



BUILD FOR BETTER TOMORROW



CAZ (Thailand) Public Company Limited

Annual Report 2023

(Form 56-1 One Report)



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Vision

“ To be a leader in Construction services with the most competitive capabilities and potential, playing a part in the steady and sustainable prosperity of Thailand ”



Mission



To offer professional construction services with the potential to be provider of engineering, procurement and construction.



To develop engineering service capabilities and expand international markets.

To be the leader in providing integrated construction services (EPC player) with strong presence in Asia Pacific.



Message from the Chairman of the Board



Mr. Narongrit Tavorntvisitporn

Chairman of the Board of Directors

Throughout the past year of 2023, executives faced risks stemming from the highly volatile business environment characterized by multiple disruptive risks. This environment posed significant challenges to business management capabilities, including severe missile warfare in various regions, a global economic slowdown, fluctuations in foreign exchange rates, and phenomena such as natural disasters and climate variability. These risk factors have negatively impacted the cost of living and the livelihoods of people worldwide.

For CAZ's construction business, the prices of raw materials, transportation, and labor costs have remained high, with a trend towards gradual increases. This situation has intensified the competition in both quality and price of services. Consequently, the Company has focused on efficient cost management and highly cautious risk management by strictly adhering to internal control processes. We have expedited project management to ensure timely completion and delivery of every project's outcome, leading to a highly satisfactory overall performance in 2023, enabling us to distribute dividends to our shareholders reasonably, as detailed in the management discussion and analysis in this year's 56-1 One Report.

The Company places high importance on driving the business towards sustainability in line with the ESG (Environmental, Social, and Governance) guidelines. In the social dimension, executives at all levels are responsible for controlling risks that may impact employees' health, well-being, and environmental conditions at work. This supports our thousands of employees to work with maximum safety. Senior management has developed a governance system that considers human rights, promotes equality, and offers equal employment opportunities. We continuously manage knowledge and develop the skills of all personnel to enhance our capability to drive future growth of the construction business. In the environmental dimension, the Company installed solar energy sources as a renewable energy alternative to fossil fuels, which helps save energy costs and supports team leads in enforcing employees' strict adherence to the Company's energy conservation measures. In the governance dimension, the Company conducts business with determination, honesty, and transparency under good corporate governance principles, treating shareholders and stakeholders equally, managing risks to an acceptable level, and efficiently utilizing organizational resources. The Company also implemented anti-corruption measures according to policies and practices, communicating to employees at all levels for serious and continuous implementation organization-wide. Currently, the Company has been granted "Good" CG rating from the Survey of Good Corporate Governance practices for listed companies and is in the process of being certified by the Thai Private Sector Collective Action Against Corruption (CAC), expected to be completed in 2024.

Regarding internal corporate governance, the Company has tangibly instilled a culture of risk assessment and internal control management among executives. This is a direct responsibility of department heads to continuously develop the effectiveness of internal controls. Department heads have participated in the Cross Functional Control Self Assessment (CSA) project, jointly assessing compliance with labor protection laws, regulations, and the Company's human resources management in 2023. Plans for ongoing CSA activities throughout the organization have been established, and the results will be presented to the Audit Committee for further consideration.

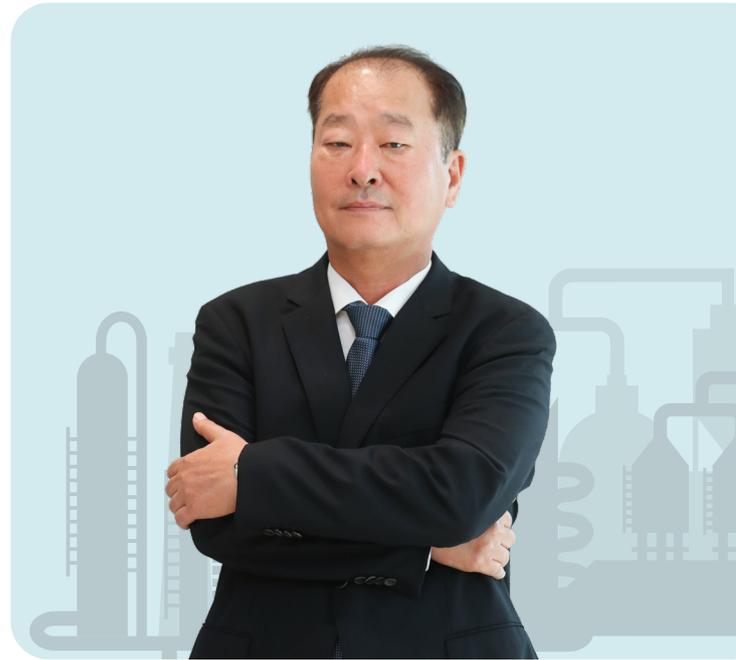
On behalf of the Board of Directors, I would like to thank our shareholders, customers, partners, and all stakeholders for their trust and support in our business operations throughout the past year. I also thank our executives and employees for their full capabilities and readiness to always face high-level challenges. I assure you that the Company is committed to managing the business according to good corporate governance principles, managing risks with caution, enhancing internal controls for value and appropriateness to our organizational resources, and reviewing all operations for maximum efficiency. This is to build a strong and sustainably growing organizational foundation going forward.

Message from the Chief Executive Officer

The Thai economy continues to recover with growth projected to be 3.2% in 2024, and 3.1% in 2025. In the past year 2023, the economic recovery has been driven by a strong expansion in private consumption especially services spending, as well as improvements in employment and labor income. However, in the year 2024. Nevertheless, the geopolitical risks, monetary and financial market fluctuations that could impact Thai economy should be closely monitored.

In the year 2023, CAZ (Thailand) Public Company Limited was able to manage and maintain work processes aligned with the corporate governance guidelines covering all dimensions of corporate governance. It was also, considering benefits to society and environmental conservation in business processes for sustainable company revenue and continually being successful in business operation. The Group has revenue from the construction of Baht 3,163.24 Million, increased by Baht 27.78 Million and that is 0.89% increased. Compared to the same period of the previous year and there are some projects in hands to be continued at the end of the year value of Baht 3,320 Million.

And in the year 2024, to be a leader in Construction services with the most competitive capabilities therefore, it determine to running business for the accomplish goals under basis of good and efficient operation. In order to have the effective growth which cover all aspects such the economic which be able to competition in the construction industry and provides the highest return according to the Company's goals. For the social responsibilities such societies, environment, safety, and code of conduct for the business operation, the Company take into the awareness for all stakeholders. Including, operates its business on the basis of transparency, ethics, adherence to good corporate governance principles.



Mr. Chung Sik Hong

Chairman of Executive Committee /
Chief Executive Officer



As Chief Executive Officer, on behalf of the Board of Directors and Executives, we would like to take this opportunity to express sincere appreciation to our customers, shareholders, business partners and all related parties who continue to show unwavering confidence, trust in the Company. In addition, I would like to thank all employees who perform their duties with the best of their abilities and always be ready to deal with high challenging situations in order to achieve the Company's goals to ensure stable and sustainable growth.



General Information and Other Important Information



Symbol	:	CAZ
Company Name	:	CAZ (Thailand) Public Company Limited
Registration Number	:	0107561000145
Head Office	:	239 Huaypong-Nongbon Road, Huaypong Sub-district, Muang Rayong District, Rayong 21150
Nature of Business	:	Full-range contractor services (EPC), structure and system installation, civil construction, fabrication works and other services in the oil & gas and petrochemical industry.
Website	:	www.caz.co.th
E-Mail	:	info@caz.co.th
Telephone	:	038-606-242

Registered Capital

THB 147,000,000

(One hundred and forty-seven million baht)



Issued and Paid-up Capital

THB 146,999,876

(One hundred forty-six million nine hundred ninety-nine thousand eight hundred and seventy-six baht)



Number of Shares

293,999,752 shares

(As at 11 May 2021)



Par Value

THB 0.50 per share



First Trade Date

22 January 2019

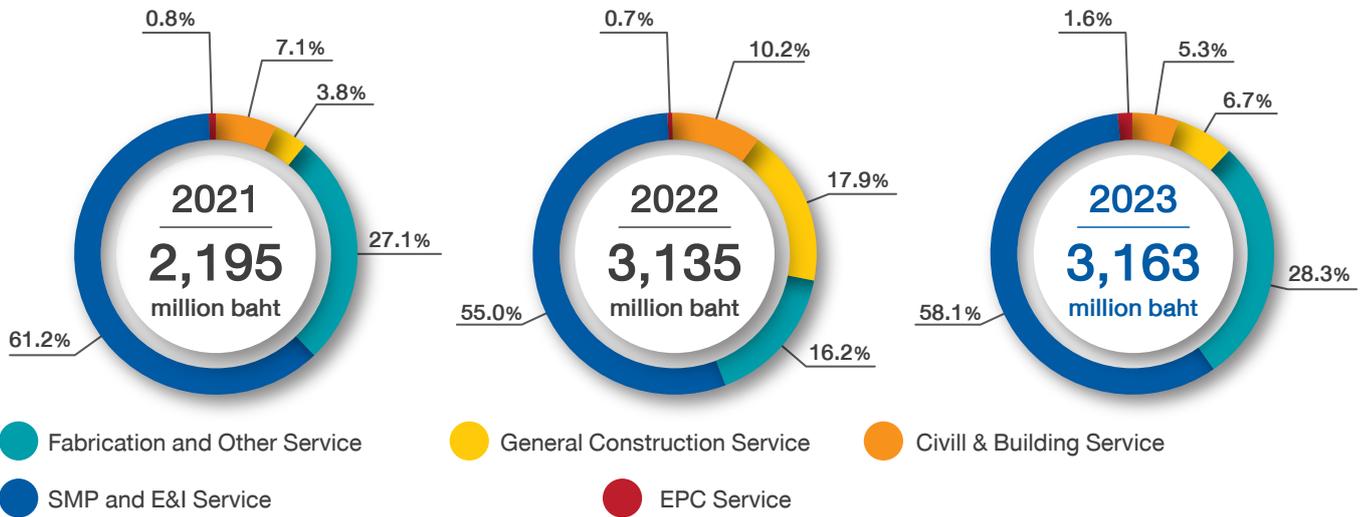
Investor relation	:	Ms. Nattiya Charusombat Telephone 038-606-242 Ext.202 / email info@caz.co.th
Company Secretary	:	Ms. Nattiya Charusombat Telephone 038-606-242 Ext.202 / email nattiya.p@caz.co.th

Other Related Parties

Auditor	:	KPMG Phoomchai Audit Limited 48 th - 51 st Floor, Empire Tower 1 Sathon Road, Yanaawa, Sathon, Bangkok 10120 Telephone : 02-677-2000
Internal Auditor	:	Dharmniti Internal Audit Company Limited 5 th Floor, Dharmniti Building, 178 Soi Prachacheun 20, Prachacheun Road, Bangsue, Bangkok 10800 Telephone : 02-596-0500
Securities Registrar Common Shares	:	Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building 93 Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400 Telephone : 02-009-9999

