

Annual Registration Statement / Annual Report
Form 56-1 One Report
(Structured Data Report)

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023

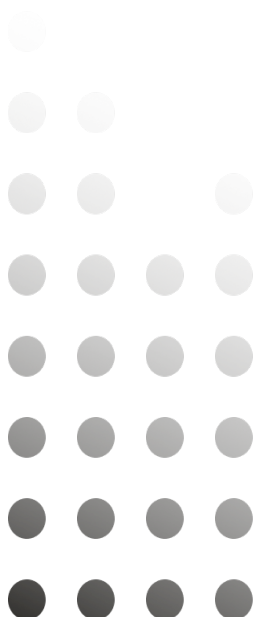


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

Symbol : HARN

Address : 559 Soi Soonvijai 4, Rama 9 Road, Bangkok, Huaykwang

Province : Bangkok

Postcode : 10310

Business : import and distribution of products, fire suppression system, air-conditioning system and sanitary system, refrigeration system, digital printing system, provide development IoT Products and Solutions, including the provision of consulting, designing services in projects and provision of engineering solutions complete

Registration Number : 0107557000217

Telephone : 0-2318-9744

Fax (if applicable) : 0-2318-9744 ต่อ 4000

Website : www.harn.co.th

Email : wasukan.b@harn.co.th

Total Shares Sold (shares)

Common Stock : 584,500,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	1,046,132.47	1,242,289.73	1,326,227.30
• Fire suppression products and firefighting system installation services (Thousand baht)	423,937.53	559,739.74	643,833.23
Air-conditioning and sanitary products (Thousand baht)	47,847.92	55,702.99	59,882.71
Refrigeration products (Thousand baht)	197,351.89	230,334.00	247,314.71
Digital printing products (Thousand baht)	351,900.71	366,650.00	346,547.32
Internet of Think products (Thousand baht)	4,944.48	7,234.38	2,043.32
Other income (Thousand baht)	20,149.94	22,628.62	26,606.01

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
• Fire suppression products and firefighting system installation services (%)	40.52	45.06	48.55
Air-conditioning and sanitary products (%)	4.57	4.48	4.52
Refrigeration products (%)	18.86	18.54	18.65
Digital printing products (%)	33.64	29.51	26.13
Internet of Think products (%)	0.47	0.58	0.15
Other income (%)	1.93	1.82	2.01

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	1,046,132.47	1,242,289.73	1,326,227.30
Domestic (Thousand baht)	1,028,933.54	1,231,076.29	1,309,126.69
International (Thousand baht)	17,198.93	11,213.44	17,100.61
Vietnam (Thousand baht)	9,691.46	6,077.47	6,656.63
Other countries (Thousand baht)	7,507.47	5,135.97	10,443.98

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	98.36	99.10	98.71
International (%)	1.64	0.90	1.29
Vietnam (%)	56.35	54.20	38.93
Other countries (%)	43.65	45.80	61.07

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	20,149.94	22,628.62	26,606.01
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	20,149.94	22,628.62	26,606.01

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	0.00	210,000.00	90,000.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Risk Factors Facing HARN's Businesses

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment

- Climate change and disasters

- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Risk to Securities Holder (2.2.2)

Investment Risks for Shareholders

Risk Management Measures: No

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risks Facing Investing in Foreign Securities

Risk Management Measures: No

Related Risk Topics

- Foreign Investment Risk

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.harn.co.th/corporate-governance/corporate-governance-policy/>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	112,482.22	195,805.16	173,587.00
Gasoline (Litres)	45,083.79	94,547.64	111,287.00

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	591,621.00	516,831.00	595,456.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	8,561.00	9,849.00	12,283.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	60,687.00	59,547.00	56,172.00
Hazardous waste (Kilograms)	7,070.00	7,770.00	5,650.00
Total waste generated (Kilograms)	67,757.00	67,317.00	61,822.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	1,007,391.08
Remark : Target to reduce GHG Emission by 5% compared base year of 2022			
Scope 1 (Tons of carbon dioxide equivalents)	184,387.00	802,891.17	776,117.16
Scope 2 (Tons of carbon dioxide equivalents)	347,442.00	257,520.49	268,342.47
Scope 3 (Tons of carbon dioxide equivalents)	253,178.00	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	785,007.00	1,060,411.66	1,044,459.63
Remark : - Goals of carbon neutrality by the year 2040 and emission Net Zero by the year 2050 - The principles and formulas cited by Thailand Greenhouse Gas Management Organization (TGO).			

