	1,127,203,450	1,038,425,550
Right-of-use assets	13	146,312,488	138,503,359	146,312,488	138,503,359
Intangible assets	14	1,291,549	1,560,323	1,291,549	1,560,323
Deferred tax assets	15	17,767,270	17,910,018	17,767,270	17,910,018
Other non-current assets		43,812,203	27,118,146	43,812,203	27,118,146
Total non-current assets		1,400,448,620	1,283,992,121	1,409,445,920	1,283,992,121
Total assets		2,293,772,912	1,802,913,857	2,302,765,522	1,802,913,857

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

Statements of financial position

Siam Technic Concrete Public Company Limited and its Subsidiary

Statements of financial position

As at 31 December 2021

		Consolidate financial statements		Separate financial statements	
		31 December 2021	31 December 2020	31 December 2021	31 December 2020
Liabilities and shareholders' equity	<i>Note</i>	<i>(Unit : Baht)</i>			
Current liabilities					
Bank overdrafts and short-term loans from					
financial institutions	16	230,000,000	228,000,000	230,000,000	228,000,000
Trade accounts payable	4, 17	254,108,100	195,388,965	254,108,100	195,388,965
Other current payables	4, 18	32,521,298	30,557,128	41,366,820	30,557,128
Current portion of long-term liabilities	16	80,361,165	68,302,178	80,361,165	68,302,178
Current portion of lease liabilities	16	34,126,702	41,197,129	34,126,702	41,197,129
Income tax payable		6,387,192	11,239,143	6,387,192	11,239,143
Provision for loss on construction contract		-	678,320	-	678,320
Advance received from customers		115,944,399	44,428,054	115,944,399	44,428,054
Other current liabilities		8,528,853	6,251,722	8,528,251	6,251,722
Total current liabilities		761,977,709	626,042,639	770,822,629	626,042,639
Non-current liabilities					
Long term loans from financial institutions	16	203,384,850	301,207,213	203,384,850	301,207,213
Lease liabilities	16	56,140,785	52,985,170	56,140,785	52,985,170
Non-current provisions for employee benefit	19	60,753,989	54,863,775	60,753,989	54,863,775
Other non-current liabilities		5,892,897	7,806,248	5,892,897	7,806,248
Total non-current liabilities		326,172,521	416,862,406	326,172,521	416,862,406
Total liabilities		1,088,150,230	1,042,905,045	1,096,995,150	1,042,905,045

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



Statements of financial position

Siam Technic Concrete Public Company Limited and its Subsidiary

Statements of financial position

As at 31 December 2021

Consolidate financial statements

Separate financial statements

31 December 2021 31 December 2020 31 December 2021 31 December 2020

(Unit : Baht)

Liabilities and shareholders' equity

Shareholders' equity

Share capital

Registered capital

(725,000,000 common shares at par Baht 1 each)

725,000,000

725,000,000

725,000,000

725,000,000

Issued and paid-up capital

Issued and paid-up

(521,500,000 common shares at par Baht 1 each)

-

521,500,000

-

521,500,000

(725,000,000 common shares at par Baht 1 each)

725,000,000

-

725,000,000

-

Premium on share

345,715,911

-

345,715,911

-

Surplus on share-based payment

3,356,964

3,356,964

3,356,964

3,356,964

Retained earnings

Appropriated

Legal reserve

56,885,783

52,150,000

56,885,783

52,150,000

Unappropriated

74,665,836

183,001,848

74,811,714

183,001,848

Equity attributable to owners of the Company

1,205,624,494

760,008,812

1,205,770,372

760,008,812

Non-controlling interests

(1,812)

-

Total shareholders' equity

1,205,622,682

760,008,812

1,205,770,372

760,008,812

Total liabilities and shareholders' equity

2,293,772,912

1,802,913,857

2,302,765,522

1,802,913,857

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

Statement of comprehensive income

Siam Technic Concrete Public Company Limited and its Subsidiary

Statement of comprehensive income

For the year ended 31 December 2021

	Note	Consolidate financial statements		Separate financial statements	
		For the year ended 31 December		For the year ended 31 December	
		2021	2020	2021	2020
Revenues					
		(Unit: Baht)			
Revenue from sale of goods and rendering of services	4, 25	1,512,564,840	1,442,585,772	1,512,556,240	1,442,585,772
Revenue from construction contract	4, 25	3,985,626	90,342,819	3,985,626	90,342,819
Other income	24	23,959,049	17,398,841	23,959,049	17,398,841
Total revenues		1,540,509,515	1,550,327,432	1,540,500,915	1,550,327,432
Expenses					
Cost of sale of goods and rendering of services	25	1,260,605,016	1,140,552,917	1,260,605,016	1,140,552,917
Costs of project construction	25	3,787,909	66,245,167	3,787,909	66,245,167
Distribution costs	26	20,167,198	20,420,223	20,167,198	20,420,223
Administrative expenses	27	121,411,451	129,173,650	121,252,461	129,173,650
Finance cost	31	21,270,542	26,295,603	21,270,542	26,295,603
Total expenses		1,427,242,116	1,382,687,560	1,427,083,126	1,382,687,560
Profit before income tax expenses		113,267,399	167,639,872	113,417,789	167,639,872
Income tax expenses	32	(18,702,140)	(27,036,358)	(18,702,140)	(27,036,358)
Profit for the year		94,565,259	140,603,514	94,715,649	140,603,514
Other comprehensive income					
Components of other comprehensive income that will not be reclassified in profit or loss					
Actuarial gains (losses)		-	14,058,098	-	14,058,098
Less: Income tax effect	32	-	(2,811,620)	-	(2,811,620)
Other comprehensive income for the year		-	11,246,478	-	11,246,478
Total comprehensive income for the year		94,565,259	151,849,992	94,715,649	151,849,992
Total comprehensive income attributable to					
Owners of the parent		94,569,771	151,849,992	94,715,649	151,849,992
Non-controlling interests		(4,512)	-	-	-
		94,565,259	151,849,992	94,715,649	151,849,992
Earnings per share					
Basic earnings per share	33	0.15	0.27	0.15	0.27
The weighted average number of ordinary shares		613,493,151	521,500,000	613,493,151	521,500,000

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



Statement of changes in shareholders' equity

Siam Technic Concrete Public Company Limited and its Subsidiary

Statement of changes in shareholders' equity

For the year ended 31 December 2021

Consolidate financial statements							Total shareholders' equity
Issued and fully paid-up share capital	Premium on share	Surplus on share based payments	Retained earnings		Equity attributable to owners of the Company		
			Legal reserve	Unappropriated	Non-controlling interests		
			(Unit: Baht)				
For the year ended 31 December 2020							
Balance as at 1 January 2020	521,500,000	-	3,356,964	47,418,975	35,882,881	608,158,820	608,158,820
Profit for the year					140,603,514	140,603,514	140,603,514
Other comprehensive income for the year.					11,246,478	11,246,478	11,246,478
Comprehensive income for the year					151,849,992	151,849,992	151,849,992
Dividend Paid					-	-	-
Transferred retained earnings to legal reserve					4,731,025	(4,731,025)	-
Total comprehensive income for the year					4,731,025.00	147,118,967.00	151,849,992.00
Balance as at 31 December 2020	521,500,000	-	3,356,964	52,150,000	183,001,848	760,008,812	760,008,812

Note

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

Statement of changes in shareholders' equity

Siam Technic Concrete Public Company Limited and its Subsidiary

Statement of changes in shareholders' equity

For the year ended 31 December 2021

	Consolidate financial statements						Total	
	Issued and fully paid-up share capital	Premium on share	Surplus on share based payments	Retained earnings		Equity attributable to owners of the Company		Non-controlling interests
				Legal reserve	Unappropriated			
Note	(Unit: Baht)							
For the year ended 31 December 2021								
Balance as at 1 January 2021	521,500,000	-	3,356,964	52,150,000	183,001,848	760,008,812	-	760,008,812
Share capital	203,500,000	345,715,911	-	-	-	549,215,911		549,215,911
Profit for the year					94,569,771	94,569,771	(4,512)	94,565,259
Other comprehensive income for the year.					-	-		-
Comprehensive income for the year	203,500,000	345,715,911	-	-	94,569,771	643,785,682	(4,512)	643,781,170
Dividend Paid	34	-	-	-	(198,170,000)	(198,170,000)	-	(198,170,000)
Transferred retained earnings to legal reserve	23	-	-	4,735,783	(4,735,783)	-	-	-
Non-controlling interests from investments in subsidiaries							2,700	2,700
Total comprehensive income for the year	203,500,000	345,715,911	-	4,735,783	(108,336,012)	445,615,682	(1,812)	445,613,870.00
Balance as at 31 December 2021	725,000,000	345,715,911	3,356,964	56,885,783	74,665,836	1,205,624,494	(1,812)	1,205,622,682

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



Statement of changes in shareholders' equity

Siam Technic Concrete Public Company Limited

Statement of changes in shareholders' equity

For the year ended 31 December 2021

		Separate financial statements					
		Issued and		Retained earnings		Total	
		fully paid-up	Premium on	Surplus on share	Legal	shareholders'	
		share capital	share	based payments	reserve	Unappropriated	equity
	Note	(Unit: Baht)					
For the year ended 31 December 2020							
Balance as at 1 January 2020		521,500,000	-	3,356,964	47,418,975	35,882,881	608,158,820
Profit for the year						140,603,514	140,603,514
Other comprehensive income for the year.						11,246,478	11,246,478
Comprehensive income for the year		-	-	-	-	151,849,992	151,849,992
Dividend Paid		-	-	-	-	-	-
Transferred retained earnings to legal reserve	23	-	-	-	4,731,025	(4,731,025)	-
Total comprehensive income for the year		-	-	-	4,731,025.00	147,118,967.00	151,849,992.00
Balance as at 31 December 2020		521,500,000	-	3,356,964	52,150,000	183,001,848	760,008,812

Siam Technic Concrete Public Company Limited

Statement of changes in shareholders' equity

For the year ended 31 December 2021

	Note	Separate financial statements					
		Issued and			Retained earnings		Total
		fully paid-up	Premium on	Surplus on share	Legal		shareholders'
		share capital	share	based payments	reserve	Unappropriated	equity
		(Unit: Baht)					
For the year ended 31 December 2021							
Balance as at 1 January 2021		521,500,000	-	3,356,964	52,150,000	183,001,848	760,008,812
Share capital		203,500,000	345,715,911	-	-	-	549,215,911
Profit for the year						94,715,649	94,715,649
Other comprehensive income for the year.						-	-
Comprehensive income for the year		203,500,000	345,715,911	-	-	94,715,649	643,931,560
Dividend Paid	34	-	-	-	-	(198,170,000)	(198,170,000)
Transferred retained earnings to legal reserve	23	-	-	-	4,735,783	(4,735,783)	-
Total comprehensive income for the year		203,500,000	345,715,911	-	4,735,783	(108,190,134)	445,761,560.00
Balance as at 31 December 2021		725,000,000	345,715,911	3,356,964	56,885,783	74,811,714	1,205,770,372

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

Statements of cash flows

Siam Technic Concrete Public Company Limited and its Subsidiary

Statements of cash flows

For the year ended 31 December 2021

		For the year ended 31 December		For the year ended 31 December	
		Consolidate financial statements		Separate financial statements	
		2021	2020	2021	2020
	Note	(Unit:Baht)		(Unit:Baht)	
Cash flows from operating activities					
Profit for the year		94,565,259	140,603,514	94,715,649	140,603,514
Adjustments					
Depreciation		116,935,125	116,164,108	116,935,125	116,164,108
Amortisation		268,774	2,519,987	268,774	2,519,987
(Reversal) Allowance for decline in value of inventories		(1,127,033)	(2,292,038)	(1,127,033)	(2,292,038)
Employee benefit		5,302,547	6,186,498	5,302,547	6,186,498
Finance costs	31	21,270,542	26,295,603	21,270,542	26,295,603
(Reversal) Bad debts and doubtful accounts		(4,261,816)	(1,112,086)	(4,261,816)	(1,112,086)
Gain (loss) in sale of property, plant and equipment		(6,531,256)	(2,911,023)	(6,531,256)	(2,911,023)
Loss on disposal of assets		143,241	452,521	143,241	452,521
(Reversal) Provision for loss on construction contract		(678,320)	-	(678,320)	-
(Reversal) Provision for impairment of investment property		(3,586,935)	-	(3,586,935)	-
Income tax		18,702,140	27,036,357	18,702,140	27,036,357
		241,002,268	312,943,441	241,152,658	312,943,441
Changes in operating assets and liabilities					
Trade accounts receivable		(134,734,883)	76,977,519	(134,734,883)	76,977,519
Other current receivables		256,895	(805,581)	256,895	(805,581)
Construction contracts in progress		18,157,753	31,676,258	18,157,753	31,676,258
Inventories		(103,738,573)	(13,362,692)	(103,738,573)	(13,362,692)
Other current assets		(1,594,075)	3,763,526	(1,594,075)	3,763,526
Other non-current assets		(16,694,057)	(1,650,190)	(16,694,057)	(1,650,190)
Trade accouts payable		58,719,135	(9,186,671)	58,719,135	(9,186,671)
Other current payables		1,581,621	(4,683,881)	10,427,143	(4,683,881)
Advance received from customers		71,516,345	(12,377,284)	71,516,345	(12,377,284)
Other current liabilities		2,277,131	(1,668,615)	2,276,529	(1,668,615)
Other non-current liabilities		(1,913,351)	(50,964)	(1,913,351)	(50,964)
Cash flows from operating activities		134,836,209	381,574,866	143,831,519	381,574,866
Cash paid for corporate income tax		(23,413,333)	(30,309,775)	(23,411,343)	(30,309,775)
Net cash flows from operating activities		111,422,876	351,265,091	120,420,176	351,265,091