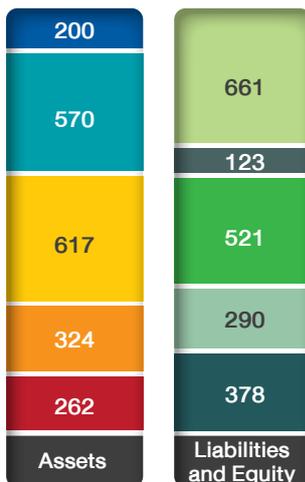
Financial Highlight

Revenue from construction service

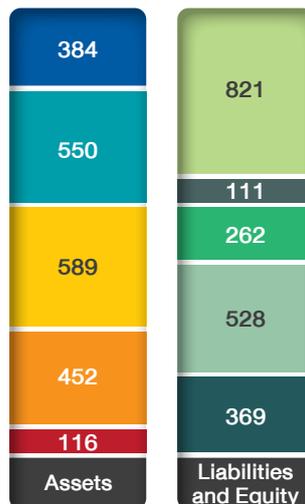


Statement of Financial Position

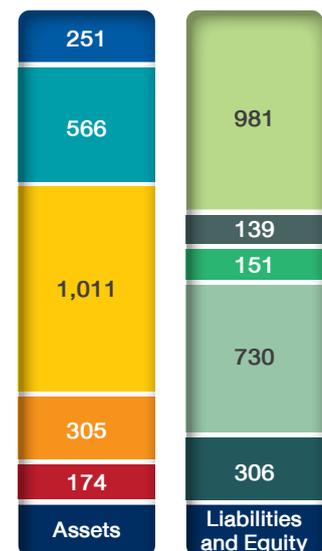
2021
1,973 million baht



2022
2,091 million baht



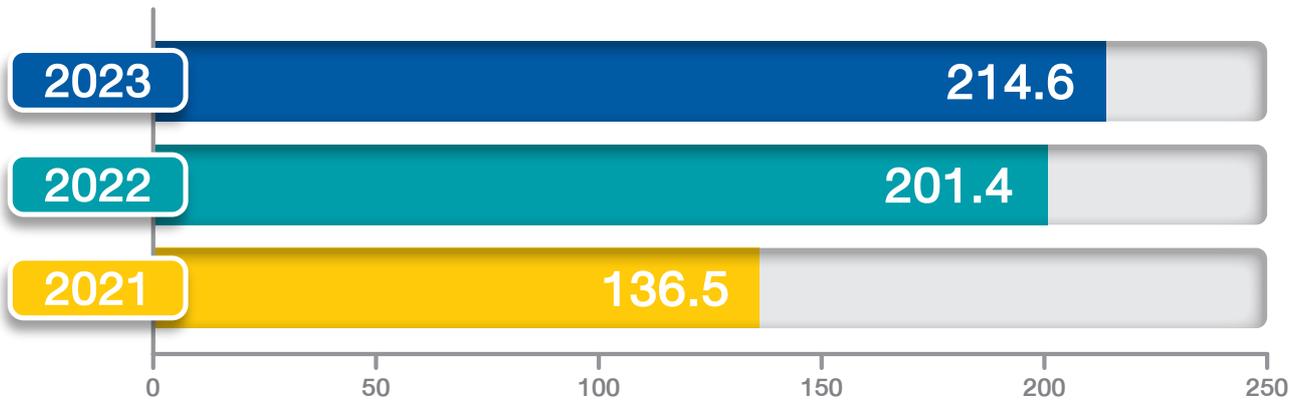
2023
2,307 million baht



- Cash and cash equivalents
- Property, plant and equipment and intangible assets
- Contract liabilities
- Equity
- Trade and other receivables
- Other assets
- Loans
- Contract assets
- Trade and other payables
- Other liabilities

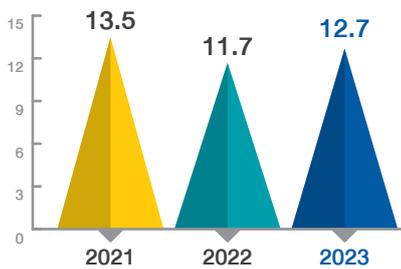
Operating results

Net profit attributable to owner of parents (Million Baht)

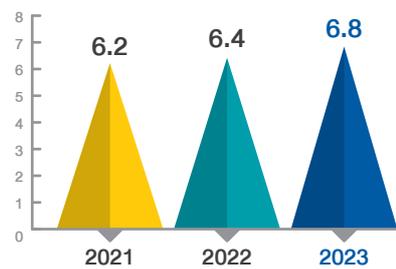


Financial Ratio

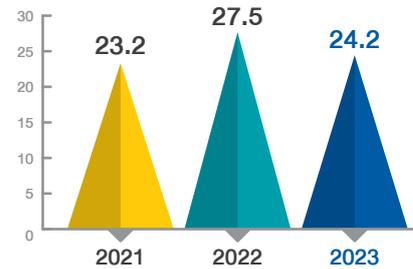
Gross profit margin (%)



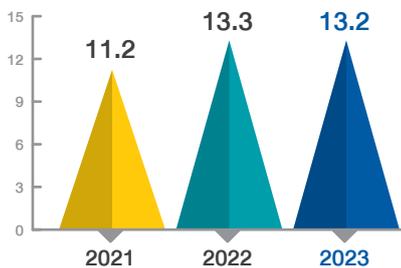
Net profit margin (%)



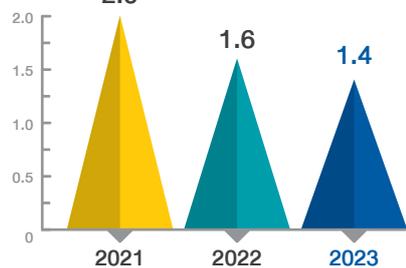
Return on equity (%)



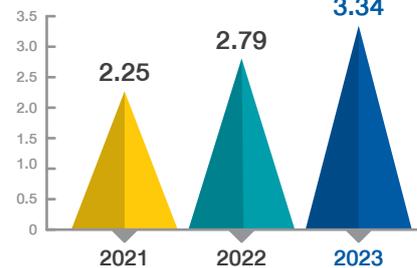
Return on assets (%)



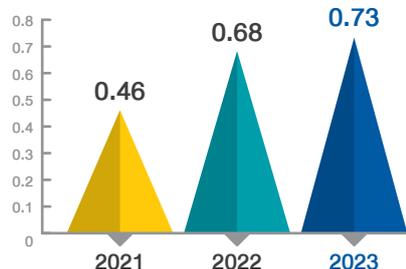
Debt to equity ratio (times)



Book value per share (Baht)*

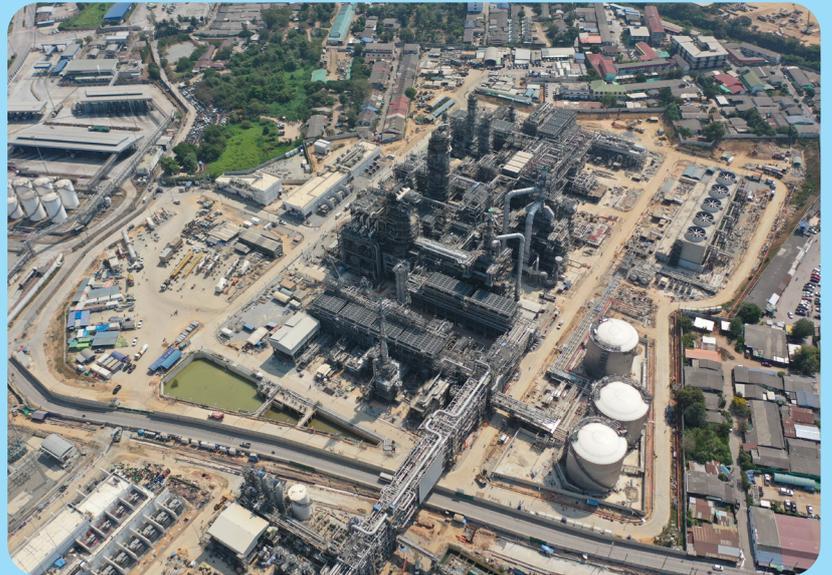
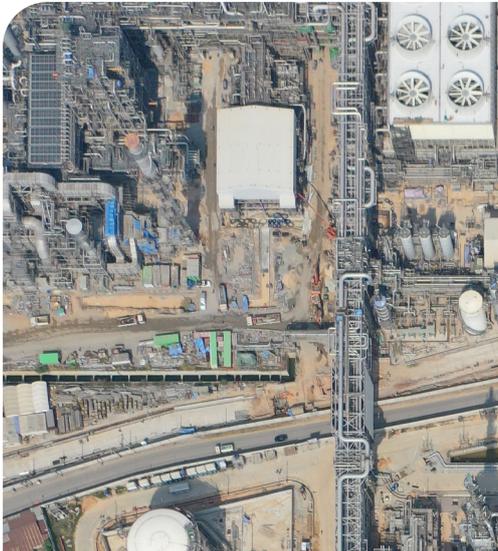


Earing per share (Baht)*



Note : *decimal 2 digits

Projects Highlight



THAIOIL Clean Fuel
Project **Civil**
WBS-A Civil Work





THAIOIL Clean Fuel Project SMP





Sakura Project VCM / PVC Work



Board of Committee



01**Mr. Narongrit Tavornvisitporn**

- Independent Director
- Chairman of the Board of Directors
- Audit Committee Member
- Nomination and Remuneration Committee Member

02**Mr. Natie Tabmanie**

- Independent Director
- Chairman of the Audit Committee
- Nomination and Remuneration Committee Member

03**Mr. Yingyong Techarungnirun**

- Independent Director
- Audit Committee Member

04**Mr. Somchai Kanbuakaew^{3/}**

- Director (Authorized Director)
- Executive Committee Member
- Chairman of the Nomination and Remuneration Committee
- Risk Management Committee Member

05**Mr. Chung Sik Hong**

- Director (Executive Director) (Authorized Director)
- Chairman of the Executive Committee
- Chief Executive Officer
- Chairman of the Risk Management Committee
- Chairman of the Anti-Fraud and Corruption Committee

06**Mr. Yeong Cheol Choi**

- Director

07**Mr. Prapas Kong-led^{2/}**

- Director
- Executive Committee Member

08**Mr. Somyos Tiranawatananun^{1/,3/}**

- Director (Authorized Director)
- Executive Committee Member
- Chairman of the Nomination and Remuneration Committee

09**Mr. Krittapong Orachaipunlap^{4/}**

- Director (Authorized Director)
- Executive Committee Member
- Risk Management Committee

10**Mr. Porn-in Manmalai^{5/}**

- Director
- Risk Management Committee

Remark : ^{1/,3/} Appointed to be the Director in the Board Meeting no. 1/2023 on 16 January 2023. With effect from 17 January 2023. And appointed to be Chairman of the Nomination and Remuneration Committee by replaced to Mr.Somchai Kanbuakaew who resigned, With effect from 17 January 2024.

^{2/} Appointed to be the Director/ Executive Committee Member in the Board Meeting no. 4/2023 on 14 March 2023. With effect from 14 March 2023.

^{3/} Resigned from a director in the Board Meeting no.1/2024 on 16 January 2024. With effect from 17 January 2024.

^{4/} Appointed to be the Director/ Executive Committee Member to replace Mr.Somchai Kanbuakaew who resigned in the Board Meeting no. 1/2024 on 16 January 2024. With effect from 17 January 2024.

^{5/} Appointed to be the Director in the Board Meeting no.1/2024 on 16 January 2024. With effect from 17 January 2024.



Section 1

Operational

structure of the group

of companies



Operational structure of the group of companies

Business policies and business overview

CAZ (Thailand) Public Company Limited (“the Company” or “CAZ”) operates its business in offering engineering design services, mechanical and equipment procurement, and comprehensive construction service or Engineering, Procurement, and Construction (EPC). The Company has a strong commitment to work towards for achieving its vision and mission to serving all customers’ requirement in various industries. Especially, for customers in heavy industrial who have require the high quality and international standards. In addition, the Company does supporting the investment of both government and private sectors in the Eastern Economic Corridor (EEC) development project. Which focuses on investment in infrastructure development and utilities. And increasing the potential of investment and develop economic activities in industrial estates. In order to support development plan of the Industrial Estate Authority of Thailand’s for real estate business in area of the eastern such Chonburi and Rayong province. The strategies and goals of business operations for sustainable growth are as follows:

Strategy and Business Goals

Strategy

- To develop and create a standard for professional engineering services
- To achieve excellence in project operations in enhance engineering service capabilities and standards, receiving quality certification issued by the American Society Mechanical Engineers: ASME, which is an internationally renowned organization
- To closely and continuously plan and manage operating costs for secure and sustainable growth

Business Goals

- To offer engineering services for large projects of up to THB three billion, providing locally and internationally-accepted quality services
- To expand the client base to Asia Pacific
- To procure cutting-edge equipment and develop personnel capabilities to support future growth

Major Changes and Milestones

The Company’s operating by Mr. Chung Sik Hong (Chief Operating Officer) and teams of experienced engineers, the Company is widely-accepted and known for its integrated services in the oil, gas, and petrochemical industry, with the following key milestones.