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

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

Company human right guideline : Employee Rights, Child Labor, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	149	149	143
Number of female employees (Persons)	93	97	97
Total number of employees (Persons)	242	246	240

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	146,429,549.62	149,713,720.31	161,141,571.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	9.05	12.66	26.52
Employee development and training expenses (baht)	125,752.00	246,959.00	1,031,586.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	1
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	9.92	13.01	11.67

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	Yes	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

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

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	8	100.00
Number of male directors	6	75.00
Number of female directors	2	25.00
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	4	50.00

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PICHET SITHI-AMNUAI Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	24 Apr 2023	Governance/ Compliance, Strategic Management, Sustainability, Human Resource Management, Corporate Social Responsibility, Finance, Accounting, Marketing, Risk Management, Law, Information & Communication Technology

2.	<p>Mrs. SIRIMA IAMSAKULRAT</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	<p>5 Sep 2012</p>	<p>Finance, Sustainability, Accounting, Corporate Social Responsibility, Business Administration</p>
3.	<p>Mr. WIRAT SUKCHAI</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	<p>5 Sep 2012</p>	<p>Marketing, Strategic Management, Corporate Social Responsibility, Engineering, Risk Management, Sustainability</p>
4.	<p>Mr. THAMMANOON TRIPETCHR</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>1 Nov 2016</p>	<p>Strategic Management, Risk Management, IT Management, Marketing, Human Resource Management, Corporate Social Responsibility, Sustainability, Business Administration, Information & Communication Technology, Law, Accounting, Finance, Leadership</p>
5.	<p>Mr. JAIN CHARNNARONG</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>28 Apr 2017</p>	<p>Information & Communication Technology, IT Management, Sustainability, Corporate Social Responsibility, Business Administration</p>

6.	Mr. PRASERT DEEJONGKIT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	23 Apr 2021	Law, Finance, Banking, Accounting, Marketing, Strategic Management
7.	Mr. TEERACHAI PORNSINSIRIRAK Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	25 Apr 2022	Marketing, IT Management, Risk Management, Human Resource Management, Corporate Social Responsibility, Sustainability, Strategic Management, Information & Communication Technology
8.	Mrs. VALEERATN CHUERBOONCHAI Gender: Female Age: 69 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	15 May 2022	Human Resource Management, Finance, Accounting

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

General information	Position	Tenure	Replacement Director
1. Mr. THAKOL NUNTHIRAPAKORN Gender: Male Age: 78 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 5 Sep 2012 Date directorship ended: 24 Apr 2023	Mr. PICHET SITHI-AMNUAI Date position was assumed: 24 Apr 2023

Other Information pertaining to committees

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. VALEERATN CHUERBOONCHAI [1] Gender: Female Age: 69 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	15 May 2022	Human Resource Management, Finance, Accounting
2. Mr. PRASERT DEEJONGKIT [1] Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	23 Apr 2021	Law, Finance, Banking, Accounting, Marketing, Strategic Management
3. Mr. TEERACHAI PORNSINSIRIRAK Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	25 Apr 2023	Marketing, IT Management, Risk Management, Human Resource Management, Corporate Social Responsibility, Sustainability, Strategic Management, Information & Communication Technology

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

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

General information	Position	Tenure	Replacement Director
1. Mr. THAKOL NUNTHIRAPAKORN [1] Gender: Male Age: 78 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 5 Sep 2012 Date directorship ended: 24 Apr 2023	Mr. TEERACHAI PORNSINSIRIRAK Date position was assumed: 25 Apr 2023

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. WIRAT SUKCHAI Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Mar 2018
2. Mr. THAMMANOON TRIPETCHR Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Nov 2016

3.	Mr. JAIN CHARNNARONG Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2017
4.	Mr. Rattanaphan Mukhariwattananon Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Apr 2022
5.	Mr. Wisit Wachiralappaitoon Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2017
6.	Mrs. Varinkan Teraumranon Gender: Female Age: 58 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2017

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PRASERT DEEJONGKIT	Chairman
	Mrs. VALEERATN CHUERBOONCHAI	Member
	Mr. JAIN CHARNNARONG	Member

Risk Management Committee	Mr. TEERACHAI PORNSINSIRAK	Chairman
	Mr. WIRAT SUKCHAI	Member
	Mr. THAMMANOON TRIPETCHR	Member
	Mr. Rattanaphan Mukhariwattananon	Member
	Mr. Wisit Wachiralappaitoon	Member
	Mrs. Varinkan Teraumranon	Member
	Mr. Prapas Rakpanya	Member
	Ms. Warangkana Jongnui	Member
	Mr. Suchat Suwatnodom	Member
	Mr. Kittiphong Kittimethawenun	Member
	Mr. Vachiravit Akaraseranee	Member
	Mr. Sukit Litikorn	Member
	Mr. Withoon Thamee	Member

Roles of Sub-committees

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

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WIRAT SUKCHAI Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Marketing Officer	1 Mar 2022	Marketing, Strategic Management, Corporate Social Responsibility, Engineering, Risk Management, Sustainability
2. Mr. THAMMANOON TRIPETCHR Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Management	CHIEF EXECUTIVE OFFICER	1 Mar 2022	Strategic Management, Risk Management, IT Management, Marketing, Human Resource Management, Corporate Social Responsibility, Sustainability, Business Administration, Information & Communication Technology, Law, Accounting, Finance, Leadership
3. Mr. Rattanaphan Mukhariwattananon Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Chief Marketing Officer	1 Mar 2022	Risk Management, Marketing, Engineering, Industrial Materials & Machinery
4. Mr. Wisit Wachiralappaitoon [1] Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	10 Oct 2019	Accounting, Finance, Law, Risk Management, Budgeting, Audit
5. Mrs. Varinkan Teraumranon Gender: Female Age: 58 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Operating Officer	10 Oct 2019	Risk Management, Human Resource Management, Internal Control, Accounting, Governance/ Compliance