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



Statements of cash flows

Siam Technic Concrete Public Company Limited and its Subsidiary

Statements of cash flows

For the year ended 31 December 2021

		For the year ended 31 December		For the year ended 31 December	
		Consolidate financial statements		Separate financial statements	
		2021	2020	2021	2020
<i>Cash flows from investing activities</i>		<i>(Unit:Baht)</i>		<i>(Unit:Baht)</i>	
Acquisition of property, plant and equipment		(176,656,476)	(271,675,679)	(176,656,476)	(271,675,679)
Proceeds from sale of propert, plant and equipment		7,387,577	3,835,759	7,387,577	3,835,759
Acquisition of intangible assets		-	(390,040)	-	(390,040)
Investment in subsidiaryInvestment in subsidiary		-	-	(8,997,300)	-
Net cash flows from (used in) investing activities		(169,268,899)	(268,229,960)	(178,266,199)	(268,229,960)
<i>Cash flows from financing activities</i>					
Interest paid		(20,300,326)	(24,040,586)	(20,300,326)	(24,040,586)
Dividend paid to company's shareholders		(198,170,000)	-	(198,170,000)	-
Repayment of finance lease payables	5	(41,780,052)	(47,968,461)	(41,780,052)	(47,968,461)
short-term loans from financial institutions		-	-	-	-
Cash receipts from issuing debt securities to financial institutions.	5	1,497,000,000	1,940,200,000	1,497,000,000	1,940,200,000
Repayments of debt securities issued to financial institutions.	5	(1,495,000,000)	(2,032,200,000)	(1,495,000,000)	(2,032,200,000)
Proceeds from long-term loans from financial institutions	5	14,702,335	171,009,154	14,702,335	171,009,154
Repayment of long-term loans from financial institutions	5	(100,465,711)	(76,084,547)	(100,465,711)	(76,084,547)
Cash received from capital increase		549,218,611	-	549,215,911	-
Net cash flows from (used in) financing activities		205,204,857	(69,084,440)	205,202,157	(69,084,440)
Net increase (decrease) in cash and cash equivalents		147,358,834	13,950,691	147,356,134	13,950,691
Cash and cash equivalents at 1 January		24,519,616	10,568,925	24,519,616	10,568,925
Cash and cash equivalents at 31 December		171,878,450	24,519,616	171,875,750	24,519,616
<i>Non-cash transactions</i>					
Assets acquired under finance lease agreements	5	37,865,240	19,809,258	37,865,240	19,809,258

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

Notes to financial statements

Siam Technic Concrete Public Company Limited and its Subsidiary For the year ended 31 December 2021

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Notes to financial statements

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

These financial statements were authorised for issue by the Company's Board of Directors on 23 February, 2022

1 General information

Siam Technic Concrete Company Limited “the Company” is a company incorporated and domiciled in Thailand. The registered office of the Company's head office and branches are as follows;

Head office	: 50, Ngamwongwan 47 Yak 20, Ngamwongwan Rd, Thungsonghong, Laksi, Bangkok
Saraburi Branch	: 113, Moo 2, Donphut, Donphut, Saraburi
Sukhothai Branch	: 221, Moo 4, Singhawat Rd, Banloun, Mueang, Sukhothai
Buriram Branch	: 333, Moo 16, Samet, Mueang, Buriram
Ubonratchathani Branch	: 34, Moo 4, Khokkong, Samrong, Ubonratchathani
Khonkaen Branch	: 113, Moo 4, Banhaed, Banhaed, Khonkaen
Lamphun Branch	: 131, Moo. 15, Pa Sak, Mueang, Lamphun
Chonburi Branch	: 999, Moo 5, Nhongphaikaew, Banbueng, Chonburi
Phraphutthabat Branch	: 41, Moo 7, Nayao, Phraphutthabat, Saraburi
Nakhon Ratchasima Branch	: 160-161, Moo 3, Mittraphap Rd, Khokkruat, Nakhon Ratchasima

On 25 June 2019, the Company has been registered to transform to public company limited in accordance with the resolution to transform the Company to public company limited in the minutes of the extra-ordinary general meeting of shareholders no. 1/2019 held on June 24, 2019.

Parent company during the year is Ruamchaikij Company Limited (49.24 percent owned) which is incorporated and domiciled in Thailand

The Company is principally engaged in the manufacture of prestressed concrete products and construction contractor service.

Business engagement

The Company is principally engaged in the manufacture of prestressed concrete products and construction contractor service.

The subsidiaries are principally engaged in the manufacture of prestressed concrete products and construction services including installation of 115 KV high voltage transmission lines and design, supply and installation of fiber optic cables and underground transmission lines.

Notes to financial statements

Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 (COVID-19) pandemic is continuing to evolve, resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. The group management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

In 2021, the Group has expenditures related to managing for prevention of the spread of coronavirus. 2019 (COVID-19) within the company such as antigen test kit, disinfection spray, alcohol and surgical face mask totaling Bath 0.75 million

2 Basis of preparation

2.1 Preparation of financial statements

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards and Accounting Guidelines promulgated by the Thailand Federation of Accounting Professions under the Royal Patronage (“TFAC”) and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Business Online Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Notes to financial statements

Subsidiary	Located in	Business type	Percent	
			Holding percentage	
			31 December	
			2021	2020
Direct subsidiary				
Siam Technic Power Co., Ltd.	Thailand	Distributor of pre-stressed concrete products	99.97	-
Siam Technic Concrete (Saraburi) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Sukhothai) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Buriram) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Ubonratchathani) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Khonhaen) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Lamphun) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Chonburi) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-
Siam Technic Concrete (Nakornratchasima) Co., Ltd.	Thailand	Distributor of pre- stressed concrete products	99.97	-

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its return
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

Notes to financial statements

2.3 The separate financial statements present investments in subsidiaries, joint ventures and associates under the cost method.

2.4 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

2.5 Financial reporting standards that became effective for fiscal years beginning on or after 1 January 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

3 Significant accounting policies

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

(a) Foreign currencies

Transactions in foreign currencies

Transactions in foreign currencies are translated to the respective functional currencies of the Company entities at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the foreign exchange rates ruling at that date.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to the functional currency using the foreign exchange rates ruling at the dates of the transactions.

Foreign exchange differences arising on translation are recognised in profit or loss.

Notes to financial statements

(b) *Cash and cash equivalents*

Cash and cash equivalents in the statement of cash flows comprise cash on hand, saving deposits, current deposits and highly liquid short-term investments. Bank overdrafts that are repayable on demand are part of cash and cash equivalents in the statement of cash flows.

In addition, bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

(c) *Inventories*

Inventories are measured at the lower of cost and net realizable value.

The cost of inventories is measured by using the first-in, first-out method.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and goods in process, cost includes an appropriate share of overheads based on normal production capacity.

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

Provision is provided, where necessary, for obsolete, slow-moving and defective inventories.

(d) *Construction contracts in progress*

Construction contracts in progress represents unbilled work which is expected to receive from customers under current construction contracts. Cost of construction in progress is carried at cost of construction plus earned income less amount billed from customers and recognised loss. Cost of constructions includes expenditure that is directly attribute to all construction contract and fixed/variable cost allocation which resulted following the company's construction contract and is based on the ability to operate as normal.

Amount of construction contracts in progress is shown as separate item under current assets in statement of financial position. Difference between higher of amount billed from customers and recognised revenues from construction is shown as advance received from customers under current liabilities in statement of financial position.

(e) *Investments*

Investments in subsidiaries

Investments in subsidiaries is accounted for in the separate financial statements using the cost method.

Notes to financial statements

Investment properties

Investment properties are property which are held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

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

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, and other costs directly attributable to bringing the investment property to a working condition for its intended use.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each property.

No depreciation is provided on freehold land.

(g) *Property, Plant and Equipment*

Recognition and measurement

Proprietary assets of the business

Property, plant and equipment are stated at cost less accumulated depreciation and provision for impairment (if any).

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gains or losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised in profit or loss.

Notes to financial statements

Subsequent expenditures

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised. All other regular repairs and maintenance costs are expensed as incurred.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. The estimated useful lives are as follows:

Land improvements	5 years
Building and factory	5 - 30 years
Machine and equipment	2 - 15 years
Office furniture, fixtures and equipment	3 - 10 years
Vehicle	5 - 15 years

No depreciation is provided on freehold land and assets under construction.

As at 1 January 2017, the Company changed the estimated useful life of the building from 5-20 years to 5-30 years to reflect current usage and future economic benefit

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(h) Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

a) Right-of-use assets

Right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised through initial measurement, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received.

Notes to financial statements

The cost of right-of-use assets also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Depreciation of right-of-use assets are calculated by reference to their costs on a straight-line basis over the shorter of their estimated useful lives and the lease term, as follows:

Machine and equipment	5 - 15 years
Vehicles	5 - 15 years

b) Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Company uses its incremental borrowing rate, which is determined by referring to the government bond yield adjusted with risk premium depending on the lease term, at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

c) Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

(i) Intangible assets

Intangible assets

Other intangible assets that are acquired by the Company and have finite useful lives are measured at cost less accumulated amortisation and provision for impairment (if any).

Notes to financial statements

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss as incurred.

Amortisation

Amortisation is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in statement of income on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use. The estimated useful lives for the current and comparative periods are as follows:

Software licences	3 - 5 years
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Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(j) *Impairment of non-financial assets*

The carrying amounts of the Company'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. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount. The impairment loss is recognised in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is charged to equity

When a decline in the fair value of an available-for-sale financial asset has been recognised directly in equity and there is objective evidence that the value of the asset is impaired, the cumulative loss that had been recognised directly in equity is recognised in the profit or loss even though the financial asset has not been derecognised. The amount of the cumulative loss that is recognised in the statement of income is the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss.

Notes to financial statements

Calculation of recoverable amount

The recoverable amount of the Company's investments in held-to-maturity securities at amortised cost is calculated as the present value of estimated future cash flows, discounted at the original effective interest rate.

The recoverable amount of available-for-sale investments is calculated by reference to the fair value. The recoverable amount of a non-financial asset 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 non-cash generated assets independant upon , the recoverable value will be considered with related cash generated assets.

Reversals of impairment

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in profit or loss. For financial assets carried at amortised cost and available-for-sale financial assets that are debt securities, the reversal is recognised in profit or loss. For available-for-sale financial assets that are equity securities, the reversal is recognised in other comprehensive income.

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

(k) Interest-bearing liabilities

Interest-bearing liabilities are recognised initially at cost less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in the profit or loss over the period of the borrowings on an effective interest basis.

(l) Trade accounts payable and other payables

Trade accounts payable and other payables are stated at cost.

Notes to financial statements

(m) *Employee benefit*

Defined contribution plans

Obligations for contributions to defined contribution plans are expensed as the related service is provided.

Defined benefit plans

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any application minimum funding requirements of the Company.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised in other comprehensive income. The Company 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.

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 Company 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 Company 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.

Notes to financial statements

(n) *Share-based payments*

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.

The fair value of the amount payable to employees in respect of share appreciation rights, which are settled in cash, is recognised as an expense with a corresponding increase in liabilities, over the period that the employees become unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date. Any changes in the fair value of the liability are recognised as personnel expense in profit or loss.

(o) *Provisions*

A provision is recognised if, as a result of a past event, the Company 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.

Warranties

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

Provision from onerous executory contracts

Provision from onerous executory contracts is recognised when future benefits that the Company received is less than the necessary costs needed to fulfil contractual obligations. Provisions is recognised based on the lower of the present value of expected cost incurred at the end of the contract or net cost that is expected to incur when continuing the contract. The Company recognised impairment loss resulted from assets as stated in the contract before recognition and measurement of liabilities.