2014

- Established with initial registered capital of THB 28.50 million, comprising of 285,000 shares with par value of THB 100 per share. The Company began providing its services mainly as subcontractor for civil engineering work.

2015

- Issued 260,000 new shares for a total amount of THB 26.60 million to Takuni (Thailand) Company Limited (TT) as co-investor, accounting for 47.72% of paid-up capital. As a result, the Company’s paid-up capital amounted to THB 54.50 million, comprising of 545,000 shares with par value of THB 100 per share.

2016

- Issued 40,000 new shares for a total amount of THB 4.00 million to TT to increase TT’s shareholding portion in the Company from 47.72% to 51.30%, changing the Company’s status as being TT’s associate company to being a subsidiary, with paid-up capital of THB 58.50 million, comprising of 585,000 shares with par value of THB 100 per share.
- The Company purchased land, together with office building and factory building, covering 108 rais and equipment for a total value of THB 285.00 million, located at 239 Huaypong-Nongbon Road, Huaypong Sub-district, Muang Rayong District, Rayong. This for support the Company sale’s growth.

- The Company invested in JKEC Company Limited (JKEC), a civil and foundation work construction service provider. The Company held 21,000 shares in JKEC, reflecting shareholding portion of 51.22% of paid-up capital, as part of cost control initiative for projects undertaken by the Company involving civil and foundation work.

2017

- The Company issued new shares for a total amount of THB 41.50 million, with par value of THB 100 per share. To serve as working capital and to support bids for new projects. As a result, the Company's paid-up capital amounted to THB 100.00 million, comprising of 1,000,000 shares.

2018

- The Company transformed its status from CAZ (Thailand) Company Limited to CAZ (Thailand) Public Company Limited and increased its registered share capital by THB 40.00 million to support the offering of new shares to the public (IPO). In addition, the Company changed its par value from THB 100 per share to THB 0.50 per share. Resulting, the Company having registered capital of 280,000,000 shares, with a total paid-up capital of THB 100.00 million and 200,000,000 registered and paid-up shares.
- The Company purchased 9,000 shares of JKEC, resulting in an increase in the Company's shareholding portion in JKEC from 51.22% to 73.17%.

2019

- The Company offered to sell the newly issued shares to the public for the first time in the amount of 80,000,000 shares by selling the new shares to the subscribers at the price of THB 3.90 per share, totaling THB 312.00 million by the listed Company. And began to be traded on the Stock Exchange of Thailand on 22 January 2019.
- The Company invested in land Buildings and factories in Pluak Daeng District, Rayong Province, with a total area of 79 rai 47 square meters in the amount of THB 100.00 million to support company capacities of existing projects on hand and additional future projects.
- The Company invested in additional 43,902 ordinary shares of JKEC (a subsidiary company) with a par value of THB 100 totaling THB 4,390,200 and still maintaining the proportion of investment in the subsidiary at the rate of 73.17%.

2020

- The Company expanded the steel structure work capacity for new contracts which has been signed in Q1/2020 to new factory located on Pluak Daeng District, Rayong Province, after the land, buildings and factories have completed renovation since April 2020.
- The Company signed a construction contract for the Clean Fuel Project. The scope of works is procurement, production and installation of structural work, mechanical work, pipe work, totaling of Baht 1,608 Million, which is considered the most valuable project since the establishment of the Company.

2021

- The Company was registered with the Ministry of Commerce on May 11, 2021 to increase the registered capital from of Baht 140 million to the registered capital of Baht 147 million to support the dividend payment of Baht 7 million baht. By issuing new ordinary shares in the amount of Baht 14 million, with a par value of 0.50 baht per share. Resulting, a total issued and paid-up capital of Baht 147 million.
- The Company received the international standard for Occupational Health and Safety Management (OH&S: Occupational Health and Safety Management) (ISO 45000:2018). To help reduce wastage, accidental injuries, and protect employees' health from work. Additional, to create a better working environment for employees in the workplace.
- The Company signed a construction contract of Olefins Plant Modification Project I-4/2, totaling of Baht 961 million, which is general construction to provide comprehensive of civil engineering and steel structure construction.

2022

- The Company signed construction contracts totaling of Baht 1,337 million which main projects are Clean Fuel Project totaling of Baht 694 million, scope of service are civil works and piping fabrication work. New Hydrogen Manufacturing Unit (HMU-2) Project and Ultra Clean Fuel Project which both scope of service is steel structure fabrication work.

- The Group recognized revenue for the year totaling of Baht 3,135 million which was the first year of revenue achieve to level of Baht three-thousand million since the Group established. As of December 31, 2022, the Group has backlog total value of Baht 2,431 million.

2023

- The Company renovated a factory which used for producing and assembling piping systems. Located at the Head Office, Mueang District, Rayong Province, by installing a solar cell system within a factory. These solar energy is obtained from installing Solar Rooftop panels to replace some of existing electricity usage. Including, promote and reduce fossil fuel electricity usage and reduce carbon dioxide emission from the production process.
- The Company signed construction contracts totaling of Baht 3,764 million which main projects are Clean Fuel Project totaling of Baht 1,697 million, scope of services are procurement and production of steel structure and civil works, structure installation work, modification work, mechanical work, pipe work, and procurement and production of pipe work. Sakura Project, VCM / PVC area, total value of Baht 1,365 million, and Propane Supremacy Project (C3 Supreme) with total value of Baht 583 million.
- As of December 31, 2023, the Group has backlog total value of Baht 3,320 million.

Nature of Business

Revenue structure for 2021 - 2023 by the business segment could be divided into 5 categories as follows.

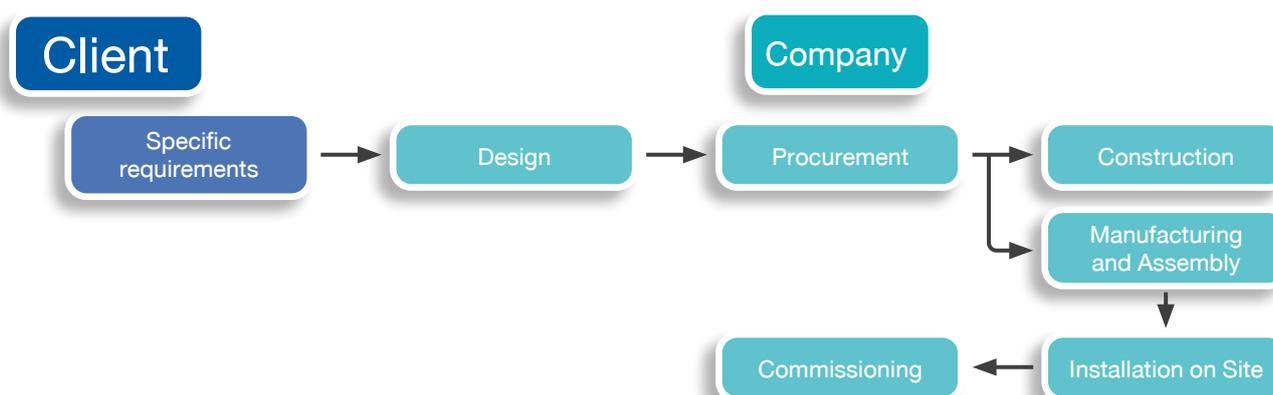
Type of Business	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Engineering, Procurement and Construction (EPC) Service	17.70	0.81	21.48	0.69	50.59	1.60
SMP & E&I Services	1,343.50	61.09	1,727.57	55.06	1,837.54	58.03
Civil and Building Service	595.60	27.08	507.35	16.17	895.96	28.29
General Construction Service	82.56	3.75	560.52	17.86	212.97	6.73
Fabrication and Other Service	155.34	7.06	318.54	10.15	166.18	5.25
Total Revenue from services	2,194.70	99.79	3,135.46	99.93	3,163.24	99.90
Other income ^{1/}	4.53	0.21	2.35	0.07	3.45	0.10
Total revenue	2,199.23	100.00	3,137.81	100.00	3,166.69	100.00

Remarks: ^{1/} Other income comprises of rental income from lease of office spaces and sales of scrap metal or other unused assets

Description of Business

The Company has experiences and operates the business as engineering service provider to clients in the oil, gas, and petrochemical industry. The nature of business provided by the Company and its subsidiaries could be divided into 5 categories as follows.

1. **Engineering, Procurement and Construction Service: EPC** includes engineering design, the supply of raw materials, machinery and equipment and construction management by the operation system of machinery and equipment, and Pre-Commissioning to satisfy the needs of clients by the contract.



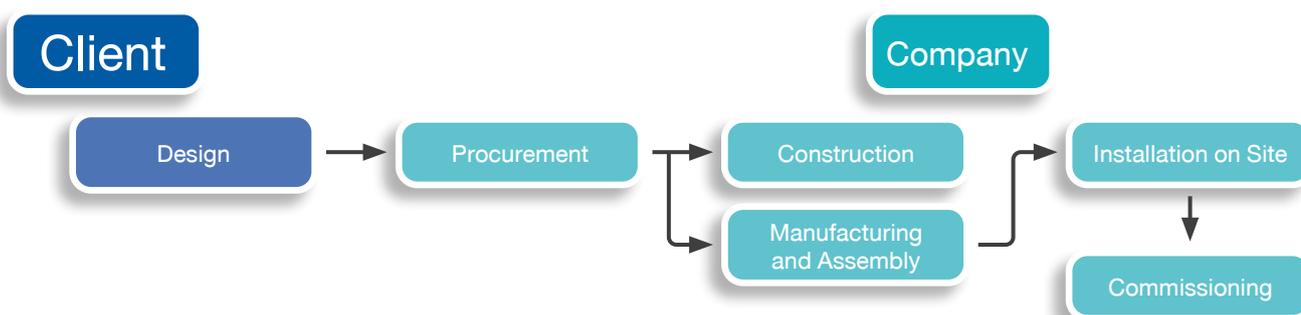
The kinds of services could be categorized as follows.

- 1.1 **Engineering** refers to engineering design as per client request. The Company employs highly-skilled engineers with expertise and technical knowledge about civil and architectural, structural, mechanical and piping, electrical, and instrument. The Company perform fully-integrated structural, civil and infrastructure services as customers' demand.
- 1.2 **Procurement** refers to the procurement of construction materials and related equipment for use in construction and installation in accordance with operational procedures which was laid out by the Company as per client request. Together with set out required material and equipment specification and a list of approved and qualified vendor. The Company also negotiation with suppliers covering costs, terms and conditions, quality control, and coordination with vendors to assure timely handling of materials, equipment and machinery to comply with overall project timeline and contract.
- 1.3 **Construction** refers to construction contractor services and the installation of engineering systems after completion of design and procurement. The Company will allocate construction team of experts with technical expertise appropriate to each type of project. The engineer teams will collaborate in executing the operations of each project from coordinating with clients or representatives, sub-contractors, manufacturers and distributors of machinery and equipment, and design engineers, overseeing quality control and overall construction timeline, conducting project management in cost and disbursements, and conducting overseeing overall work safety. The Company provides construction contractor services in the areas of Civil Work, Building Work, Production and Fabrication Work of Steel Structure, Piping Work, Mechanical Work, E&I Work, and Scaffolding & Painting Work.