[1] Highest responsibility in accounting and finance
[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	18,507,732.00	20,575,135.00	23,541,170.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 143

Number of female employees (persons) : 97

Total number of employees (persons) : 240

Employee Remuneration

Total employee remuneration : 161,141,571.00

Provident fund

Total number of employees (persons) : 240

Number of employees contributing to the PVD (persons) : 233

Percentage of employees who are members (%) : 97.08

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PICHET SITHI-AMNUAI Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 24 Apr 2023	Governance/ Compliance, Strategic Management, Sustainability, Human Resource Management, Corporate Social Responsibility, Finance, Accounting, Marketing, Risk Management, Law, Information & Communication Technology
2. Mr. PRASERT DEEJONGKIT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 23 Apr 2021	Law, Finance, Banking, Accounting, Marketing, Strategic Management
3. Mr. TEERACHAI PORNSINSIRIRAK Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Apr 2022	Marketing, IT Management, Risk Management, Human Resource Management, Corporate Social Responsibility, Sustainability, Strategic Management, Information & Communication Technology

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
<p>1. Mr. THAMMANOON TRIPETCHR</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>Date position was assumed: 1 Nov 2016</p>	<p>Strategic Management, Risk Management, IT Management, Marketing, Human Resource Management, Corporate Social Responsibility, Sustainability, Business Administration, Information & Communication Technology, Law, Accounting, Finance, Leadership</p>
<p>2. Mr. JAIN CHARNNARONG</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>Date position was assumed: 28 Apr 2017</p>	<p>Information & Communication Technology, IT Management, Sustainability, Corporate Social Responsibility, Business Administration</p>

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PICHET SITHI-AMNUAI	Chairman of the board	Participating
Mrs. SIRIMA IAMSAKULRAT	Director	Participating
Mr. WIRAT SUKCHAI	Director	Participating
Mr. THAMMANOON TRIPETCHR	Director	Participating
Mr. JAIN CHARNNARONG	Director	Participating
Mr. PRASERT DEEJONGKIT	Director	Participating
Mr. TEERACHAI PORNSINSIRIRAK	Director	Participating
Mrs. VALEERATN CHUERBOONCHAI	Director	Participating

Mr. THAKOL NUNTHIRAPAKORN	Chairman of the board	Participating
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Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 24 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board)	-	4/4	Non-participating	Did not hold the meeting
2. Mrs. SIRIMA IAMSAKULRAT (Director)	-	6/6	Participating	Did not hold the meeting
3. Mr. WIRAT SUKCHAI (Director)	-	6/6	Participating	Did not hold the meeting
4. Mr. THAMMANOON TRIPETCHR (Director)	-	6/6	Participating	Did not hold the meeting
5. Mr. JAIN CHARNNARONG (Director)	-	6/6	Participating	Did not hold the meeting
6. Mr. PRASERT DEEJONGKIT (Director)	-	6/6	Participating	Did not hold the meeting
7. Mr. TEERACHAI PORNSINSIRIRAK (Director)	-	6/6	Participating	Did not hold the meeting

8.	Mrs. VALEERATN CHUERBOONCHAI (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. THAKOL NUNTHIRAPAKORN (Chairman of the board)	24 Apr 2023	2/2	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. PICHET SITHI-AMNUAI (Chairman of the board)	-	80,000.00	247,000.00	No
2.	Mrs. SIRIMA IAMSAKULRAT (Director)	-	90,000.00	240,000.00	No
3.	Mr. WIRAT SUKCHAI (Director)	-	0.00	0.00	No
4.	Mr. THAMMANOON TRIPETCHR (Director)	-	0.00	0.00	No
5.	Mr. JAIN CHARNNARONG (Director)	-	110,000.00	860,000.00	No
6.	Mr. PRASERT DEEJONGKIT (Director)	-	195,000.00	300,000.00	No
7.	Mr. TEERACHAI PORNSINSIRIRAK (Director)	-	210,000.00	300,000.00	No
8.	Mrs. VALEERATN CHUERBOONCHAI (Director)	-	205,000.00	281,000.00	No
9.	Mr. THAKOL NUNTHIRAPAKORN (Chairman of the board)	24 Apr 2023	60,000.00	114,000.00	No

Remark : - Director entitled to remuneration must not be the Company's employees who receive a regular salary.
- Director who held other positions in the Sub-committees will receive only the highest amount of monthly remuneration.

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. VALEERATN CHUERBOONCHAI (Chairman of the audit committee)	-	5/5
2.	Mr. PRASERT DEEJONGKIT (Audit committee)	-	5/5
3.	Mr. TEERACHAI PORNSINSIRIRAK (Audit committee)	-	4/4
4.	Mr. THAKOL NUNTHIRAPAKORN (Chairman of the audit committee)	24 Apr 2023	1/1