Notes to financial statements

(p) Financial instruments

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Company’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading

Financial assets at FVOCI

Financial assets include investment in equity securities that not held for trading but held for strategic purposes or for securities with potential for high market volatility measured at fair value through other comprehensive income, where an irrevocable election has been made by the management. Such classification is determined on an instrument-by-instrument basis. Gains and losses arising from changes in fair value is recognised in other comprehensive income and not subsequently transferred to profit or loss when disposal, instead, it is transferred to retained earnings.

Dividends on listed equity investments are recognised as other income in profit or loss.

Notes to financial statements

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

The Group may elect to measure financial liabilities at FVTPL if doing so eliminates, or significantly reduces a recognition inconsistency (sometimes referred to as an accounting mismatch).

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Impairment of financial assets

For trade receivables and contract assets, The Group applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Notes to financial statements

(q) *Share capital*

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(r) *Revenue*

Revenue is recognized when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax or other sales taxes and is after deduction of any trade discounts and volume rebates.

Sale of goods and rendering of services

Revenue from sales of goods is recognized when a customer obtains control of the goods, generally on delivery of the goods to the customers. For contracts that permit the customers to return the goods, revenue is recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Therefore, the amount of revenue recognized is adjusted for estimated returns, which are estimated based on the historical data.

Revenue for rendering of services is recognized as services are provided on the basis of stage of completion of the transaction.

For bundled packages, the Company accounts for individual products and services separately if they are distinct (i.e. if a product or service is separately identifiable from other items and a customer can benefit from it) or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices which are determined based on the price list at which the Company sells the products and services in separate transactions.

Interest

Interest income is recognized in profit or loss as it accrues.

(s) *Finance costs*

Interest expenses and similar costs are charged to profit or loss for the period in which they are incurred, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial year of time to be prepared for its intended use or sale.

The interest component of finance lease payments is recognised in the statement of comprehensive income using the effective interest rate method.

Notes to financial statements

(t) *Income tax*

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to a business combination, or items recognised directly in equity or in other comprehensive income.

Current income tax

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

Deferred tax

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 measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

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.

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Company to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

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.

Notes to financial statements

(u) *Basic earnings per share*

The Company presents basic earnings per share (EPS) data for its ordinary shares. Basic earnings per share 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 year.

(v) *Segment reporting*

Segment results that are reported to the Company's CEO (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Unallocated items comprise mainly primarily the company's headquarters assets, liabilities and head office revenues and expenses and tax assets and tax liabilities.

4 Related person or parties

For the purposes of these financial statements, parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Notes to financial statements

Relationship with key management and other related parties were as follows:

Name of entities	Country of incorporation/ 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.
Ruamchaikij Co., Ltd.	Thai	Major shareholders, 49.24% shareholding and common directors.
S-TEC Civil and Construction Co., Ltd.	Thai	Major shareholders is Ruamchaikij Co., Ltd
Land Pro Plus Co.,Ltd.	Thai	Common directors.
KJ Cooperate Co., Ltd. (Formerly known as K.C.Nitro Co.,Ltd.)	Thai	Common directors.
Takkolkij (1996) Co., Ltd.	Thai	Major shareholders is Ruamchaikij Co., Ltd and has common directors.
Wasusaithong Co.,Ltd.	Thai	Major shareholders is Ruamchaikij Co., Ltd
Siam Technic Power Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Saraburi) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Sukhothai) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Buriram) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Ubonratchathani) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Khonhaen) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Lamphun) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Chonburi) Co.,Ltd.	Thai	Subsidiary of the Company
Siam Technic Concrete (Nakornratchasima) Co.,Ltd.	Thai	Subsidiary of the Company

Notes to financial statements

The pricing policies for particular types of transactions are explained further below

Transaction	Pricing policy
Sales of goods	Market prices
Service income	Market prices
Revenue from construction contracts	Contractually agreed prices
Purchases of raw materials	Market prices
Purchase of property	Appaised by independent appraiser
Purchase of fixed assets	Market prices
Guarantee fee	0.5 percent of guaranteed amount
Sales of property, plant and equipment	Contractually agreed prices

Significant transactions for the years ended 31 December with related parties were as follows:

Year ended 31 December	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	(Unit: Thousand Baht)			
Related person or parties				
Sales of goods and service income	182,898	99,559	183,088	99,559
Revenue from construction contracts	-	-	-	-
Guarantee fee	-	424	-	424
Sale of fixed assets and other assets	-	650	-	650
Gain on disposal of property, plant and equipment	-	650	-	650
Purchase of goods and service	13,772	8,424	13,772	8,424
Purchase of fixed assets and other assets	400	168,777	400	168,777
Other expense	-	-	-	-

Notes to financial statements

Year ended 31 December

Consolidated financial
statements

Separate financial statements

2021

2020

2021

2020

(Unit: Thousand Baht)

Key management personnel

Key management personnel remuneration

Short-term employee benefits	33,616	36,681	33,616	36,681
Past employment benefits	1,683	3,462	1,683	3,462
Total key management personnel remuneration	35,299	40,143	35,299	40,143

Balances as at 31 December 2021 and 2020 with related parties were as follows:

Consolidated financial
statements

Separate financial statements

31 December
2021

31 December
2020

31 December
2021

31 December
2020

Trade accounts receivable

Related parties	35,462	6,327	35,462	6,327
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Other receivables

Related parties	-	696	-	696
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Retention

Related parties				
-Non-Current	23,827	23,827	23,827	23,827

Trade accounts payable - related parties

Related parties	6	2,626	6	2,626
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Other current liabilities

Related parties	428	-	9,150	-
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Notes to financial statements

Significant agreements with related parties

Project contract

As at 12 September 2016, the Company has entered into an agreement with S-TEC Civil and construction Co., Ltd to contract a reinforced Concrete Dam with walkway along Sansaeb canal. The content of the contract has important conditions following the agreement the agreement S-TEC Civil and construction Co.,Ltd made with government agency. Contract value is 300 million baht and is scheduled to complete within 31 March 2020. In the contract, payment term is by installment based on percentage of completion and workdone is also checked by the government agency. Nevertheless S-TEC Civil and construction Co.,Ltd will make payment to the company after S-TEC Civil and construction Co.,Ltd received the amount from the government agency. On February 2019 agreement has been agreed to revise by the Company and counterparty. The revised condition was that the Company will work until 28 February 2019, the same day that the agreement was terminated. All outstanding receivable has been paid until September 2019.

Purchasing land agreement

According to the Board of Director meeting held on September 15, 2020, The Board passed resolution to approve investment for reinforced concrete factory construction at Tambon Nong Irun Amphur Ban Beung Chon Buri with investment budget not exceeding Baht 258.13 million by purchasing land title deed no, 56317 land no. 18 Tambon Nong Irun Amphur Ban Beung Chon Buri area 46-3-53 rai amount of Baht 168.78 million from related person used for reinforced concrete factory construction . The Company paid deposit Baht 25 million in September 2020 and the remaining balance in October 2020 and land was transferred to the Company.

Memorandum entering in guarantee

In the Board of director meeting on 19 December 2016, the Board of director has approved a memorandum of entering a credit facility guarantee that Stec Civil and Construction received from a financial institution. The Company will receive income of 0.5% of a Baht 2,500 million total facility granted and has entered into a memorandum in the same day.

As of 15 January 2020, a financial institution and a leasing company issued a letter to inform that the bank and leasing gives the consent to release the company from all of the guarantee obligation under the debt guarantee agreement of S-TEC Civil and Construction Co.,Ltd. with a financial institution and a leasing company.

Notes to financial statements

5 Cash and Cash equivalents

	Consolidated financial statements		Separate financial statements	
	31 December 2021	31 December 2020	31 December 2021	31 December 2020
<i>(Unit: Thousand Baht)</i>				
Cash on hand	12	-	10	-
Cash at banks - current accounts	13,630	22,321	13,630	22,321
Cash at banks - savings accounts	158,236	2,199	158,236	2,199
Total	171,878	24,520	171,876	24,520

As at 31 December 2021, the interest rate of cash and cash equivalents was 0.50% - 1.70% per annum.

Reconciliation liabilities from financing activities

Consolidated and separate financial statements

	1 January 2021	Cash flows	Non-cash reansaction			31 December 2021
			Amortisation of deferred financing fees	Increase in finance lease liabilities	Amortisation of deferred interest of finance lease	
<i>(Unit : Thousand Baht)</i>						
Bank overdrafts and short-term loans from financial	228,000	2,000	-	-	-	230,000
Long-term loans from financial institutions	369,510	(85,764)	-	-	-	283,746
Liabilities under finance lease	94,182	(41,780)	-	43,037	(5,172)	90,267
Total liabilities from financing activities	691,692	(125,544)	-	43,037	(5,172)	604,013

Notes to financial statements

6 Trade accounts receivable

Consolidated and separate financial statements

	<i>Note</i>	31 December 2021	31 December 2020
<i>(Unit: Thousand Baht)</i>			
Related parties	4	35,462	6,327
Other parties		330,861	225,261
Total		366,323	231,588
Less: Allowance for expected credit losses		(21,134)	(23,975)
		345,189	207,613
Allowance for expected credit losses			
Beginning-Before adjust		23,975	24,923
Adjustments of Allowance for doubtful due to TFRS 9 initial adoption		-	1,094
Allowance for expected credit losses			
Beginning-After adjust		23,975	26,017
Increase (Decrease)		(750)	(1,859)
Bad debts written off during the year		(2,091)	(182)
Allowance for expected credit losses			
Ending		21,134	23,975

Notes to financial statements

Aging analyses for trade accounts receivable were as follows:

Consolidated and separate financial statements

	Note	31 December 2021	31 December 2020
(Unit: Thousand Baht)			
Related parties	4		
Within credit term		13,397	4,857
Overdue			
Up to 3 months		22,065	1,470
3 - 6 months		-	-
6 - 12 months		-	-
		<u>35,462</u>	<u>6,327</u>
Other parties			
Within credit term		157,044	144,052
Overdue			
Up to 3 months		101,495	51,435
3 - 6 months		24,588	5,048
6 - 12 months		26,578	2,417
Over 12 months		21,156	22,309
		<u>330,861</u>	<u>225,261</u>
Less: Allowance for expected credit losses		(21,134)	(23,975)
		<u>309,727</u>	<u>201,286</u>
		<u>345,189</u>	<u>207,613</u>

The normal credit term granted to the company's customers is 30-90 days.

Total trade accounts receivables as at 31 December 2021 and 2020 in Thai Baht.

Notes to financial statements

7 Other current receivables

Consolidated and separate financial statements

	Note	31 December 2021	31 December 2020
		(Unit: Thousand Baht)	
Related parties	4	-	696
Other parties			
Deposits		8,331	11,875
Prepaid expenses		9,245	4,877
Contractor receivables		3,956	5,043
Cement discount receivables		20	88
Advance to employee		-	82
Others		1,748	896
		23,300	22,861
Less Allowance for expected credit losses		(3,276)	(4,697)
		20,024	18,164
Total other receivables		20,024	18,860

Notes to financial statements

8 Construction contract assets

8.1 Contract balances

Consolidated and separate financial statements

	31 December 2021	31 December 2020
	<i>(Unit: Thousand Baht)</i>	
Construction contract value	97,966	144,162
Recognition of service income	3,986	144,162
Less Billings amount to the hirer	-	(122,019)
Contract assets	3,986	22,143
Less Allowance for expected credit losses	-	-
Contract assets - net	3,986	22,143

Consolidated and separate financial statements

	31 December 2021	31 December 2020
	<i>(Unit: Thousand Baht)</i>	
<i>Work under construction contracts</i>		
Construction contracts value	97,966	144,162
Construction cost incurred in the year	3,788	90,343
Total construction cost incurred up to now	3,788	133,643
Construction contract liabilities	9,797	3,418
Claim on construction work	3,986	144,162

Notes to financial statements

8.2 Revenue to be recognised for the remaining performance obligations

As at 31 December 2021, revenue totalling Baht 93.98 million is expected to be recognised in the future in respect of performance obligations under contracts with customers that are unsatisfied (or partially unsatisfied). The Company expects to satisfy these performance obligation within 1 years.