Projects Example of EPC Service



2. **Construction Service: Structural Mechanical Piping (SMP) and Electrical & Instrument (E&I) Services** includes construction and installation service for steel structure, piping (systems), mechanical equipment and machinery, electrical work, control system, as well as providing system and Pre-commissioning and commissioning.



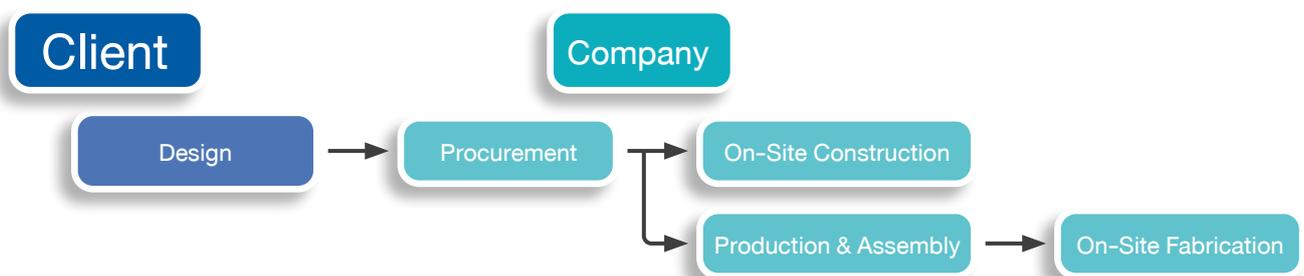
The kinds of services could be divided into the following categories.

- 2.1 **Steel Structure:** The Company fabricates, procures, assembles and installs steel structure both inside and outside of the building to support pipe bridge and pipe rack, as well as to create a foundation for heavy equipment and machinery for industrial uses such as oil refinery plant, petrochemical plant, and power plant in accordance with clients' request before (progressing to on-site) installation on site.
- 2.2 **Mechanical (and electrical) work:** The Company procures, assembles and installs machinery and equipment as per clients' request.
- 2.3 **Piping:** The Company assembles, installs (this includes the assembly, installation,) and welding of pipes used in transmission pipeline of liquid and gas, such as oil and solvents, in accordance with the design instruction set for industrial factories such as petrochemical plant, oil refinery plant and power plant. Most of the time clients would prepare customized pipes from overseas or through importers because it is mostly unable to be produced locally, with the customized pipes usually made from specialized metal materials that contain special properties. Such customized pipes are seamless steel pipes with large diameter, thicker when compared to standard industrial pipes such as carbon steel (pipes), stainless steel (pipes), and alloy (pipes), produced from various mix of metal materials including carbon, nickel, stainless steel, and titanium alloys depending on the requirement. The assembly and installation of such customized pipes require special technique and technical expertise such as x-ray or post-weld heat treatment to release internal pressure, to deliver products that meet quality standards. As these pipes will be used in heavy industries, attention needs to be given to the properties they hold including pressure level, heat, pH balance, and resistance to corrosion to prevent damage to the overall production process.
- 2.4 **Electrical & Instrument Service:** The Company procures, assembles and installs of machinery, equipment, and control electrical system as per clients' request, as well as Pre-commissioning and commissioning.

Examples of Steel Structure, Mechanical, Piping and E&I Construction Services



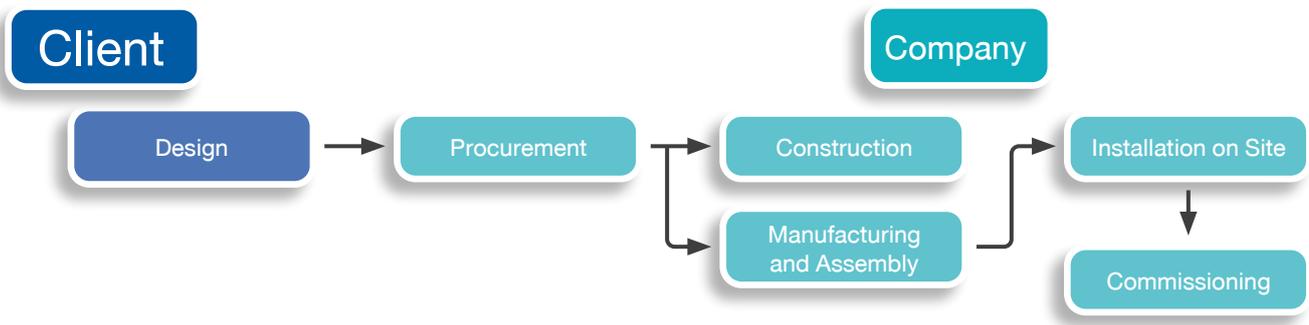
- 3. **Civil & Building Services:** The Company provides civil engineering services such as pile work, foundation work, building structural work, and painting work.



Examples of Civil Engineering Work



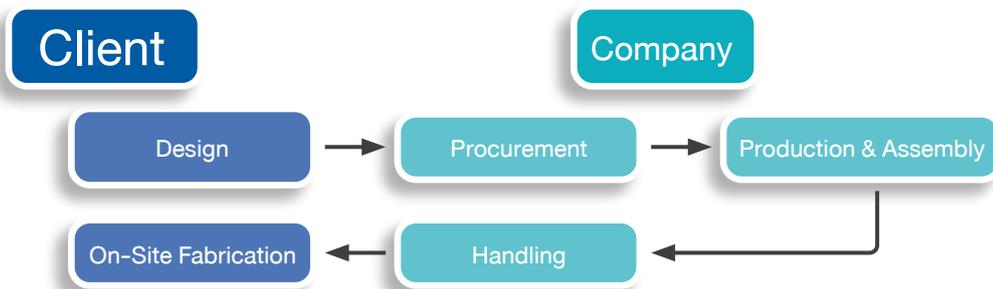
4. **General Construction Service:** The Company provide the comprehensive of civil and structure service which are serve for foundation, infrastructure, and building works. Including, steel structure works, piping and mechanical installation for industry, energy and petrochemical business.



Examples of General Construction Service



5. **Fabrication and Other Service:** The Company provides services relating to the manufacture and assembly of steel structure, piping, heat exchanger, tanks fabrication, pressure vessel fabrication, as well as procurement of materials supply manpower.



The kinds of services could be divided into the following categories.

5.1 **Shop Fabrication:** The Company provides steel fabrication service to produce various structural steel parts through the cutting, bending, welding, and assembling of main raw materials including steel, steel pipes, and steel plates per clients'

- i. **Steel Structure:** The Company will be responsible for steel structure fabrication, procurement, assembly, and delivery to clients.
- ii. **Piping:** includes cutting, bending, or welding to shop specification, as well as assembling and installing as per clients' request. A third party X-Ray or heat treatment must be applied to remove the induced internal pressure as part of quality standard inspection upon the completion of piping work before delivery to clients.

5.2 **Tanks Fabrication:** The Company provides services in manufacturing industrial-grade liquid tanks and gas tanks such as metal tank and sphere tank through cutting, bending, welding, rolling, and assembling of raw steel materials into tanks as required by clients, most of which have diameters of no more than 30 meters.

5.3 **Pressure Vessel Fabrication:** Involves the cutting and assembling of steel in accordance with clients' requirements, most of which would be used in such industries as petrochemical and gas, requiring the such vessel to be leak-proof to prevent any damage. The process with such level of complexity requires specific engineering knowledge and technical expertise to deliver products with quality in accordance to specified safety standards. Pressure vessel fabrication work include furnace & heater where the Company transformed steel pieces into furnace parts to be used in heat generation equipment in industries such as oil refinery, petrochemical plant, and electric power plant.

Examples of Shop Fabrication Work





Bending Work



Drilling and Cutting Work



Heat Pipe Fabrication



Heat exchange pipe fabrication and assembly

Currently, the Company has 2 shops fabrication for manufacturing, processing and assembling parts for construction projects in each construction service categories, as detailed below.

- Piping Shop Fabrication: Responsible for manufacture and assembly, installation and welding of pipe systems. Including the welding of pipe systems which used for liquids and gases transmission. Located at 239 HuayPong-Nongbon Road, HuayPong Sub-district, Mueang Rayong District, Rayong Province, with an estimated work load capacity of 730,000 DB (Diameter Bore) per year.
- Structure Shop Fabrication: Responsible for manufacturing and assembly for steel products and structures. including liquid packaging tanks or gas used in heavy industrial. Located at 480 Village No. 1, Ban Bueng - Ban Khai Road, Lahan Sub-district, PluakDaeng District, Rayong Province, with an estimated work load capacity of 7,300 tons per year.

Key factors in steel fabrication include the capability of engineers and craftsmen in such work related to steel structure, including cutting, bending, drilling and welding of steel to deliver products of the highest quality and design accuracy for construction. The Company has knowledgeable and experienced teams of engineers to advise clients as well as certified welders who are qualified by the corresponding manufacturing standards of each product type, reinforcing the capability to provide exceptional service quality under strict quality control throughout the entire manufacturing and assembling process. Additionally, the Company has received various quality assurance certificates from renowned institutions with regular inspection held every 3 years.

The Company has received various certificates from renowned international institutions with the following details.

Certificate	Description	Name of Institution	Country
S	Standards relating to the manufacture, assembly and installation of fired pressure vessels	The American Society of Mechanical Engineers (ASME)	USA
U	Standards relating to the manufacture and installation of unfired pressure vessel		

Certificate	Description	Name of Institution	Country
U2	relating to the manufacture and installation of unfired pressure vessel level 2 (a higher compared to U)		
R	Standards relating to the repair and refinement of boiler and pressure vessel	The National Board of Boiler and Pressure Vessel Inspectors (NBIC)	USA

With the experience and expertise from its business operations, coupled with successful proven track record on various projects in Thailand, cost control and management, and control systems, the Company is able to efficiently management control costs and make timely delivery of work. Resulted to the credibility and built trust for clients in the oil, gas, and petrochemical industry ranging from oil refinery business, petrochemical plant business, power plant business, and natural gas business such as PTT Public Company Limited, Thai Oil Public Company Limited, Bangchak Corporation Public Company Limited, IRPC Public Company Limited, PTT Global Chemical Public Company Limited, and leading global construction companies such as China Petroleum Pipeline Bureau, Samsung Engineering (Thailand) Company Limited, Posco Engineering Company Limited, IHI Corporation, Hyundai Engineering Company Limited, Sinopec Engineering Group (Thailand) Company Limited, and Samsung-ITD Joint Venture.

Marketing Nature of Competition

Policies and Nature of Marketing

The Company's policy is to focus on expanding its markets to the oil, gas and petrochemical industries as these industries expand according to economic conditions. The Company has established an investment policy to develop its production capabilities as well as its personnel, especially the highly skilled professionals to be equipped for the current competition in the market, to maintain its service standards and long term relationship with its clients, and to continuously develop its production capabilities to strengthen its competitiveness, produce distinguished quality of work in various dimensions as well as timely make timely deliveries of work. The Company has formulated its strategy and policy in its main operations with details as follows.

Product and service quality most of the Company's product and construction service offerings are mainly for large industrial businesses, product quality and service standards are an integral part of the Company and therefore, meeting the specified standard is integral. Including, the monitoring system is used to control the quality of the product in every stage of production, installation, and non-destructive testing to ensure that every detail of the product meets the specified standards and safety regulations to end users and other related parties. And ensure that the quality of the product meets clients' requirements.