9 Inventories

Consolidated and separate financial statements

	31 December 2021	31 December 2020
	<i>(Unit: Thousand Baht)</i>	
Finish goods	226,908	179,981
Raw materials	109,468	54,816
Factory supplies	16,495	14,335
Total	352,871	249,132
<i>Less allowance for decline in value of inventory</i>	<i>(9,559)</i>	<i>(10,686)</i>
Total Inventories	343,312	238,446

Cost of inventories recorded as expenses and included in cost of sales

- Cost of sales	816,504	722,357
- Decrease in value to net realizable value	(1,127)	(2,292)
	815,377	720,065

Notes to financial statements

10 Investments in subsidiaries

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
As at 1 January	-	-	-	-
Increase in investments	-	-	8,997	-
As at 31 December	-	-	8,997	-

Notes to financial statements

Investment in subsidiary as at December 31, 2021 and 2020, and dividend income from the investment for the years then ended, were as follow:

Separate financial statements

	Business type	Ownership Interest		Paid-up capital		Cost method		Dividend income	
		2021	2020	2021	2020	2021	2020	2021	2020
		(%)				(Unit: Thousand Baht)			
Siam Technic Power Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Saraburi) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Sukhothai) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Buriram) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Ubonratchathani) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Khonhaen) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Chonburi) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Siam Technic Concrete (Nakornratchasima) Co., Ltd.	Distributor of pre-stressed concrete products	99.97	-	1,000	-	999.70	-	-	-
Less Allowance for devaluation of investment						-	-	-	-
	Total					8,997.30	-	-	-

On September 7, 2021, the establishment of new subsidiary companies. The main business purpose is to be a distributor of pre-stressed concrete products under the trademark brand “STEC”, sectors as well as providing product transportation and piling services. Moreover, the company can also provide the construction services including installation of 115 kV high voltage transmission lines and design, supply and installation of fiber optic cables and underground transmission lines.

Notes to financial statements

11 Investment property

Consolidated and separate financial statements

Land

(Unit: Thousand
Baht)

Cost

As at 1 January 2020	70,388
Increase	-
Transfer	-
Disposals/written off	-
As at 31 December 2020 and As at 1 January 2021	70,388
Increase	-
Transfer	-
Disposals/written off	-
As at 31 December 2021	70,388

Depreciation

As at 1 January 2020	(9,913)
Depreciation charge for the year	-
Disposals/written off	-
Loss on value declining	-
As at 31 December 2020 and As at 1 January 2021	(9,913)
Depreciation charge for the year	-
Disposals/written off	-
Reversal Provision for impairment	3,587
As at 31 December 2021	64,062
Net book value	
As at 31 December 2020	60,475
As at 31 December 2021	64,062

Notes to financial statements

The Company has reclassified land at Udon Thani province as investment property (previously presented as property, plant and equipment) since the Company has not had definite plan for using such land for setting new factory since the beginning but acquiring for reserving soil dig from from kaem ling project. At present, the Company has intention to sell to any company for developing such area or to rent as appropriate.

Investment property as at 4 December 2019 was appraised by an independent appraiser by comparing with market price having appraisal value Baht 60.47 million.

Investment property as at 29 April 2021 was appraised by an independent appraiser by comparing with market price having appraisal value Baht 64.06 million.

Notes to financial statements

12 Property, plant and equipment

Cost	Consolidated and separate financial statement						
	Land	Land improvements	Building and factory	Machine and Equipment	Furnitures and Fixtures and office equipment	Vehicles	Construction in Progress
							Total
As at 31 December 2019 and							
As at 1 January 2020 Before adjust	350,193	22,925	253,433	619,689	26,711	429,827	1,745,910
Transfer to right-of-use assets	-	-	-	(187,800)	-	(89,497)	(277,297)
As at 1 January 2020 After adjust	350,193	22,925	253,433	431,889	26,711	340,330	1,468,613
Increase	168,895	14	-	31,738	809	600	271,676
Transfer	-	168	27,629	178,478	27	(135,310)	-
Disposals/written off	-	-	(815)	(3,062)	(910)	(6,073)	(10,860)
Transfer from Right-of-use assets	-	-	-	26,505	-	50,546	77,051
As at 31 December 2020 and							
As at 1 January 2021	519,088	23,107	280,247	665,548	26,637	250,093	1,806,480
Increase	-	-	-	66,804	1,489	15,018	176,657
Transfer	-	474	(3,431)	43,340	(14)	(6,271)	-
Disposals/written off	-	-	-	(8,852)	(1,352)	(20,722)	(30,915)
Transfer from Right-of-use assets	-	-	-	38,611	-	7,764	46,375
As at 31 December 2021	519,088	23,581	276,816	805,471	26,760	245,882	1,998,597



Notes to financial statements

Consolidated and separate financial statement

	Land	Land improvements	Building and factory	Machine and Equipment	Furniture and office equipment	Vehicles	Construction in Progress	Total
(Unit: Thousand Baht)								
Depreciation								
As at 31 December 2019 and As at 1 January 2020 Before adjust	-	(20,113)	(72,848)	(364,619)	(21,632)	(263,713)	-	(742,925)
Transfer to right-of-use assets	-	-	-	64,182	-	53,073	-	117,255
As at 1 January 2020 After adjust	-	(20,113)	(72,848)	(300,437)	(21,632)	(210,640)	-	(625,670)
Depreciation charge for the year	-	(1,475)	(13,768)	(61,815)	(2,377)	(8,467)	-	(87,902)
Transfer	-	-	(346)	(46,207)	-	46,553	-	-
Disposals/written off	-	-	434	3,003	887	6,073	-	10,397
Transfer from Right-of-use assets	-	-	-	(16,510)	-	(48,369)	-	(64,879)
As at 31 December 2020 and As at 1 January 2021	-	(21,588)	(86,528)	(421,966)	(23,122)	(214,850)	-	(768,054)
Depreciation charge for the year	-	(928)	(13,688)	(67,719)	(1,712)	(8,488)	-	(92,535)
Transfer	-	-	4,754	(9,920)	26	5,140	-	-
Disposals/written off	-	-	-	8,536	1,304	20,034	-	29,914
Transfer from Right-of-use assets	-	-	-	(36,240)	-	(4,479)	-	(40,719)
As at 31 December 2021	-	(22,516)	(95,462)	(527,309)	(23,464)	(202,643)	-	(871,394)
Net book value								
As at 31 December 2020	519,088	1,519	193,719	243,582	3,515	35,243	41,760	1,038,426
As at 31 December 2021	519,088	1,065	181,354	278,162	3,296	43,239	101,999	1,127,203
Depreciation for the year ended 31 December								
2020 (Baht 71,652 thousand included in manufacturing cost)								87,902
2021 (Baht 68,626 thousand included in manufacturing cost)								92,535

Notes to financial statements

As at December 31, 2021, certain items of plant and equipment were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 527.87 million (2020: Baht 442.26 million)

The Company has pledged its property, plant and equipment amounting to approximately Baht 635.09 million (2020: Baht 642.79 million) as collateral against credit facilities received from financial institutions (See note 16).

During 2020, the Company entered into purchasing land agreement title deed no. 56317 land no.18 Tambon Nong Irun Amphur Ban Beung Chon Buri area 46-3-53 rai from related person used for reinforced concrete construction.

13 Right-of-use assets

Movements of the right-of-use assets/leasehold rights account during the year ended 31 December are summarised below.

	Consolidated and separate financial statements		
	Machine and Equipment	Vehicles	Total
	<i>(Unit: Thousand Baht)</i>		
Cost			
As at 1 January 2020	187,194	190,103	277,297
Increase	-	19,809	19,809
Transfer	100,607	(100,607)	-
Transfer to property, building and equipment	(26,505)	(50,546)	(77,051)
Disposals/written off	-	(3,240)	(3,240)
As at 31 December 2020 and 1 January 2021	161,296	55,519	216,815
Increase	-	37,865	37,865
Transfer	-	-	-
Transfer to property, building and equipment	(38,611)	(7,764)	(46,375)
Disposals/written off	-	-	-
As at 31 December 2021	122,685	85,620	208,305



Notes to financial statements

Consolidated and separate financial statements

	Machine and Equipment	Vehicles	Total
	<i>(Unit: Thousand Baht)</i>		
Depreciation			
As at 1 January 2021	(35,177)	(82,078)	(117,255)
Depreciation charge for the year	(21,962)	(6,300)	(28,262)
Transfer	(29,005)	29,005	-
Transfer to property, building and equipment	16,510	48,369	64,879
Disposals/written off	-	2,326	2,326
As at 31 December 2020 and 1 January 2021	(69,634)	(8,678)	(78,312)
Depreciation charge for the year	(16,107)	(8,293)	(24,400)
Transfer	-	-	-
Transfer to property, building and equipment	36,240	4,479	40,719
Disposals/written off	-	-	-
As at 31 December 2021	(49,501)	(12,492)	(61,993)

Net book value

As at 1 January 2021	91,662	46,841	138,503
As at 31 December 2021	73,183	73,129	146,312
Depreciation for the year ended 31 December 2020 (Baht 4,872 thousand included in manufacturing cost)			28,262
			24,400

Depreciation for the year ended 31 December 2021 (Baht 3,636 thousand included in manufacturing cost)

The cost and accumulated depreciation as at 1 January 2020 represented the effects of the first time adoption of TFRS16, included the reclassification from fixed assets.

Notes to financial statements

14 Intangible assets

Consolidated and separate financial statements

Software license
(Unit: Thousand
Baht)

Cost

As at 1 January 2020 15,899

Increase 390

Decrease -

As at 31 December 2020 and 1 January 2021 16,289

Increase -

Decrease -

As at 31 December 2021 16,289

Accumulated amortisation

As at 1 January 2020 12,209

Amortisation for the year 2,520

Written off intangible assets -

As at 31 December 2020 and 1 January 2021 14,729

Amortisation for the year 268

Written off intangible assets -

As at 31 December 2021 14,997

Net book value

As at 31 December 2020 1,560

As at 31 December 2021 1,292

Amortisation for the year ended

As at 31 December 2020 2,520

As at 31 December 2021 268

Notes to financial statements

15 Deferred tax

Deferred tax assets and liabilities as at 31 December were as follows:

	Consolidated and separate financial statements			
	Asset		Liabilities	
	2021	2020	2021	2020
	<i>(Unit: Thousand Baht)</i>			
Deferred tax assets	18,298	18,825	(531)	(915)
Deferred tax liabilities	(531)	(915)	531	915
Net deferred tax assets	17,767	17,910	-	-

Movements in total deferred tax assets and liabilities during the years ended 31 December were as follows:

	Consolidated and separate financial statements		
	As at 1 January 2021	Recognised as (Charged)/credit to profit or loss (Note 32) <i>(Unit: Thousand Baht)</i>	As at 31 December 2021
<i>Deferred tax assets</i>			
Trade accounts receivable	4,795	(568)	4,227
Other receivables	939	(284)	655
Non-current provisions for employee benefit	10,973	1,178	12,151
Provision	136	(136)	-
Provision for impairment of investment property	1,982	(717)	1,265
Total	18,825	(527)	18,298
<i>Deferred tax liabilities</i>			
Liabilities under finance lease	(915)	384	(531)
Total	(915)	384	(531)
Net	17,910	143	17,767

Notes to financial statements

Consolidated and separate financial statements

	As at 1 January 2020 (Before adjust)	Adjustments of due to TFRS 9 adoption	As at 1 January 2020 (After adjust)	Recognised as (Expense) /revenue in profit or loss (Note 32)	As at 31 December 2020
(Unit: Thousand Baht)					
Deferred tax assets					
Trade accounts receivable	4,985	218	5,203	(408)	4,795
Other receivables	972	-	972	(33)	939
Non-current provisions for employee benefit	12,296	-	12,296	(1,323)	10,973
Provision	136	-	136	-	136
Provision for impairment of investment property	1,982	-	1,982	-	1,982
Total	20,371	218	20,589	(1,764)	18,825
Deferred tax liabilities					
Lease liabilities	(1,037)	-	(1,037)	122	(915)
Total	(1,037)	-	(1,037)	122	(915)
Net	19,334	218	19,552	(1,642)	17,910

Notes to financial statements

16 Interest-bearing debts

Consolidated and separate financial statements

	31 December 2021	31 December 2020
	(Unit: Thousand Baht)	
Current		
Bank overdrafts with collateral	-	-
Short-term loans from financial institutions		
With collateral	230,000	228,000
Total bank overdrafts and short-term loans from financial institutions	230,000	228,000
Current portion of long-term loans with collateral	80,361	68,302
Current portion of lease liabilities	34,127	41,197
Total current interest-bearing debts	344,488	337,499
Non-current		
Long-term loans from financial institutions	203,385	301,207
Lease payable	56,141	52,985
Total non-current interest-bearing debts	259,526	354,192
Total interest-bearing debts	604,014	691,691

Interest-bearing debts as at 31 December 2021 and 2020 excluding lease liabilities were presented by repayment period as follow

Consolidated and separate financial statements

	31 December 2021	31 December 2020
	(Unit: Thousand Baht)	
Due within 1 year	310,361	296,302
Due 1-5 years	203,385	301,207
Total	513,746	597,509

Notes to financial statements

Significant detail of loan are as follow;

Bank overdraft and short-term loans from financial institution

- (a) As at 31 December 2021, the Company has bank overdraft credit facilities amounting to Baht 58 million (2020: Baht 58 million)
- (b) As at 31 December 2021 the Company has outstanding short-term loans with financial institution which consists of promissory notes and subject to interest rate tied to the minimum loan rate (MLR) – 2 percent to the minimum overdraft rate (MOR) – 2 percent

Long-term loans from financial institution

The Company has long-term loans to 4 financial institutions which consist of:

			Consolidated and separate financial statements	
			31	31
			December 2021	December 2020
Limit	Interest			
(Million Baht)	rate	Repayment schedule	(Unit: Million Baht)	
50	MLR – 2	Quarterly installment of principal since first draw. First installment is November 2018.	-	21.58
50	MLR – 2	Quarterly installment of principal since first draw. First installment is December 2018.	-	30.00
200	MLR – 2	Monthly installment of principal and interest from September 2019 to August 2023.	109.69	149.83
15.52	3.25 %	Monthly installment of principal and interest from July 2020 to June 2025.	11.11	14.06
16.87	3.25 %	Monthly installment of principal and interest from August 2020 to July 2025.	12.35	15.54
3.62	3.25 %	Monthly installment of principal and interest from November 2020 to October 2025.	2.82	3.50
200	MLR – 2.5-2.75	Quarterly installment of principal since first draw. First installment is January 2022.	135.00	135.00
4.60	2.80 %	Monthly installment of principal and interest from April 2021 to March 2026.	3.95	-
10.10	2.80 %	Monthly installment of principal and interest from May 2021 to April 2026.	8.83	-
			283.75	369.51
Less: Current portion of long-term loans			(80.36)	(68.30)
Long-term loans, net of current portion			203.39	301.21

Notes to financial statements

Secured interest-bearing debts as at 31 December 2021 and 2020 are secured by the following assets ;

Consolidated and separate financial statements

	2021	2020
	<i>(Unit: Thousand Baht)</i>	
Property, plant and equipment	635,086	642,785

The company has pledged its property, plant and equipments with financial institution. And also the company and related parties's director are guarantor for overdraft, short-term loans and long-term loans credit facility and also credit facility of the Company

The loan agreement contains normal covenants pertaining to matters such as the maintenance of a certain debt-to-equity ratio not less than 1.5 times, 2 times and 2.25 times respectively and debt service coverage ratio (DSCR) not less than 1.5 times and 1.3 times

In 2021, The Company's debt-to-equity ratio 0.91 times and debt service coverage ratio (DSCR) 1.86 times.

As at 31 December 2021 and 2020, the Company has unused credit facilities as follow

Consolidated and separate financial statements

	2021	2020
	<i>(Unit : Million Baht)</i>	
The Company	965,830	1,085.55

Liabilities under finance lease agreements

Liabilities under finance lease agreements as at 31 December 2021 and 2020 are as follows;

Consolidated and separate financial statements

	31 Decembe 2021	31 December 2020
	<i>(Unit: Thousand Baht)</i>	
Lease liabilities agreements	90,268	94,182
Less : Current portion of financial lease	(34,127)	(41,197)
Lease liabilities agreements –net of current portion	<u>56,141</u>	<u>52,985</u>

Notes to financial statements

	Future minimum lease payments		Present value of future minimum lease payments	
	31 December 2021	31 December 2020	31 December 2021	31 December 2020
<i>(Unit: Thousand Baht)</i>				
Less than 1 year	36,456	44,094	34,127	41,197
1-5 years	58,528	55,390	56,141	52,985
	94,984	99,484	90,268	94,182
Less: Future interest expenses lease liabilities	(4,716)	(5,302)	-	-
Present value of future minimum lease payments	90,268	94,182	90,268	94,182

The Company has entered into the lease agreements for rental of machinery and vehicles with various companies. The terms of the agreements are generally between 4-5 years and has condition that the Company purchase machinery and equipment in the lease agreement when lease contract ended.

All interest-bearing debts of the Company as at 31 December 2021 and 2020 are denominated in Baht.

17 Trade accounts payable

Consolidated and separate financial statements

	Note	31 December 2021	31 December 2020
<i>(Unit: Thousand Baht)</i>			
Related parties	4	6	2,626
Other parties		254,102	192,763
Total		254,108	195,389

All trade accounts payable of the Company as at 31 December 2021 and 2020 are denominated in Baht.

Notes to financial statements

18 Other current payables

Consolidated financial statements

		31 December 2021	31 December 2020
	<i>Note</i>		
		<i>(Unit: Thousand Baht)</i>	
Related parties	4	428	-
Others			
Guarantee amount		-	-
Accrued expenses		12,142	14,091
Others		19,951	14,951
		32,093	29,042
Total		32,521	29,042

Separate financial statements

		31 December 2021	31 December 2020
	<i>Note</i>		
		<i>(Unit: Thousand Baht)</i>	
Related parties	4	9,364	-
Others			
Guarantee amount		-	-
Accrued expenses		12,052	14,091
Others		19,951	14,951
		32,003	29,042
Total		41,367	29,042

Notes to financial statements

19 Non-current provisions for employee benefit

Consolidated and separate financial statements

2021 2020

(Unit: Thousand Baht)

Statement of financial position Commitment

presented in statement of financial position

Defined benefit plan

60,754 54,864

Total

60,754 54,864

For the years ended 31 December

2021 2020

(Unit: Thousand Baht)

Statement of comprehensive income

Recognized in profit or loss

Defined benefit plans

6,145 11,312

Total

6,145 11,312

Statement of other comprehensive income

Recognized in other comprehensive income

Defined benefit plans

- (14,058)

Total

- (14,058)

Notes to financial statements

The Company operates post-employment benefits based on the requirement of the Thai Labour Protection Act B.E. 2541 to provide retirement benefits and other long-term benefits to employees based on pensionable remuneration and length of service.

Movement in the present value of employee benefit

Consolidated and separate financial statements

	2021	2020
	<i>(Unit: Thousand Baht)</i>	
Employee benefit obligations as at January 1,	54,864	61,478
Employee benefit paid	(255)	(3,868)
Recognized in profit or loss		
Current service cost	5,557	10,055
Past service cost		-
Interest cost from obligation	588	1,257
Recognized in other comprehensive income:		
Actuarial (gain) loss	-	(14,058)
Changing in financial assumption		
Changing in population assumption	-	-
Adjusted by experience	-	-
	-	-
Employee benefit obligations as December 31,	60,754	54,864
<i>Actuarial assumptions</i>		

Principal actuarial assumptions at the reporting date (expressed as weighted averages method):

Consolidated and separate financial statements

	2021	2020
	<i>(%)</i>	
Discount rate	1.39	1.07
Future salary increases rate	3.00-5.80	3.00-5.80
Turnover rate	0-46	0-46
Mortality rate	5.00 ของ TMO2017	5.00 ของ TMO2017

Notes to financial statements

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.

	<i>(Unit: Thousand Baht)</i>	
	Increase	Decrease
Defined benefit obligation as at 31 December 2021		
Discount rate (1% movement)	(3,830)	4,449
Future salary growth rate (1% movement)	4,337	(3,819)
Turnover rate (1% movement)	(156)	158
Defined benefit obligation as at 31 December 2020		
Discount rate (1% movement)	(3,845)	4,462
Future salary growth rate (1% movement)	3,778	(3,331)
Turnover rate (1% movement)	(134)	135

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

On December 13, 2018, the National Legislative Assembly passed the resolution to approve the draft of new Labour Protection Act which determined the additional rate of severance pay in the case of termination of employment for a terminated employee who has worked for 20 consecutive years or more and shall be entitled to receive payment not less than the last rate of wages for 400 days. Such change is considered as revised post employment benefit which having effect to the company causing more long-term employee benefit obligations. The company, therefore, recorded the effect from such change recognized as past service cost as expenses in statement of income at once.

Notes to financial statements

20 Provision for loss on construction contract

Consolidated and separate financial statements

(Unit: Thousand Baht)

As at 1 January 2020	678
Increase	-
Used	-
Reversal	-
As at 31 December 2020 and 1 January 2021	678
Increase	-
Used	-
Reversal	(678)
As at 31 December 2021	-
As at 31 December 2020 and 1 January 2021	
Current portion	678
Total	678
As at 31 December 2021	
Current portion	-
Total	-

21 Other current liabilities

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	(Unit: Thousand Baht)			
Withholding tax payable	3,429	2,870	3,429	2,870
Value added tax-Specific business tax payable	5,100	3,382	5,099	3,382
Total	8,529	6,252	8,528	6,252

Notes to financial statements

22 Share capital

The minutes of the extra-ordinary general meeting of shareholders no. 1/2019 held on June 24, 2019, the meeting unanimously resolved as the following to change the Company's par value of 52.15 million shares at 10 Baht per shares totaling Baht 521.50 million to 521.50 million shares at 1 Baht per shares totaling Baht 521.50 million

The minutes of the extra-ordinary general meeting of shareholders no. 1/2019 held on June 24, 2019, the meeting unanimously resolved to increase of the Company share capital from Baht 521.50 million to Baht 725 million by issuing 203.50 million new ordinary shares at Baht 1 par value total share capital of Baht 725 million.

Consolidated and separate financial statements

	2021			2020		
	Number of shares	Par Value (in Baht)	Baht	Number of shares	Par Value (in Baht)	Baht
<i>Authorised</i> (in thousand shares / in thousand Baht)						
As at 1 January						
- Ordinary shares	725,000	1	725,000	521,500	1	521,500
As at 31 December						
- Ordinary shares	725,000	1	725,000	725,000	1	725,000
<i>Issued and paid-up</i>						
As at 1 January						
- Ordinary shares	521,500	1	521,500	521,500	1	521,500
As at 31 December						
- Ordinary shares	725,000	1	725,000	521,500	1	521,500

Notes to financial statements

23 Legal Reserve

Legal reserve

Under Civil and Commercial Code , the 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.

24 Other income

Other revenues comprised of details as followed :

Consolidated and separate financial statements		
	2021	2020
	(Unit: Thousand Baht)	
Gain on disposal of property, plant and equipment	6,531	2,911
Other income	17,428	14,488
Total	23,959	17,399

25 Segment information

The Company has two reportable segments, as described below, which are the Company’s strategic divisions. The strategic divisions offer different products and services, and are managed separately. For each of the strategic divisions, the chief operating decision maker (CODM) reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Company’s reportable segments.

- Segment 1 Sale of goods and service
- Segment 2 Construction

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Company’s CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Notes to financial statements

Information about reportable segments

	Consolidated financial statements				
	Segment1		Segment2		Total
	2021	2020	2021	2020	2020
	(Unit: Thousand Baht)				
Revenue from operation	1,512,565	1,442,586	3,986	90,343	1,516,551
Total revenue	1,512,565	1,442,586	3,986	90,343	1,532,929
Other revenue					17,398
Total revenue					1,550,327
Segment operating profit before finance cost and income tax	251,960	302,033	198	24,098	193,936
Finance cost					(26,296)
Profit before income tax expenses					113,267
					167,640
Significant non-Cash transaction					
Depreciation and amortisation	117,204	118,684	-	-	117,204
Allowance for decline in value in inventories	(1,127)	(2,292)	-	-	(1,127)
(Reversal) Bad debts and allowance for doubtful accounts	(4,262)	(1,112)	-	-	(4,262)
					(1,112)



Notes to financial statements

Information about reportable segments

	Separate financial statements				
	Segment1		Segment2		Total
	2021	2020	2021	2020	
			(Unit: Thousand Baht)		
Revenue from operation	1,512,556	1,442,586	3,986	90,343	1,516,542
Total revenue	1,512,556	1,442,586	3,986	90,343	1,516,542
Other revenue					23,959
Total revenue					17,398
					1,540,501
					1,550,327
Segment operating profit before finance cost and income tax	251,951	302,033	198	24,098	134,689
Finance cost					(21,271)
Profit before income tax expenses					(26,296)
					113,418
					167,640
Significant non-Cash transaction					
Depreciation and amortisation	117,204	118,684	-	-	117,204
Allowance for decline in value in inventories	(1,127)	(2,292)	-	-	(1,127)
(Reversal) Bad debts and allowance for doubtful accounts	(4,262)	(1,112)	-	-	(4,262)
					(1,112)

Notes to financial statements

Geographical

The Company is managed and operates principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries.

Major customer

Revenues from certain customer which is the Company's related company represents approximately Baht 182.90 million (2020: Baht 99.56 million) of the Company's total revenues.