Diversity of products and services for the Company's operation in many years, it was proved the abilities to fully meet the needs of its clients, creating satisfaction and convenience. At present, the Company provides an array of construction services as mentioned in "Description of Products and Services". The Company's previous services are widely recognized by both project owners and contractors, especially from large leading companies that have continuously entrusted and used the services of the Company.

Timely delivery and service quality Normally, the Company uses around 4-24 months starting from the contract execution until delivery of work, depending on the complexity of the project. The Company focuses on timely delivery of work, which is a key factor taken into consideration when clients choose to engage a contractor for construction or production. To ensure timely delivery, the Company will investigate the procurement period and estimate the time needed in each process prior to accepting a project. In addition, the Company has a production control division to monitor and ensure that work process is in accordance with standards and set plan, as well as adopts new technology in the work process to further enhance efficiency and personnel capabilities, focusing on continuous training and cultivating efficient teamwork which would reduce working hours required as well as limit potential errors. As a result, the Company is able to deliver quality work in a timely manner as per clients' request.

Management efficiency The Company has a good management and cost control system by adopting modern systems to monitor the overall process, especially for construction services, in order to increase efficiency in management and reduce work redundancy. Such system will be able to review and control procurement volume of raw materials and control project costs, enabling executives and project managers to verify construction cost in real time. In addition, the system allows project engineers to control raw material disbursements in accordance with the plan. Together with the use of bar code and GPS system, the Company is able to update work progress, reduce costs and working hours, as well as achieve high quality products that meet clients' expectation and make its delivery of work on time.

Target customers

The Company services clients in oil, gas, and petrochemical-related industries including crude oil refinery, petrochemical plants especially for PTT group, which has a comprehensive range of businesses including drilling and processing of natural gas, oil refinery, and petrochemical products. The proportion of customer type will vary from year to year depending on bidding opportunities from target customers and the Company's decision on project engagement. Revenues classified by project types in 2021 - 2023 are as follows:

Revenue Contribution by Project Type

Unit: THB Million

Revenue by project type	2021		2022		2023	
	Amount	%	Amount	%	Amount	%
Petrochemical	1,178.45	53.70	2,015.34	64.28	2,627.89	83.08
PTT and its subsidiaries ¹	1,150.85	52.44	1,993.89	63.60	2,627.89	83.08
Other companies ²	27.60	1.26	21.45	0.68	-	-
Gas	1,016.25	46.30	1,120.12	35.72	535.35	16.92
PTT and its subsidiaries ¹	1,016.25	46.30	1,120.12	35.72	535.35	16.92
Other companies ²	-	-	-	-	-	-
Total	2,194.70	100.00	3,135.46	100.00	3,163.24	100.00

Remark: ¹ PTT and its subsidiaries include PTT, PTTGC, PTTLNG, PTT TANK, Thai Oil, IRPC

² Other companies are companies in the petrochemical, gas and power plant industry

Distribution channels and Type of Contract

The Project Control Management team (PCM) of the Company is responsible for selecting target projects by monitoring bid announcements through various channels such as websites, newspapers, television, invitation emails from partners, and telephone inquiries. Bids are sometimes referred to by clients who are confident in the Company's business profile as well as by referral from business partners. The type of contract could be divided into two types as follows.

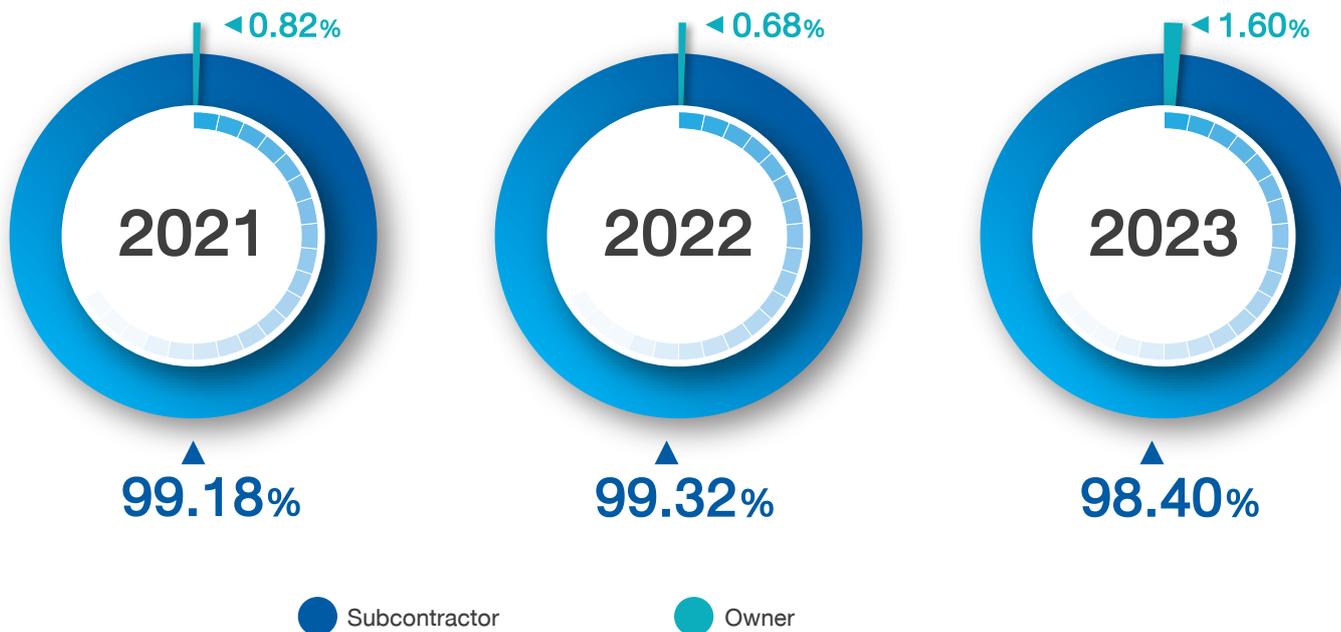
(1) Main Contractor

The Company works as sub-contractor through main contractors as its primary partners to secure construction projects. Main contractors secure large-scale projects by going into bids in the form of a single contract with the project owner, which covers the design, procurement, and construction for a large-scale industrial factory. The main contractor would then subcontract a portion of the work to the Company and other subcontractors. The majority of the Company's clients of 2021 were obtained through this channel. And main contractors of this year are Samsung Engineering (Thailand) Company Limited, Joint Venture of Petrofac Southeast Asia Pte. (PSEAL); Saipem Singapore Pte. Ltd. (SSING); Samsung Engineering (Thailand) Co., Ltd. (SET), and SPCC Joint Venture which are renowned contractors in Thailand and internationally recognized for their long history of their business profile.

(2) Project Owner

The Company works as main contractor with project owners who have plans to expand their investments, branches, production, and/or improve existing projects. Most clients are existing clients who have maintained good relationship with the Company. This type of contract is usually done through bids where the project owner will consider business profile and then contact the Company for the bidding process. At present, the Company intends to focus more on obtaining projects directly from project owners to increased.

Revenue by the type of contract in 2021 - 2023



(3) Sourcing and process of Bids

Normally, the bids are an open where the project owner sets up a bid for anyone interested, the number of participants depend on the complexity and size of the project. In case of special procurement, the project owner will only send out invitations to selected companies based on their capabilities and track record on sales and services. Moreover, the Company's Marketing Division tracks bid announcements through different media channels and coordinates with price evaluation team to proceed with preparation of the bid. Some bids are referred to by the clients who believe in the Company's business profile, and some are referred to by the Company's trade partners.

Prior to the bid, the Company will request documents relating to the bid from clients such as Term of Reference (TOR), criteria, and construction design to conduct studies into the project. Executives will delegate the study the information and conduct quantities take-off to the price estimation team to ultimately prepare a preliminary quotation. The take-off must be in terms of quantities and price per unit, until conclusion is reached, and would then be presented to the working team and executives for joint discussion on whether or not the Company would participate in the bid. Should the Company decide to participate, related parties would consider the bid price. In case the Company wins the bid, the Company will host meetings with relevant parties such as project consultant, engineering team, and executives, to set up a work plan. The Company will then use the conclusion from the meeting to set up guidelines for construction plan and materials and equipment procurement, as well as labor sourcing, consistent with the work plan up to delivery of the project to clients.

Procurement of materials and consumable

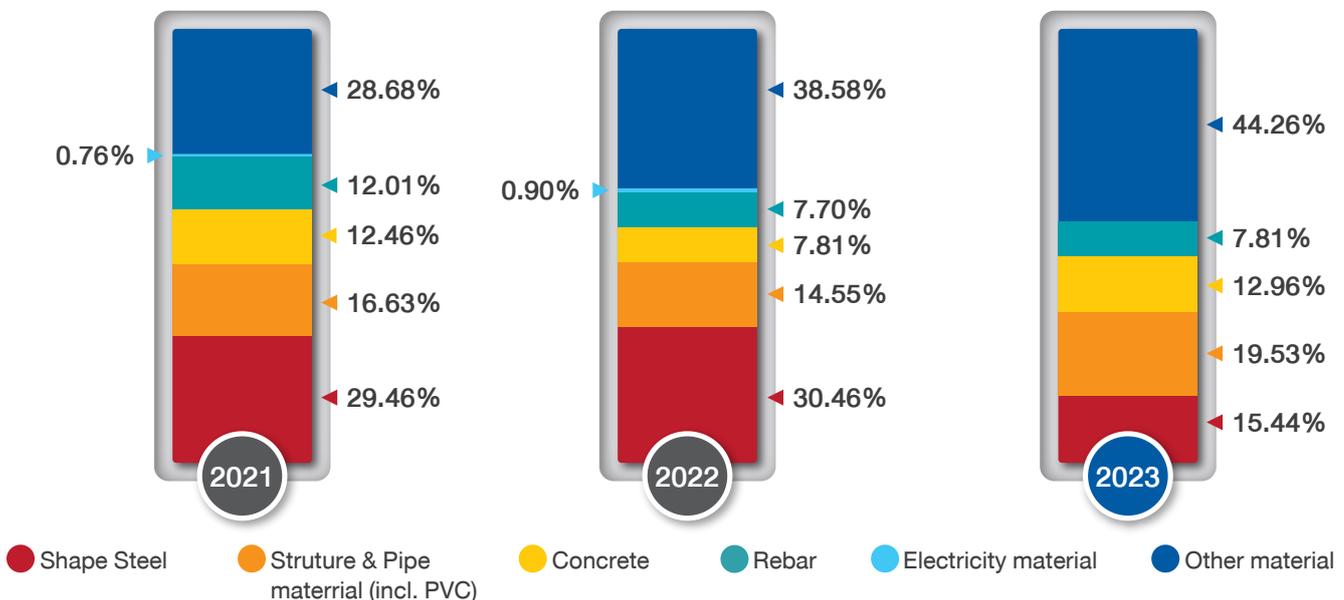
The Company does not have a policy to store raw materials, other material, and consumable for a long period. However, will procure according to necessity of use in order to control cost efficiently. These are complying with in each project, clients determine the specification of materials used. The Company's inventory store mainly comprises of steel, which is the key material for the production of steel products such as steel plate and steel section, and thus are stored to reduce production time and facilitate prompt installation for clients.

Procurement process

1. Quotations survey and comparing price of raw materials from suppliers, during the bidding prior to the execution of contract with the clients. The Company will negotiate on the sourcing of raw materials. Clients usually determine the grade and specification of materials, as well as the client's own supplier approved list. The Company will then conduct preliminary price examination from the supplier once the contract is executed.
2. After the Company signs contract with clients. The purchase order of materials is made directly from manufacturers and through distributors. Procurement of materials from abroad is done only for steel or certain materials which the clients have specifically identified and could not be sourced in Thailand. Procurement is done through Procurement Department of the Company in accordance with the process and allocated budget cost, with comparisons made in terms quantity, price, and the ability to deliver on time between different suppliers.
3. In every delivery, the Company's Quality Control Division (QC) and the client's representative will inspect the quantity and quality of the materials in accordance with the client's requirements before use in the production process.
4. Consumable and other materials, the Company will plan the usage according to the construction phase and will keep stocks only for use as work scheduled requirement. By this method, it could help the Company reduce the procurement with large quantities of other materials and consumable. Also shall to prevent lose or damaged from any deteriorated.