26 Distribution costs

Consolidated and separate financial statements

2021 2020

(Unit: Thousand Baht)

Commission expenses	-	3,540
Personnel expenses	15,302	12,268
Marketing expenses	1,632	1,366
Others	3,233	3,246
Total	20,167	20,420

27 Administrative expenses

Consolidated financial statements

Separate financial statements

2564

2563

2564

2563

(หน่วย : พันบาท)

Personnel expenses	96,549	98,726	96,549	98,726
Depreciation and amortisation	7,360	8,904	7,360	8,904
Office rental expense	-	-	-	-
Consulting fee	429	484	429	484
(Reversal) Bad debts and Allowance for expected credit losses	(2,170)	(1,554)	(2,170)	(1,554)
Others	19,243	22,614	19,084	22,614
Total	121,411	129,174	121,252	129,174

Notes to financial statements

28 Personnel expenses

Consolidated and separate financial statements

	2021	2020
	<i>(Unit: Thousand Baht)</i>	
Salary, wage and bonus	214,467	211,422
Employee welfare	14,621	11,316
Defined benefit plan	5,558	10,054
Defined contribution plan	5,262	5,474
Total	239,908	238,266

Defined contribution plan

The defined contribution plan comprise provident fund established by the Company for its employees, by deducting employee's salaries. Contributions are made monthly by the employees at rates ranging from 2% to 5% of their basic salaries and by the Company at rates ranging from 2% to 5% of the employees' basic salaries. The provident fund is managed by a Fund Manager. As at December 31, 2021 and 2020, the company has contributed to the fund amounting to Baht 5.26 million and 5.47 million respectively.

29 Commitment and contingent liabilities

29.1 Project contract commitment

As at 31 December 2021, the Company has commitment from construction project contract monkey cheek reservoir Nong Sam Rong. The counter party has defined that the company shall purchase soil dug from compliance with the contract at Baht 10 per cubic meter. In this regard, the Company has completely proceeded this construction project.

On 23 June 2021, the Company completed a letter of delivery and drawdown of all work and wages that were fulfilled under the contract. The matter is currently reviewed and considered by the agency.

29.2 Lawsuit

As at 31 December 2021, the Company has lawsuit sued for breach of the construction contract of Monkey Cheek, Bueng Sukuek, with assembly building. The Primary Court has judged the Company to pay Baht 0.70 million. The Company appealed against the verdict of the Primary Court because the company was actually damaged from breach of the contract by the plaintiff for incomplete works and the Company may pay operation expenses Baht 5.40 million instead of plaintiff. The Company has considered that there is considerable uncertainty that the Company will have to pay for such damages. The plaintiff is currently being sued for bankruptcy. The court ordered the official receiver to prosecute the case instead. Currently, the court has ordered to submit the case to the Court of Appeal.

Notes to financial statements

30 Expense by nature

The statements of income include an analysis of expenses by function. Expenses by nature disclosed in accordance with the requirements of various TFRS were as follows:

	Note	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
(Unit: Thousand Baht)					
Included in cost of sales					
Change in finish goods		71,409	90,242	71,409	90,242
Raw materials and supplies used		745,095	632,115	745,095	632,115
Employee benefit		128,058	127,272	128,058	127,272
Piling and contractor wage		114,869	92,734	114,869	92,734
Depreciation of building and equipment		108,777	109,763	108,777	109,763
Transportation expenses		56,725	53,545	56,725	53,545
Others		35,672	34,882	35,672	34,882
Total		1,260,60	1,140,55	1,260,60	1,140,55
		5	3	5	3
Included in selling expenses					
	26				
Employee benefit		15,302	12,268	15,302	12,268
Commission expenses		-	3,540	-	3,540
Marketing expense		1,589	1,111	1,589	1,111
Others		3,276	3,501	3,276	3,501
Total		20,167	20,420	20,167	20,420
Included in administrative expenses					
	27				
Employee benefit		96,549	98,726	96,549	98,726
(Reversal) Bad debts and allowance for doubtful accounts		(2,170)	(1,554)	(2,170)	(1,554)
Depreciation and amortisation		7,360	8,904	7,360	8,904
Others		19,672	23,098	19,513	23,098
Total		121,411	129,174	121,252	129,174

Notes to financial statements

31 Finance cost

Consolidated and separate financial statements

	2021	2020
	(Unit: Thousand Baht)	
<i>Interest expenses</i>		
Bank overdrafts and loan from financial institution	16,314	19,632
Liabilities under financial lease	3,303	4,259
Total interest expenses	19,617	23,891
Other finance costs	1,654	2,405
Net	21,271	26,296

32 Income tax

Income tax recognised in profit or loss

Consolidated and separate financial statements

		2021	2020
		(Unit: Thousand Baht)	
	Note		
Current income tax			
Current year		18,559	28,206
Deferred tax			
Change in temporary difference	15	143	(1,170)
Total Income tax		18,702	27,036

Income tax recognized in other comprehensive income

		2021	2020
		(Unit: Thousand Baht)	
	Note		
Income tax related to actuarial loss recorded in other comprehensive income	15	-	(2,812)

Notes to financial statements

Reconciliation for effective tax rate

	Consolidated financial statements			
	2021		2020	
	Tax rate (percent)	(Unit: Thousand Baht)	Tax rate (percent)	(Unit: Thousand Baht)
Profit before income tax		113,267		167,640
expense				
Income tax using the Thai	20	22,653	20	33,528
corporation tax rate				
Expenses deductible at a greater		(6,839)		(10,564)
amount				
Expenses not deductible for tax		2,715		5,242
purposes and others				
Adjust tax losses		30		-
Total	16.36	18,559	16.82	28,206

	Separate financial statements			
	2021		2020	
	Tax rate (percent)	(Unit: Thousand Baht)	Tax rate (percent)	(Unit: Thousand Baht)
Profit before income tax		113,418		167,640
expense				
Income tax using the Thai	20	22,684	20	33,528
corporation tax rate				
Expenses deductible at a greater		(6,839)		(10,564)
amount				
Expenses not deductible for tax		2,714		5,242
purposes and others				
Total	16.36	18,559	16.82	28,206

Notes to financial statements

33 Earnings per share

Basic earnings per share

The calculations of basic earnings per share for the years ended 31 December 2021 and 2020 were based on the profit for the years attributable to owners of the parent and the weighted average number of ordinary shares outstanding during the year as follows:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(Unit: Thousand Baht)</i>			
Profit attributable to ordinary				
shareholders of the Company	94,565	140,604	94,716	140,604
Number of ordinary shares outstanding	613,493	521,500	613,493	521,500
Basic earnings per share <i>(in Baht)</i>	0.15	0.27	0.15	0.27

34 Dividend

According to the Board of Director meeting no. 2/2021 held on 11 May 2021, meeting passed resolution to pay dividend to shareholders from performance Baht 0.38 per share for 521.50 million shares total amount of Baht 198.17 million. The Company paid such dividend on June 2021.

35 Financial instruments

35.1 Financial risk management objectives and policies

The Company financial instruments—principally comprise cash and cash equivalents, trade and other receivables, other financial assets, trade and other payables and lease liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company is exposed to credit risk primarily with respect to trade and other receivables, deposits with banks and other financial instruments. Except for derivative financial instruments, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Notes to financial statements

Trade and other receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and any shipments to major customers are covered by credit insurance obtained from the banks. In addition, the Company does not have high concentrations of credit risk since it has a large customer base.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision for expected credit losses rates are based on days past due for groupings of various customer segments with similar credit risks. The calculation reflects the reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade and other receivables are written-off in accordance with the Company's policy.

Market risk

Interest rate risk

The Group exposure to interest rate risk relate primarily to their deposits at bank, other financial assets, long-term loans and lease liabilities. Most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2021, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

Notes to financial statements

Consolidated financial statements

(Unit: Thousand Baht)

As at 31 December 2021						
Items	Note	Floating interest rate	Fixed interest rate	Zero interest rate	Total	interest rate
<u>Financial assets</u>						
Cash and cash equivalents	5	158,236	-	13,642	171,878	0.50% - 1.70%
Trade accounts receivable	6	-	-	345,189	345,189	-
Other current receivables	7	-	-	20,024	20,024	-
Construction contract assets	8	-	-	3,986	3,986	-
<u>Financial liabilities</u>						
Bank overdrafts and short-term loans from financial institutions	16	230,000	-	-	230,000	2.70%-2.75%
Trade accounts payable	17	-	-	255,464	255,464	-
Other current payables	18	-	-	32,307	32,307	-
Long term loans from financial institutions	16	244,685	39,061	-	283,746	2.80%-3.47%
Lease liabilities	16	90,268	-	-	90,268	2.25%-6.04%

Notes to financial statements

Separate financial statements

(Unit: Thousand Baht)

As at 31 December 2021

Items	Note	Floating	Fixed	Zero	Total	interest rate
		interest rate	interest rate	interest rate		
<u>Financial assets</u>						
Cash and cash equivalents	5	158,236	-	13,640	171,876	0.50% - 1.70%
Trade acconuts receivable	6	-	-	345,189	345,189	-
Other current receivables	7	-	-	20,024	20,024	-
Construction contract assets	8	-	-	3,986	3,986	-
<u>Financial liabilities</u>						
Bank overdrafts and short-term loans from financial institutions	16	230,000	-	-	230,000	2.70%-2.75%
Trade accounts payable	17	-	-	255,464	255,464	-
Other current payables	18	-	-	41,153	41,153	-
Long term loans from financial institutions	16	244,685	39,061	-	283,746	2.80%-3.47%
Lease liabilities	16	90,268	-	-	90,268	2.25%-6.04%

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.

Notes to financial statements

The effective interest rates of interest-bearing financial liabilities as at 31 December and the periods in which those liabilities mature were as follows:

Consolidated financial statements				
	Effective interest rates (% p.a.)	1 year or less	More than 1 year but less than 5 years (in thousand Baht)	Total
At 31 December 2021				
Non-derivative financial liabilities				
Bank overdrafts and short-term loans from financial institutions	2.70%-2.75%	230,000	-	230,000
Trade accounts payable	-	255,464	-	255,464
Other current payables	-	32,307	-	32,307
Long term loans from financial institutions	2.80%-3.47%	80,361	203,385	283,746
Lease liabilities	2.25%-6.04%	34,127	56,141	90,268
		<u>632,259</u>	<u>259,526</u>	<u>891,785</u>

Separate financial statements				
	Effective interest rates (% p.a.)	1 year or less	More than 1 year but less than 5 years (in thousand Baht)	Total
At 31 December 2021				
Non-derivative financial liabilities				
Bank overdrafts and short-term loans from financial institutions	2.70%-2.75%	230,000	-	230,000
Trade accounts payable	-	255,464	-	255,464
Other current payables	-	41,153	-	41,153
Long term loans from financial institutions	2.80%-3.47%	80,361	203,385	283,746
Lease liabilities	2.25%-6.04%	34,127	56,141	90,268
		<u>641,105</u>	<u>259,526</u>	<u>891,785</u>

Notes to financial statements

Capital management

The management of the Group has the capital management policy to maintain a strong capital base by emphasis on planning and determining the operating strategies resulting in good business's performance and sustained good cash flows management. In addition, the Group considers investing in projects which have good rate of return, appropriate working capital management, maintain a strong financial position and appropriate investment structure as to maintain sustained future operations of the business and to maintain shareholders, investors, creditors and others interest's confidence.

36 Commitments with non-related parties

Consolidated and separate financial statements

2021 2020

(Unit: Thousand Baht)

Capital commitments

Contracted but not provided yet

Machines and equipments	8,222	18,265
Vehicles	-	-
Building and factory	91	-
Others	992	528
Total	9,305	18,793

Others commitments

The order that the sellers had agreed upon-Project work	3,657	47,939
Letter of guarantee for work/sales of goods	72,078	60,700
Letter of guarantee for purchase of goods	104,417	99,604
Letter of guarantee for electricity	2,330	1,999
Total	182,482	210,242

Notes to financial statements

37 Events after reporting period

37.1 According to the Board of Directors' No. 1/2022 held on February 23, 2022, it passed resolution to approve for incorporation a new subsidiary as following detail.

Name of Company	Siam Steel Wire Co., Ltd
Business type	Manufacturing and Distribution steel wire
Registered capital	Baht 100.00 million (One million Baht only) Consists of 1,000,000 ordinary shares At par value Baht 100 each (One hundred Baht)
Shareholder structure	99.9997 % held by the Company
Source of fund	Working capital of company
Expected benefit	To increase revenue ,decrease production cost and enhan cecompetitiveness

37.2 At the Board of Directors' meeting held on February 23, 2022, the Board approved to submit for approval at the Annual General Meeting of the Shareholders, a full year 2021 dividend payment at the rate of Baht 0.05 per share to the shareholders entitled to receive dividends, amounting to Baht 36.25 million. Such dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on April 22, 2022.

SIAM TECHNIC CONCRETE PUBLIC COMPANY LIMITED

Attachment 1

Details of Directors, Executives, Controlling Persons, those who assigned to the highest responsibility in Accounting and Finance, those who assigned to be directly responsible for accounting supervision, Company secretary.

Attachment 1 Details of Directors, Executives, Controlling Persons, those who assigned to the highest responsibility in Accounting and Finance, those who assigned to be directly responsible for accounting supervision, Company secretary

1. Particulars of Directors, Executives

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
1. Weidt Nuchjalearn - Chairman of the Board of Directors - Member of the Audit Committee - Independent Director Date of Appointment : 24 June 2019 (The Date the Company convert into a public limited company.)	68	- Bachelor of Science (Agricultural Economics), Kasetsart University - Master of Commerce (Business Administration), Thammasat University - Commercial Credit Skill Assessment, Chulalongkorn University - Financial Executive Development Program – FINEX Class 14/2005, Thai Institute of Banking and Finance Association - Top Executive Program in Commerce and Trade (Class 3/2553), Commerce Academy - Role of the Chairman Program (RCP) Class	0.07	None	2019 - Present	Chairman of the Board of Directors / Member of the Audit Committee / Independent Director	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2015-2019	Chairman of Audit Committee / Independent Director		
					2021 – Present	Director	Union Auction Plc.	Conduct an auction of motorcycles and other types of assets according to customer's demand
					2021 – Present	Independent Director / Member	Micro Leasing Plc.	provide financing for

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
		31/2013, Thai Institute of Directors Association - Director Accreditation Program (DAP) Class SEC/2015, Thai Institute of Directors Association				of the Audit Committee / Chairman of the Risk Committee		commercial trucks
					2017 - Present	Chairman of the Board of Directors / Chairman of the Risk Management Committee / Independent Director	Siamrajathanee Plc.	Persenal management service.
					2017 - Present	Independent Director / Chairman of the Audit Committee / Chairman of the Nomination and Remuneration Commitee	WHA Utilities & Power Plc.	utilities and power service provider
					2017 - 2019	Director	Raimon Land Plc.	Property Development
					2017 - 2019	Director	Srisawad Finance Plc.	Financial Institution
					2017 - 2019	Director	Srisawad Coperation Plc.	Financial Institution

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2016 - 2018	Director	Provincial Waterworks Authority	state enterprise
					2015 - 2018	Director	Zoological Park Organization of Thailand	state enterprise
					2015 - 2017	Director	Dhipaya Insurance Plc.	Insurance
					2015 - Present	Expert / Advisor	Small and Medium Enterprise Development Bank of Thailand	Banking
					2014 - Present	Chairman of the Audit Committee/ Independent Director	Thai Food Group Plc.	food producer specializing in the production of chicken and swine

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
2. Mr.Watchai Mongkolsrisawad - Vice Chairman - Authorized Director - Executive Director - Chief Executive Officer - Member of the Risk Management Committee Date of Appointment : 24 June 2019 (The Date the Company convert into a public limited company.)	66	- Bachelor of Engineering (Civil Engineering), Khon Kaen University. - Director Accreditation Program (DAP 118/2015) - Directors Certification Program (DCP 295/2020) - Entrepreneurs Development Program (EDP) No.64 of Department of Industry Promotion - Quality Management System (QMS) ISO 9000:1994, Thailand Association / Quality Training (Thailand) Ltd. - Manager 2000 Class No.1 , Thammasat University - Top Executive Program in Commerce and Trade (TEPCOT) class 10 - Capital Market Academy, Leadership Program (Class27)	0.28	- Uncle of Director No.5 - Father of Director No.6	2021 - Present	Vice Chairman / Executive Director / Chief Executive Officer / Member of the Risk Management Committee	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2019 - 2021	Chief Executive Officer / Director / Member of the Risk Management Committee		
					2001-2019	Chairman of the Board of Directors / Chief Executive Officer		
					2012 - Present	Director	KJ Cooperate Co.,Ltd.	Fuel Distributor
					2005 - Present	Director	Land Pro Plus Co.,Ltd.	Property Development
					2556 – Present	Director	Ruam Chai Kij Co.,Ltd.	Holding company
					2021 - Present	Director	Moby Ocean Co.,Ltd.	Providing educational services

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2021 - Present	Director	Siam Technic Power Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Saraburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Sukhothai) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Buriram) Co.,Ltd.	Distributor of prestressed concrete products and provide

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								construction services
					2021 - Present	Director	Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Khon Kaen) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Chonburi) Co.,Ltd.	Distributor of prestressed concrete products and

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								provide construction services
					2021 - Present	Director	Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
3. Mr.Songsak Piyawannarat - Deputy Chief Executive Officer - Director - Authorized Director - Executive Director - Member of the Risk Management Committee -Member of Nomination and Remuneration Committee Date of Appointment : 24 June 2019 (The Date the Company convert into a public limited company.)	51	- Master Degree in Business Administration, Major in Marketing Management, Thammasat University. - Bachelor Degree in Applied Statistics, Major in Business Administration, Faculty of Commerce and Accountancy Chulalongkorn University. - Corporate Governance for Executive No.9/2017 - The Sales Master Class No.1 - Top Executive program for creative & amazing thai services Class No. 1 2018 University of the Thai Chamber of Commerce and Board of Trade of Thailand - Director Accreditation Program (DAP 161/2019) (IOD)	0.03	None	2019 - Present	Director / Executive Director / Member of the Risk Management Committee / Member of Nomination and Remuneration Committee Deputy Chief Executive Officer	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2016 - 2020	Managing Director Marketing & Sales	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Power Co.,Ltd.	Distributor of prestressed concrete products and

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								provide construction services
					2021 - Present	Director	Siam Technic Concrete (Saraburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Sukhothai) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Buriram) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Ubon	Distributor of prestressed concrete

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
							Ratchathani) Co.,Ltd.	products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Khon Kaen) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Chonburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2021 - Present	Director	Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2013-2016	Vice President - Marketing and Sales	Tata Steel (Thailand) Plc.	Manufacturer rebars, wire rods and small sections that used as raw material for construction parts

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
4.Mr.Sopon Kampakdee - Director - Authorized Director - Executive Director - Managing Director Operation Date of Appointment : 24 June 2019 (The Date the Company convert into a public limited company.)	60	- Bachelor of Engineering (Civil Engineering), Chulalongkorn University. - Director Accreditation Program (DAP 118/2015) - Quality Management System (QMS) ISO 9000:1994, Thailand Association / Quality Training (Thailand) Ltd. - Standard of Design and Installation, Department of Energy Development and Promotion. - Entrepreneurs Development Program (EDP) No.94 of Department of Industry Promotion	0.49	None	2003 - Present	Director / Executive Director / Managing Director Operation	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2005 - Present	Director	Land Pro Plus Co.,Ltd.	Property Development
					2013 - Present	Director	Ruam Chai Kij Co.,Ltd.	Holding company
					2021 - Present	Director	Siam Technic Power Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Saraburi) Co.,Ltd.	Distributor of prestressed concrete products and provide

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								construction services
					2021 - Present	Director	Siam Technic Concrete (Sukhothai) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Buriram) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete	Distributor of prestressed concrete products and

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
							(Khon Kaen) Co.,Ltd.	provide construction services
					2021 - Present	Director	Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Chonburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
5. Miss Piyaporn Mongkolsrisawat - Director - Authorized Director - Executive Director Managing Director Management Date of Appointment : 24 June 2019 (The Date the Company convert into a public limited company.)	43	- Master of Business Administration Program in Marketing, Kasetsart University - Bachelor of Engineering (Civil Engineering), Khon Kaen University - Director Accreditation Program (DAP 120/2015)	0.39	- Niece of Director No 2.	2016 - Present	Director / Executive Director / Managing Director Management	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2014 - 2016	Deputy Managing Director Marketing and Support	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2003 - 2014	Assistant Managing Director Marketing and Support	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2014 - Present	Director	Ruam Chai Kij Co.,Ltd.	Holding Company
					2021 - Present	Director	Siam Technic Power Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Saraburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Sukhothai) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Buriram) Co.,Ltd.	Distributor of prestressed concrete

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Khon Kaen) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of prestressed concrete products and provide construction services

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2021 - Present	Director	Siam Technic Concrete (Chonburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
6. Mr.Jadskorn Mongkolsrisawad - Director - Authorized Director - Executive Director - Member of Nomination and Remuneration Committee - Managing Director Marketing & Sales Date of Appointment : 24 June 2019 (The Date the Company convert into a public limited company.)	33	- Master Degree Business Administration (Finance), Heriot-Watt University. - Bachelor Degree Civil Engineering (CE), Sirindhorn International Institute of Technology (SIIT), Thammasat University. - Corporate Governance for Executive 9/2017 - SCP Young Entrepreneur Program – YEP’ 19 The Siam Commercial Bank Public Company Limited - TISCO Wealth Enhancement Program – TISCO WEP’ 3 TISCO Bank Public Company Limited - Director Accreditation Program (DAP 163/2019)	4.72	-Son of Director No.2 -Husband of Director No.8	2020 - Present	Managing Director Marketing & Sales	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2019 – Present	Director / Executive Director / Member of Nimination and Remuneration Committee		
					2018 - 2020	Deputy Managing Director Marketing & Sales		
					2020 - Present	Director	Wasu Sai Thong Co.,Ltd.	Sand mining
					2012 - Present	Director	KJ Cooperate Co.,Ltd.	Fuel Distributor
					2021 - Present	Director	Moby Ocean Co.,Ltd.	Providing educational services
					2021 - Present	Director	Siam Technic Power Co.,Ltd.	Distributor of prestressed concrete products and provide

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								construction services
					2021 - Present	Director	Siam Technic Concrete (Saraburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Sukhothai) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Buriram) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2021 - Present	Director	Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Khon Kaen) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Chonburi) Co.,Ltd.	Distributor of prestressed concrete products and provide

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								construction services
					2021 - Present	Director	Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
7. Mr.Than Siripokee - Chairman of Audit Committee - Chairman of Risk Management Committee - Independent Director Date of Appointment 31 Mar 2020	61	- Master in Management Asian Institute of Management - Master of Housing Development(MH.D) Chulalongkorn University - Bachelor of Accountancy (B.Acc.) Chulalongkorn University - Director Accreditation Program (DAP 170/2020)	0.14	None	2020– Present	Chairman of Audit Committee / Chairman of Risk Management Committee / Independent Director	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2020 – Present	Independent Director	The Practical Solution Plc.	ระบบเทคโนโลยีสารสนเทศ
					2019 – Present	Director	Toyota Leasing (Thailand) Co.,Ltd.	Auto finance
					2015 - Present	Executive Vice President,Banking	Bangkok Bank Pcl.	Banking
					2018 - 2020	Director	The Cube Real Property Co.,Ltd.	Property Development

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2017 - 2020	Director	Chu Kai Plc.	HEAVY DUTY MACHINERY BUSINESS DISTRIBUTION AND MAINTENANCE SERVICES

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relations hip between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
8. Miss Nida Dhangwattanotai - Director - Authorized Director - Executive Director - Deputy Managing Director Accounting & Financial Date of Appointment 14 Aug 2020	32	- Master Degree Business Administration (Finance), Heriot-Watt University. - Bachelor Degree Commerce and Accountancy, Thammasat University - Director Accreditation Program (DAP 176/2020)	0.04	- Wife of Director No.6	2020 – Present	Director / Executive Director	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2018 – Present	Deputy Managing Director Accounting & Financial		
					2014 - 2020	Director	Wasu Sai Thong Co.,Ltd.	Sand mining
					2021 - Present	Director	Moby Ocean Co.,Ltd.	Providing educational services
					2015 - 2018	Assistant Managing Director Accounting & Financial	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
					2021 - Present	Director	Siam Technic Power Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Saraburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Sukhothai) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Buriram) Co.,Ltd.	Distributor of prestressed concrete

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Khon Kaen) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Lamphun) Co., Ltd.	Distributor of prestressed concrete products and provide

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
								construction services
					2021 - Present	Director	Siam Technic Concrete (Chonburi) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services
					2021 - Present	Director	Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	Distributor of prestressed concrete products and provide construction services

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
9. Mr.Sukhun Prommayon - Chairman of the Nomination and Remuneration Committee - Member of the Audit Committee - Independent Director Date of Appointment 14 Aug 2020	58	- Master of Political Science (Political, government), Chulalongkorn University - Bachelor of Public Administration Program, Royal Thai Police Cadet Academy - Directors Certification Program (DCP 295/2020) - Top Executive Program in Urban Development Management (Metropolis, Class3) - Course on administration of public order for maintaining public order in the joint public-private sector (Bor.5) - National Defense Course National Defense College (National Defense College of Thailand, (Class 58) - Senior Executive Program on Justice Administration, Class 23, Office of the Courts of Justice	0.14	None	2020–Present	Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee / Independent Director	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2021 - Present	Commissioner of Tourist Police Bureau	Royal Thai Police	Police Officer
					2018 - 2021	Deputy Commissioner of Metropolitan Police	Royal Thai Police	Police Officer
					2017 - 2018	Commissioner of Provincial Police Region 3	Royal Thai Police	Police Officer
					2016 - 2017	Commander of Suphan Buri Provincial Police	Royal Thai Police	Police Officer
					2014 - 2016	Commander of Ang Thong Provincial Police	Royal Thai Police	Police Officer