In addition, the management will regularly monitor the construction budget cost of projects in order to have efficient costs with good qualities materials. During the past few years, the Company's cost of raw materials is approximately 30% of the total cost. And also, most of the projects are construction and installation services for Structure Mechanical and Piping system. The main Contractor will be providing main raw materials, which are various steel products. The Company has to process those materials and to be installed at the construction site. Therefore, the Company has duty to procure only other related raw materials such as structural steel, rebar, welding wire and gas (together with various materials and tools used for welding steel), materials for electrical work, painting products and other consumables, etc., while civil engineering construction services The main raw materials used are Pre-mixed concrete, stone, sand, rebar, etc. While Civil engineering construction services, main raw materials used are concrete, stone, sand, rebar, etc.

Procurement value of material and consumable for construction service of 2021 - 2023



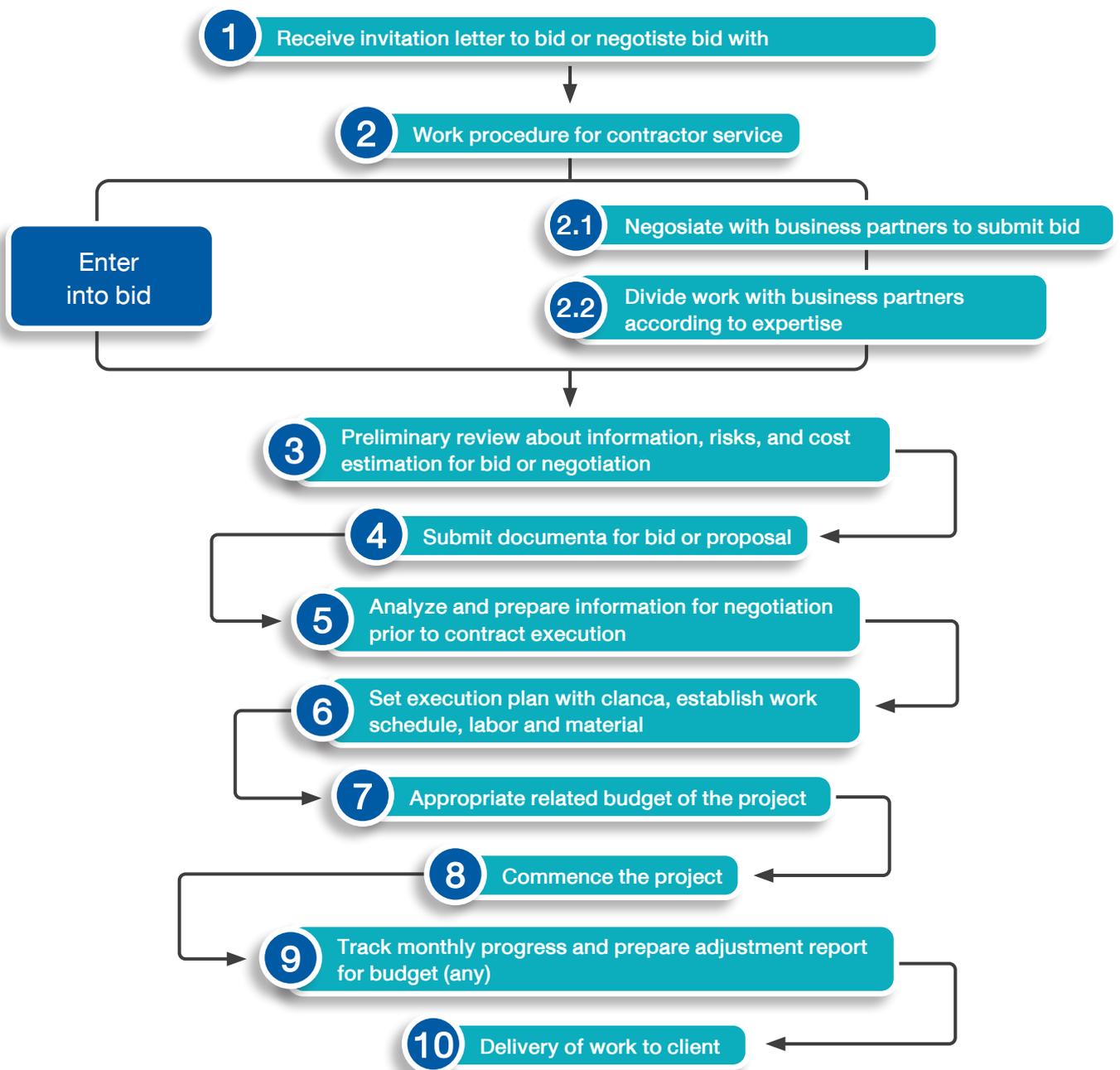
Recruitment of Labor

The Company's policy is to employ outsourced labor, namely those in civil construction and general construction such as paint, steel fabrication, and insulation. Outsourcing is a means to achieve lower labor costs as compared having an in-house unit, which would incur more expenses relating to salaries and benefits. The Company has engineers and control teams serving as full-time personnel, having had trainings and permits from the Council of Engineer as inspector engineer, to monitor and control all phases in the operation. The Company then employs outsourced labor to reduce costs and issues on labor quality.

In labor outsourcing, the Company will consider from experience and business profile especially from similar projects, quality of construction work, punctuality in project delivery, as well as readiness in terms of financial position. Moreover, the Company has set up a supplier list database to avoid reliance on any particular supplier.

Work Procedure

Work procedure for contractor service



Industry and Competition

In 2023, there were many factors affected to the economic outlook of the country. Resulted from the economic recovery after the COVID-19 outbreak which leads to the increasing demand for energy from tourism sector. It has more tourists coming into Thailand compared to previous years. Including elections and government formation during the year. As a result, its impact to Thai economic overview based on information from the Office of the National Economic and Social Development Council. The reporting of Thai economy shown the expanded the year by 1.9 percent, together with the overall value of investment in construction industry in 2023 increased by 0.4 percent compared to 2022. Due to, the driving force of private construction in the industrial factories and buildings category commerce. Meanwhile, the value of government investment for construction sector has continues slowdown from large construction and infrastructure projects investing. And also no new large-scale projects starting construction during the year. This is a result of political situation during 2023 which were waiting for the establishment of a new government.

However, the mega projects investment of Eastern Economic Corridor (EEC), Phase 1 (2017 - 2022), with investment approval of approximately Baht 2 trillion, has progressed in many projects. For example; LNG Receiving Terminal Project #2 (Nong Fab) to support LNG imports of 2.5 million tons per year has been commercially launched the first phase during 2023, Laem Chabang Port Phase 3 Project, at the end of 2023 has progressed approximately 73 percent, it has delivered some sea reclamation areas in October 2023 and expects to deliver the remaining reclaimed land in June 2024, expected to be completed as planned by 2027, etc.

Construction market and competition

The competition of construction industry for the oil, gas and petrochemical industries, which are main target customers of the Company still continuing investment plan. It leads to quite high level of competition. However, the Company has been consistently recognized and trusted by target customers. Resulted from during 2023, the Company completed construction and finished handover works to a customer of the 2nd LNG Receiving Terminal project which located in Nong Fab area. Such scope of services as civil works, Steel Structure, Equipment Installation work and LNG Tank Steel Structure material supply, Jetty Top Side Piping, Painting and Insulation works which were followed by the contract condition period. This projects were considered large projects with a total value of approximately Baht 2,400 million. It leads the Company signed contracts both main contractors and project owner for the year ended 2023 with a total value of Baht 3,764 million. Mainly were the continuous expansion work for projects under construction in the hands of Clean Fuel Projects, and new projects of new main contractors. In summary, as of the year ended of December 31, 2023, the Company has continuous increasing in the value of revenue with a value of Baht 3,163 million. Together with backlog totaling of Baht 3,320 million.

Source: Office of the National Economic and Social Development Council (NESDB)
Bank of Krungsri (12 March 2027), Thai business and industry trends: Construction contractor 2024 - 2026.

Market sharing in construction sector

Revenue from construction companies of listed on the Stock Exchange of 2023

Construction companies name		Revenue (Million Baht)	Portion (%)
ITD	ITALIAN-THAI DEVELOPMENT PUBLIC COMPANY LIMITED	52,665.64	23.92%
CK	CH. KARNCHANG PUBLIC COMPANY LIMITED	37,904.04	17.22%
STEC	SINO-THAI ENGINEERING AND CONSTRUCTION PUBLIC COMPANY LIMITED	29,860.17	13.56%
TTCL	TTCL PUBLIC COMPANY LIMITED	17,134.94	7.78%
NWR	NAWARAT PATANAKARN PUBLIC COMPANY LIMITED	11,244.06	5.11%
UNIQ	UNIQUE ENGINEERING AND CONSTRUCTION PUBLIC COMPANY LIMITED	10,423.31	4.73%
PLE	POWER LINE ENGINEERING PUBLIC COMPANY LIMITED	9,363.55	4.25%

Construction companies name		Revenue (Million Baht)	Portion (%)
SYNTEC	SYNTEC CONSTRUCTION PUBLIC COMPANY LIMITED	7,431.43	3.38%
CNT	CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED	7,297.65	3.32%
SQ	SAHAKOL EQUIPMENT PUBLIC COMPANY LIMITED	6,166.68	2.80%
TPOLY	THAI POLYCONS PUBLIC COMPANY LIMITED	6,073.62	2.76%
PREB	PRE-BUILT PUBLIC COMPANY LIMITED	4,906.73	2.23%
STPI	STP&I PUBLIC COMPANY LIMITED	4,055.59	1.84%
BJCHI	BJC HEAVY INDUSTRIES PUBLIC COMPANY LIMITED	3,542.90	1.61%
CAZ	CAZ (THAILAND) PUBLIC COMPANY LIMITED	3,166.69	1.44%
SRICHA	SRIRACHA CONSTRUCTION PUBLIC COMPANY LIMITED	2,225.72	1.01%
TRC	TRC CONSTRUCTION PUBLIC COMPANY LIMITED	2,193.88	1.00%
SEAFCO	SEAFCO PUBLIC COMPANY LIMITED	1,799.55	0.82%
PYLON	PYLON PUBLIC COMPANY LIMITED	1,486.89	0.68%
UEC	UNIMIT ENGINEERING PUBLIC COMPANY LIMITED	1,191.75	0.54%

Construction market trend

The outlook of Thai economy of 2024 is expected to expand in the range of 2.7% - 3.7%. Average inflation in the range of 1.7 - 2.7% with important supporting factors and driving forces from many sectors. Such as the tourism sector, domestic consumption sector and the private investment sector. It is expected that private consumption and investment will expand by 3.2% and 2.8%, respectively. In the construction contracting business in 2024 - 2026, a trend of growth according to the overall construction investment value that is expected to expand by 3.0% - 4.0% per year, with the value of government construction expected to expand by 3.5% - 4.0% per year. Based on main significant projects related to the Eastern Economic Corridor (EEC). Under the country's logistics system plan 2023 - 2027, which has an investment target approximately of Baht 2.2 trillion. Such as the high-speed rail project connecting three airports between Suvarnabhumi - U Tapao - Donmuang, U-Tapao Airport Development Project, Map Ta Phut Phase 3 Project, and Development Laem Chabang Port Phase 3 Project. It is expected that these projects will help promote investment opportunities in various industries to spread to the regional level even more.