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
10. Monthon Jaruvanaporn - Managing Director Accounting & Financial Date of Appointment : 28 Mar 2018	57	- Master's Degree in Economics, Portland State University, USA	0.02	None	2019 - Present	Managing Director Accounting & Financial,	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
		- Bachelor's Degree in Accounting, Ramkhamhaeng University			2018 - 2019	Deputy Managing Director Accounting & Financial		
		- Training Course: CFO Focus on Financial reporting 4/2561 by Federation of Accounting Professions under the Royal Patronage of His Majesty the King			2016 - 2018	Assistant Managing Director Accounting & Financial	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
		- Training Course: Financial Statement						

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
		Analysis for Business Planning and Decision Making						

Name- Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%)	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
11. Mrs.Patcharawan Puoon - Accounting and Finance Department Manager	50	- Bachelor of Accountancy major Accountancy Valaya alongkorn Rajabhat University - Bachelor of Science Computer Science Lampang Rajabhat University	None	None	2014 - Present	Accounting and Finance Department Manager	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services

2. Particulars of the Company Secretary

Name-Surname/Positions	Age (Year)	Education and Training History	Percentage in Shareholding (%) ⁽¹⁾	Family Relationship between Directors or Executives	Work Experience			
					Periods	Positions	Company	Business Type
Mr.Puripat Chumtham - Director - Support - Company Secretary Date of Appointment ; 28 Feb 2018	40	- Master of Law, Ramkhamhaeng University - Bachelor of Law, Chulalongkorn University - Company Secretary Program (CSP 90/2018) - Company Reporting Program (CRP 24/2019) - Director Accreditation Program (DAP 163/2019) - Advanced Audit Committee Program (AAP 34/2019)	None	None	2018 - Present	Company Secretary and Director of Support	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2014 - 2017	Legal Department Manager	Siam Technic Concrete Plc.	Manufacturer and distributor of prestressed concrete products and provide construction services
					2018 - Present	Audit Committee, Independent Director	Asset Five Group Plc.	Holding Company

Duties and Responsibilities of Company Secretary

The Company secretary must perform duties as prescribed in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2008, which came into effect on August 31, 2008, with responsibility, prudence, and honesty, as well as to comply with the law, objectives, rules, the Board decisions, and shareholder resolutions. The following are the Company Secretary's legal responsibilities:

1. Prepare and archive the following documents
 - (a) Director registration
 - (b) Notice of the Board of Directors meeting, the Board meeting minutes, and annual report of the Company
 - (c) Notice of the Board of Directors meeting and the Board meeting minutes
2. Keep track of stakeholder reports submitted by directors or executives and deliver a copy of the stakeholder report required by section 89/14 to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven working days of receiving the report.
3. Other actions in accordance with the Capital Market Supervisory Board's announcements

Additionally, the Company Secretary performs the following functions as directed by the Board of Directors:

1. Provide preliminary advice to directors on legal matters, the Company's rules and regulations that the Board of Directors must be aware of and monitor to ensure they are followed properly and consistently, including notifying directors of important changes in legal requirements.
2. Conduct shareholder and board meetings in compliance with applicable legislation, the Company's Articles of Association, and industry norms.
3. Record minutes of the shareholders' meeting and the Board of Directors meeting, as well as follow up to ensure that the shareholders' meeting and the Board of Directors meeting resolutions are followed.
4. Create and maintain a director's registry, annual report of the Company, notice of the shareholders' meeting, notice of the Board of Directors' meeting and minutes of the meeting.
5. Maintain director and executive-level stakeholder reports along with duplicating and forwarding copies to the Chairman of the Board of Directors and the Chairman of the Audit Committee for acknowledgement.
6. Supervise the disclosure of information and information reports in the section responsible for the Company's administrative departments in line with government legislation and requirements.
7. Contact and communicate with general shareholders in order to educate them about their shareholder rights and Company news.
8. Supervise the Board of Directors' activities and carry out any other duties given by the Board of Directors.

SIAM TECHNIC CONCRETE PUBLIC COMPANY LIMITED

Attachment 2

Details of the Director of the Subsidiaries

Details of the Director of the Subsidiaries as of 31 December 2021

	Mr.Watchai Mongkolsrisawa d	Mr.Songsak Piyawannara t	Mr.Sopon Kampakde e	Miss Piyaporn Mongkolsrisawa t	Mr.Jadskorn Mongkolsrisawa d	Miss Nida Dhangwattanotai
Siam Technic Concrete Plc.	I, S, IV	I, S, IV	I, S, IV	I, S, IV	I, S, IV	I, S, IV
Siam Technic Power Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Saraburi) Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Sukhothai) Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Buriram) Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Khon Kaen) Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Lamphun) Co., Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Chonburi) Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S
Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd.	I,S	I,S	I,S	I,S	I,S	I,S

Note :

1. IV – Executive Director I – Director S – Authorized Director

2. Siam Technic Power Co.,Ltd., Siam Technic Concrete (Saraburi) Co.,Ltd. , Siam Technic Concrete (Sukhothai) Co.,Ltd. , Siam Technic Concrete (Buriram) Co.,Ltd. , Siam Technic Concrete (Ubon Ratchathani) Co.,Ltd. , Siam Technic Concrete (Khon Kaen) Co.,Ltd., Siam Technic Concrete (Lamphun) Co., Ltd. , Siam Technic Concrete (Chonburi) Co.,Ltd. , Siam Technic Concrete (Nakhon Ratchasima) Co.,Ltd. are subsidiaries of Siam Technic Concrete Public Company Limited. That the business of subsidiaries are Distributor of prestressed concrete products under the trademark "STEC", including prestressed concrete piles, prestressed concrete power poles and various prestressed concrete products for government and private sectors as well as providing product transportation and piling services. The Company also provides construction services including installation of 115 kV high voltage transmission lines and design, supply and installation of fiber optic cables and underground transmission lines.

SIAM TECHNIC CONCRETE PUBLIC COMPANY LIMITED

Attachment 3

Details of Chief Internal Audit

Attachment 3 Details of Chief Internal Audit

Name / Position	Age	Education Background	Shareholding Percentage in the Company	Family Relationship among executives	Working Experience in the Past 5 Years			
					Periods	Positions	Name of Company	Type of Business
Monnapat Phumirattananarin Head of Internal Audit	46	- May 2005-May 2007 Master's Degree at Chulalongkorn University Faculty of Commerce and Accountancy, Major in Accountancy	- 0 -	-	2008 - Present	Vice President	P&L internal audit company limited	Outsource Company (P&L)
		- June 1996 - May 1998 - Bachelor's Degree at Dhurakij pundit University Faculty of Accountancy, Major in Accounting			2005 - 2006	Marketing officer	Seamico Securities	Securities Company
		- Certified Professional Internal Audit of Thailand (CPIAT) - The Institute of Internal Auditors Thailand - Internal Auditing Certificate Program (IACP) - Federation The Royal Patronage of His Majesty The King - CAC SME Internal Auditors Certification - IOD			2003 - 2004	Teaching Assistant	Dhurakij Pundit University	University

SIAM TECHNIC CONCRETE PUBLIC COMPANY LIMITED

Attachment 4

Assets Revaluation

- None -

SIAM TECHNIC CONCRETE PUBLIC COMPANY LIMITED

Attachment 5

GOODS CORPORATE GOVERNANCE AND ETHICS

The details are disclosed on www.stec.co.th under Investor Relations

SIAM TECHNIC CONCRETE PUBLIC COMPANY LIMITED

Attachment 6

Audit Committee Report

Audit Committee Report

Dear Shareholders of Siam Technic Concrete Public Company Limited

The Audit Committee of Siam Technic Concrete Public Company Limited is comprised of 3 qualified independent directors, senior expert level, who are fully qualified as specified in the Company's Audit Committee Charter and in accordance with the Securities and Exchange Commission (SEC) and the requirements of the Stock Exchange of Thailand (SET).

The Audit Committee performs its duties independently, equitably, and in conformity with the Audit Committee Charter, reviewed and approved by the Board of Directors in light of the current situation.

In 2021, the Audit Committee held 4 meetings, with members of the Audit Committee attending each meeting to form a quorum.

The following details summarize each member of the Audit Committee's attendance:

- Mr. Than Siripokee, Chairman of the Audit Committee
Attended the meeting 4/4 times
- Mr. Weidt Nuchjalearn, Audit Committee
Attended the meeting 4/4 times
- Pol.Maj.Gen. Sukhun Pornmaiyon, Audit Committee
Attended the meeting 4/4 times

Additionally, one meeting with the auditors was held without management or other participants to recognize the auditor's performance and discuss audit findings.

The summary of the key performance of the Audit Committee in 2021 is as follows:

1. Review the financial statements' accuracy and the sufficiency of the Company's information disclosure.

The Audit Committee reviewed the Company's quarterly financial statements and its fiscal year 2021 financial statements, as well as matters relating to significant accounting policies and disclosures in the notes to the financial statements, which were audited by the auditor. The auditor attended the meeting to offer information and observations from the auditor before expressing opinions and submitting them to the Board of Directors for approval.

Consistent with the auditor's opinion, the Audit Committee has an opinion that the Company's financial reporting process has a sufficiently strong internal control system to ensure that financial reports are prepared in accordance with generally accepted accounting standards and accurately reflect the Company's financial position, operating results, and cash flows, in essence, including adequate and timely disclosure of information beneficial to shareholders, investors and users of financial statements.

2. Review of connected transactions or transactions that may have conflicts of interest.

The Audit Committee has assessed connected transactions or transactions that may include potential conflicts of interest within the scope of the connected transaction in line with the announcements of Securities and Exchange Commission of Thailand (SEC) and Stock Exchange of

Thailand (SET).

The Company was determined to have acted in line with generally accepted trade standards that are fair, reasonable, and do not result in the transfer of benefits, including the publication of comprehensive and adequate information following the Company's corporate governance policy.

3. Review of internal control system and internal audit supervision

The Audit Committee reviewed the adequacy of the internal control system and oversaw the internal audit work by considering the internal audit plan and the internal audit report of the internal auditors, which internal auditors audited and reported the results of the internal control system directly to the Audit Committee every quarter. The Audit Committee found no significant flaws and made no special remarks about the financial reports and internal control; this is consistent with the auditors' opinions.

The Audit Committee has an opinion that the Company's internal control system is adequate and efficient for business operations without identifying any significant issues that could jeopardize the Company.

4. Review of legal compliance

The Audit Committee has reviewed and monitored the Company's activities in line with applicable securities and exchange regulations, as well as business-related laws.

In 2021, the Board of Directors determined that there was no evidence of the Company engaging in illegal activities.

5. Review the risk management.

The Board of Directors has appointed the Risk Management Committee to review the risks posed by internal and external causes, as well as the likelihood of adverse consequences, and to develop a risk management strategy for mitigating adverse consequences to business operations to an acceptable level. The Audit Committee reviewed the efficacy of risk management based on the Company's performance report and internal auditors' audit findings; the results indicate that the Company has kept the risk management level to an acceptable level.

6. Consider and propose the appointment of auditors and auditor's payment for 2022

The Audit Committee selected the auditors based on their independence, expertise, knowledge, abilities, and previous audit results, as well as on the audit fees, and passed a resolution recommending to the Board of Directors and to the 2022 Annual General Meeting of Shareholders to consider and approve the appointment of auditors of D I A International Audit Company Limited. The auditor's remuneration is 2,330,000 baht, a decrease of 70,000 baht from the auditor's remuneration in 2021.

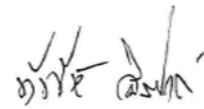
The following are the names and registration numbers of the auditors:

- | | | | |
|----|-----------------|---------------|------|
| 1. | Mr.Joomphot | Pirattanakorn | 7645 |
| 2. | Miss Suphaphorn | Mangjit | 8125 |
| 3. | Mrs. Suvimol | Chrityakierne | 2982 |
| 4. | Miss Somjintana | Polhilunrat | 5599 |

A summary of the Audit Committee's performance for the fiscal year 2021: The Audit Committee has performed its duties completely and independently following the charter assigned by the Board of Directors and has

concluded that the Company has prepared financial statements per generally accepted accounting principles and with adequate disclosure in the notes to the financial statements; connected transactions have been conducted under fair trade conditions and do not result in the transfer of benefits. The Company has a corporate governance structure in place, as well as internal control systems, an internal audit, and effective, suitable, and adequate risk management to oversee business operations and ensure they meet established objectives and benefit shareholders.

On behalf of the Audit Committee



(Mr. Than Siripokee)

Chairman of the Audit Committee



“ทุกคนคือคุณค่า ทุกสินค้าคือคุณภาพ”



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