In addition, there are important issues related to climate change that have long-term effects on the environment. The Government by the Ministry of Energy has prepared "National Energy Plan" (National Energy Plan), including 5 energy plans together consisting of 1. Thailand Power Development Plan (PDP), 2. Alternative Energy Development Plan (AEDP 2018), 3. Energy Efficiency Plan (EEP), 4. Natural Gas Management Plan (GAS Plan), and 5. Plan Fuel management (Oil Plan) in line with the 20-year national strategy (2018-2037). This is to support the development plan which towards to a low-carbon economy (Neutral-Carbon Economy) with a goal to achieve net-zero carbon emissions by 2050 and net-zero GHG emissions by 2065. With under the Energy Policy and Planning Office (EPPO) as the planner, which consists of the following main points:

- **Electricity:** increase the proportion of new electricity generation with the proportion of renewable energy (RE) is not less than 50%, to comply with the trend of lower RE costs. Together with, the cost of the energy storage system (ESS) considering. And not increasing the long-term cost of electricity generation as well.
- **Natural gas:** focus on liberalization and procurement to create stability for the country's energy system. And import of liquefied natural gas (LNG) to promote Thailand as a Regional LNG Hub.
- **Oil:** the transport energy plan should be adjusted and consider transition management. To create a balance between biofuel users (Bio Fuel) and electric vehicles (EV).
- **Renewable energy and energy conservation:** promote production and renewable energy in every sector and increase the efficiency of energy use in all sectors as well.

However, from the above issues lead to the affecting in various regulatory changes which going to be effective during the year 2023 - 2024. The various industrial sectors need to develop or improve different production processes which are following;

1. Manufacturing sector requiring large factories (such as power plants of 10 MW or more, steel factory, oil refineries, cement plants, paper factory, acid production factory, waste incinerators and glass plants, etc.) must install special tools or equipment CEMS (Continuous Emission Monitoring Systems) effective from 10 June 2023. To control and monitor air emissions from Real-time factory chimneys, with new factories having to complete the CEMS installation before commencement of business. and the old factory by 9 June 2024.
2. The automotive sector has restructured the excise tax on vehicles to reduce greenhouse gas emissions. BEV Electric Vehicle Subsidy Measures and Annual Tax Reduction for BEV Electric Vehicles.
3. Energy and environment sector;
 - Adjustment of power thresholds by increasing electricity generation from renewable energy and reducing the purchase ratio of electricity from fossil fuels (PDP Rev.1) during the years 2021 - 2030 to support renewable energy plants (solar, biomass, biogas and waste).
 - Petrochemical Industry Investment Support Plan Phase 4 (2022 - 2026) to create added value for petrochemical products to support the transition to a circular economy.
 - The European Union (EU) announced the Carbon Border Adjustment Mechanism (CBAM) by requiring importers to report greenhouse gas emissions in the production of 9 products. These include iron and steel, aluminums, cement, fertilizers, electricity, organic chemicals, plastics, hydrogen and polymers (volume-dependent carbon charges), greenhouse gas emissions of products covering indirect carbon emissions (indirect emissions, such as the use of electricity in the production process) by starting a transition period to test data reporting during 1 January 2023 - 31 December 2026. And fully enforced from January 1, 2027 onwards. It is expected that CBAM will increase the production cost of Thai products by adjusting the production process to be in line with the aforementioned criteria.
 - The United States proposed a Clean Competition Act (currently pending Senate committee) that includes carbon pricing for domestically produced goods (effective 2024) and carbon border measures. Adjustment Mechanism: US-CBAM) for imported goods. such as petroleum, petrochemicals, fertilizers iron and steel, aluminum, glass, and pulp and paper (effective 2026) in order to achieve net zero emissions by 2050.
 - The Thai Industrial Standards Institute (TIS) expands Euro 5 emission standard to cover trucks, buses, pick-up trucks and small cars (effective 1 January 2024). To control emissions and reduce particulate matter (PM 2.5) that affect health. The adjusting the above criteria will increase the cost burden for car manufacturers who must develop products to meet the specified standards.
 - The Department of Industrial Works prepares to prohibit the use of Hydro-Chlorofluoro methane (HCFC-141b) in the industrial sector for the production of spray foam (effective 1 January 2024) by replacing it with Hydro-Fluoroolefins (HFOs) which do not destroy the ozone layer. This is to preserve the environment reducing global warming and in line with Thailand's goals to reduce greenhouse gas emissions by 40% by 2030.

In conclusion from all of the above information. This is an opportunity to compete in the construction industry as well as the business group to participate in the bidding of various projects that are underway and that will happen in the future.

- Source:
- *The Eastern Economic Corridor Policy Committee / Ministry of Energy.*
 - *Natural gas management plan 2018 - 2037. Office of Energy Policy and Planning October 2020. Ministry of Energy.*
 - *Bank of Krungsri (12 March 2027), Thai business and industry trends: Construction contractor 2024 - 2026.*
 - *"Oil Plan and natural gas management plan", in the public sector, Energy Institute for Future Industry.*
 - *"Announcement of the Office of the Prime Minister regarding the announcement of the national reform plan (revised edition)" (2021, 23 February). Royal Gazette. Volume 138, Special episode 44 Ngor, page 1.*
 - *"Open "National Energy Plan 2022" to push Thailand carbon free", Kanyat Butdee, 30 July 2022, <https://www.bangkokbiznews.com/business/1017753>.*
 - *"Thailand's Economic Conditions in the Fourth Quarter of 2022 and Outlook for 2023", Macroeconomic Strategy and Planning Division, press release on February 17, 2023.*

Projects valuation of Backlog as at 31 December 2023

	Project	Nature of Work	Type of Work	Start - Expected Completion	Project Value (MB)	Project Progress (%)	Revenue recognized (MB)	Backlog (MB)
1	Clean Fuel Project Piping Spool Fabrication works	Sub Contractor	SMP	May 2020 - Jun 2024	943.49	97.23%	917.40	26.09
2	Clean Fuel Project Over Temp. Bridge Fabrication and Erection works	Sub Contractor	Fab & Service	Dec 2020 - Jun 2024	66.49	98.95%	65.80	0.69
3	Clean Fuel Project Steel Structure / Equipment / Piping Works	Sub Contractor	SMP	Nov 2020 - Dec 2024	2,310.81	79.88%	1,845.84	464.97
4	Clean Fuel Project Structure Modification works	Sub Contractor	Fab & Service	Jun 2022 - Dec 2023	65.16	71.78%	46.77	18.39
5	Olefins I-4/2 Modification for Propane Feedstock Project (OMP) Civil / Building / Steel Structure / Equipment / Piping works	Sub Contractor	General Con.	Jun 2021 - Feb 2023	872.38	98.13%	856.04	16.34
6	PTTLNG NF 28" PIPE	Sub Contractor	SMP	Sep 2021 - Sep 2022	266.44	97.41%	259.53	6.91
7	LNG Receiving Terminal (Nong Fab) Temporary Seawater Line works	Sub Contractor	SMP	Sep 2021 - May 2022	154.43	81.58%	125.98	28.45
8	Clean Fuel Project Civil work (WBS-A)	Sub Contractor	Civil & BLDG	Nov 2019 - Aug 2023	1,012.93	96.14%	973.85	39.08
9	Clean Fuel Project Pipe rack & Flare Foundation	Sub Contractor	Civil & BLDG	Jan 2021 - Oct 2024	947.09	66.04%	625.42	321.67
10	Clean Fuel Project Civil work (WBS-C)	Sub Contractor	Civil & BLDG	Mar 2023 - Oct 2024	729.68	46.15%	336.78	392.90
11	LNG Interconnecting Pipeline Project Piping Fabrication and Erection works	Sub Contractor	SMP	Jun 2022 - Jun 2023	223.01	86.99%	194.01	29.00
12	LNG Receiving Terminal (Nong Fab) EGSO for Electrical and Instrument work for BERTH#1 and JCR	Sub Contractor	SMP	Jun 2021 - Dec 2022	187.61	88.75%	166.51	21.10
13	Olefins I-4/2 Modification for Propane Feedstock Project (OMP) Structure Fabrication works	Sub Contractor	Fab & Service	Jun 2021 - Dec 2022	140.12	90.24%	126.45	13.67
14	Ultra Clean Fuel Project IRPC UCF STR FAB	Sub Contractor	Fab & Service	May 2022 - Apr 2023	284.10	82.19%	233.51	50.59
15	New Hydrogen Manufacturing Unit (HMU-2) Project Steel Structure Fabrication work	Sub Contractor	Fab & Service	Sep 2022 - Aug 2023	107.71	89.83%	96.76	10.95
16	VCM / PVC Project (SAKURA Project) Piping shop fabrication, erecting, Structure, mechanical equipment erecting, including painting works	Sub Contractor	SMP	Apr 2566 - Mar 2025	1,365.00	6.54%	89.20	1,275.80

Project	Nature of Work	Type of Work	Start - Expected Completion	Project Value (MB)	Project Progress (%)	Revenue recognized (MB)	Backlog (MB)
17 SAKURA Project TANK Package Fabrication	Sub Contractor	SMP	Jul 2566 - Jul 2024	80.50	13.55%	10.91	69.59
18 Propane Supremacy Project (C3 Supreme) EPC	Main Contractor	EPC	Jun 2023 - Apr 2025	582.88	8.68%	50.59	532.29
19 Project Miscellaneous	-	Fab & Service		7.09	47.73%	5.30	1.79
Total				10,346.92		7,026.65	3,320.27

Group Structure

CAZ invested in a subsidiary, JKEC Company Limited (JKEC), it was established on 29 January 2016 with initial registered of capital of THB 2.00 million (20,000 shares with a par value of THB 100 per share). Moreover, on 1 October 2019, JKEC registered capital increase from THB 4,100,000 (41,000 shares with a par value of THB 100 per share) to THB 10,100,000 (101,000 shares with a par value of THB 100 per share). CAZ keep the portion of investment in subsidiary companies at the rate of 73.17 percent by investing in 43,902 additional ordinary shares of JKEC with a par value of THB 100, totaling THB 4,390,200. As at 31 December 2023, the Company's group structure is as follows.



CAZ (Thailand) Public Company Limited
("CAZ")

73.17%

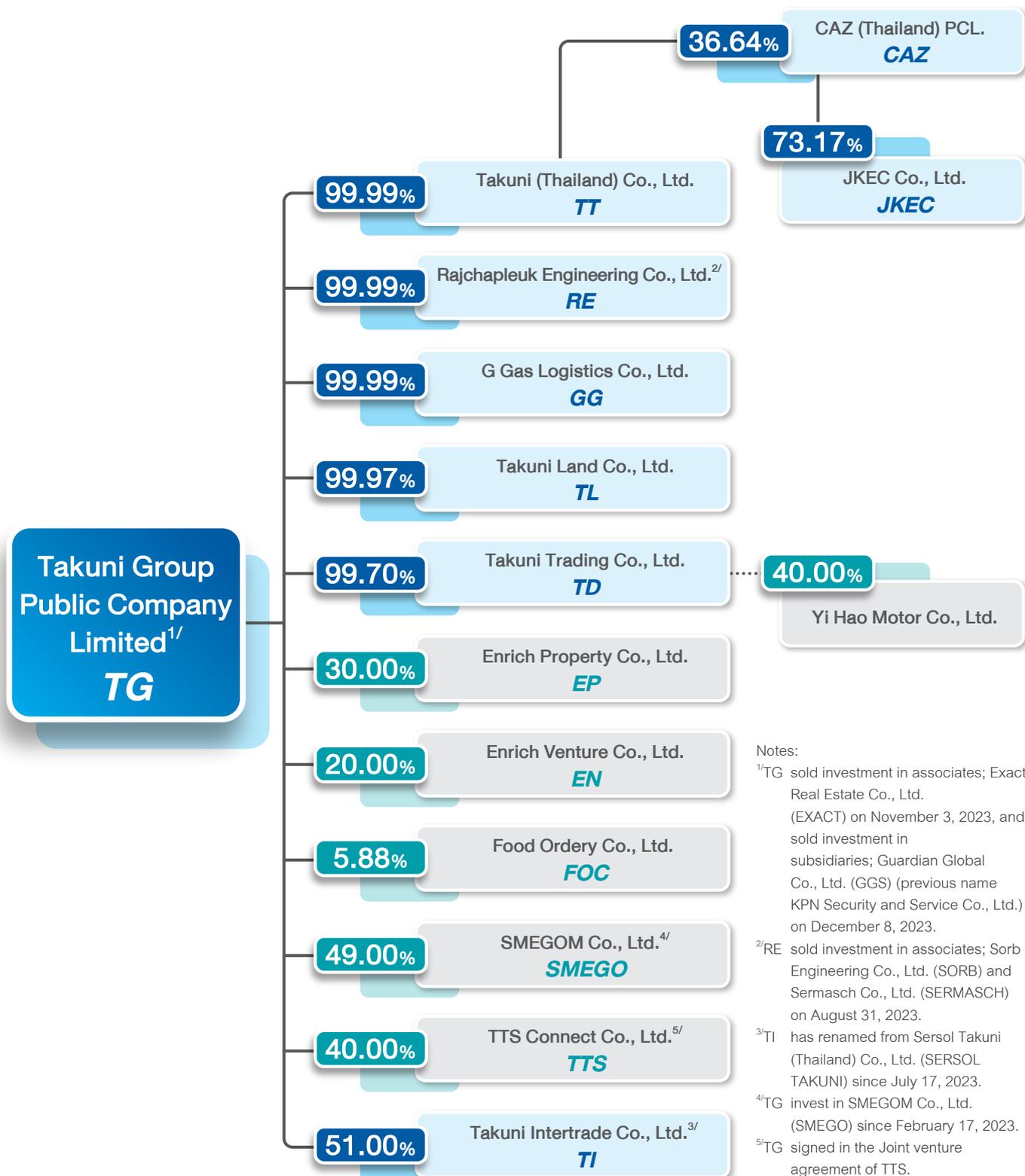


JKEC Company Limited
("JKEC")

Business Relationship with Major Shareholders as at 31 December 2023

Major shareholders are divided into

1. Executives holding 15.08 percent of paid-up capital
2. Takuni (Thailand) Company Limited, subsidiary of Takuni Group Public Company Limited, holding 36.64% of paid-up capital, with details on TAKUNI's group structure as follows;



Operations of companies in the Takuni Group Public Company Limited group

Company	Business
Takuni (Thailand) Company Limited	Automobile gas installation and gas piping system construction
G Gas Logistics Company Limited	Transportation
Ratchapruerk Engineering Company Limited	Engineering safety testing service
Takuni Land Company Limited	Property Development
Takuni Trading Company Limited	Electric motorcycles Manufacturing and Distribution
CAZ (Thailand) Public Company Limited	Construction service for clients in the oil, gas and petro chemical industry
JKEC Company Limited ("JKEC")	Civil and foundation construction service
Yihao Motor Company Limited	Manufacturer and assembly electric motorbike
Enrich Ventures Company Limited	Real Estate Development Business
Enrich Property Company Limited	Real Estate Development Business
Food Orderly Company Limited	Food Delivery Business
SMEGOM Company Limited	Service business and software and program development
TTS Connect Company Limited	Import business, producing, distributing electric vehicles and equipment parts.
Takuni Intertrade Company Limited	Electric vehicle production and distribution business

CAZ retain its status as TAKUNI's subsidiary.

Preventive Measures on Business Competition Between TAKUNI Group and the Company

Business operations of TAKUNI Group and the Company may seem similar in the provision of construction service. However, the businesses of both parties differ in terms of expertise and standard of work. Thus, clients would decide to engage the services based on suitability to the job.

CAZ (Thailand) Public Company Limited operates its business as construction service provider with its clients being large operators in the oil, gas, and petrochemical industry. This requires experience, emphasis on standards of raw materials, controlled manufacturing process, teams of engineers with expertise and understanding in various products able to advise clients and teams of craftsmen standard-certified for welding various types of products, enabling the Company to ensure high quality services with quality control exercised in every production and installation process. In addition, the Company received certificates of standard from renowned organizations such as ASME and NBIC, with regular checks every 3 years, resulting in high cost of service.

Takuni (Thailand) Company Limited (TT), which is TAKUNI's subsidiary, like CAZ, also operates its business in construction service. However, the scope of construction business is limited to LPG pipe construction system such as shopping centers, hospitals, and restaurants. In addition, the standards regarding construction, raw materials, and labor quality are at a level as required by law. As such, TT is not able to deliver standards comparable to CAZ due to limitations such as expertise other than in LPG pipe system, engineers' capabilities, and specialized labor qualifications.

However, should TAKUNI Group plan to engage the services of CAZ or CAZ's subsidiary in the future in any matter, TAKUNI and CAZ will consider market prices, normal terms of trade, and appropriateness of the transaction. In such case, The Audit Committee and internal auditor of both TAKUNI Group and CAZ will review such related party transaction, disclose information to the public, and proceed in accordance with the regulations on the matter.

Related Party Transactions Which May Occur in the Future

Related party transactions between the Company and TAKUNI Group in the future, in case of normal business transactions with normal terms of trade, would be done in accordance with related party transaction review measures as approved by the Board of Directors in compliance with the Securities and Exchange Act. The agreement shall be strictly adhered to, and pricing and terms shall be clearly and fairly specified, resulting in no transfer of benefits. In case that the Audit Committee has no expertise in the related party transaction currently under consideration, the Company will arrange for a person with knowledge and specialized expertise such as the auditor or independent asset appraiser to provide opinion on the related party transaction, to support the decision of the Board of Directors or shareholders (whichever may be the case). This is to ensure that such transactions will not constitute any transfer of benefits between the Company or potentially conflicting persons, but are for the greatest benefit of shareholders. The Company will also proceed in accordance with the regulation with regards to disclosure of information and guideline for listed companies on related party transactions.

Shareholders Structure

The Company has registered capital of THB 147,000,000 with 293,999,752 ordinary shares at a par value of THB 0.50 per share.

The top 10 names of shareholders which appear on the list of shareholders as at 13 March 2024 and as at 17 Mar 2023.

No.	Shareholders name	Number of share as at 13 Mar 2024	%	No.	Shareholders name	Number of share as at 17 Mar 2023	%
1	Takuni Group ¹			1	Takuni Group ¹		
	Takuni (Thailand) Co., Ltd.	107,728,950	36.64		Takuni (Thailand) Co., Ltd.	107,728,950	36.64
	Total Takuni Group	107,728,950	36.64		Total Takuni Group	107,728,950	36.64
2	Mr. Kobkhun Tienprecha	37,700,000	12.82	2	Mr. Kobkhun Tienprecha	29,300,000	9.97
3	Mr. Chung Sik Hong	28,689,740	9.76	3	Mr. Chung Sik Hong	28,689,740	9.76
4	UBS AG LONDON BRANCH	28,067,435	9.55	4	UBS AG LONDON BRANCH	26,861,435	9.14
5	Mr. Wang Youp Jhee	8,152,450	2.77	5	Mr. Wang Youp Jhee	8,152,450	2.77
6	Mr. Yeong Cheol Choi	7,497,560	2.55	6	Mr. Yeong Cheol Choi	7,497,560	2.55
7	Thai NVDR Company Limited	4,588,733	1.56	7	Thai NVDR Company Limited	3,484,471	1.19
8	Mr. Thongchai Sricharoenlumsum	1,442,600	0.49	8	Mr. Thongchai Sricharoenlumsum	1,316,600	0.46
9	Mr. Kasemsak Techaviratchon	1,406,800	0.48	9	Mr. Kasemsak Techaviratchon	1,209,500	0.41
10	Ms. Nita Treeweeranuwat	1,205,020	0.41	10	Ms. Nita Treeweeranuwat	1,205,020	0.41
	Total	226,479,288	77.03		Total	215,445,726	73.28

Remarks : ¹ Takuni (Thailand) Company Limited held by Takuni Group Public Company Limited at 99.99% of total amount of share capital.

Dividend Payout Policy

The Company has a dividend payout policy rate of no less than 40% of net profit from the Company's separate financial statements after the deduction of corporate income tax and legal reserve, and such payment shall not significantly impact the Company's normal business operations. However, the Company may consider dividend payout which deviates from the aforementioned in line with the Company's operating results, financial position, liquidity, business plan, other necessity in the future, and other factors related to management as the Board of Directors and/or shareholders deem fit. Such proceedings must be of greatest benefit to shareholders.

Dividend payment for the Company operating of 2021 – 2023 are follows;

Year	Statement of comprehensive income (Separate financial statements)	Dividend rate (Baht per share)	Amount (Baht)	Dividend payout Ratio ^{2/} (%)
2023 ^{1/}	202,474,652	0.2114	62,151,548	30.70
2022	191,511,869	0.2000	58,799,950	30.70
2021	133,004,631	0.1600	47,039,960	36.11

Note: ^{1/} Propose to the Annual General Meeting of Shareholders of 2024 for consideration and approval on 22 April 2024.

^{2/} The dividend payout ratio is calculated from the amount of dividends paid in the year. Divided by the company's net profit.



Risk Management

1. Policy and risk management plan

Risk Management

The Company places the importance on managing risks that may arise from both external and internal factors which may affect to the business operations. And also setting policies and management plans for both strategic and operations of the Company to dealing with those impacts effectively. According to the principles of enterprise risk management (ERM: Enterprise Risk Management). And risk management framework of COSO (The Committee of Sponsoring Organizations of the Tread Way Commission). These are both international standard risk management guideline used as a guideline for the Company's risk management with successful and efficiently.

Additional, the Board of Directors assigned the Risk Management Committee to determine policies, strategies, and frameworks for risk management in the Company's operations. Including, performing supervisory duties to follow up with departments' operating complied with risk management framework. Through the Audit Committee to review the Company's operations have appropriate risk management and monitoring, effective Including linking to the Company's internal control as well.

Risk Management Structure

The Company has risk management structure which could be divided into two levels. Consists of risk management at the enterprise level and department level as follows:

At Enterprise level, Risk Management Committee responsible for setting policy, strategy and framework for risk management of the Company. Including, supervision and monitoring for departments operation followed by the risk management framework. Evaluating and reporting to the Board of Directors through Audit Committee on a quarterly basis. In order to report risk status of the Company operation are complied with policy appropriately. Moreover, the Risk Management Committee has responsibility to review risk policy annually and propose it to the Audit Committee and the Board of Directors for approval if there are any changes.

At Department level, the Company's executives and employee are risks owner. It is responsible for identifying events, evaluate opportunities, and analyze the severity of impacts that may occur into the Company's operations. Those risks may consider and affect to the Company's objectives and strategies targets. Therefore, they have to do immediately respond and find alternatives method to prevent and control risks in order to mitigate them into risk appetite level. Together with reporting the risk situation to the Board of Directors through the Risk Management Committee on a quarterly basis as well.

In addition, the Company assigned departments to do self-assess of internal controls through the Control Self-Assessment (CSA) tool. In 2023, an audit on the topic of purchasing and hire subcontracting these for make confidence of the adequacy and effectiveness of the internal control of the said process. However, the Company arranges for an external agency to do Internal Audit and quality assessment of both ISO 9001:2015 and ISO 45001:2018 to control risks at the operational level in accordance with the specified policies and plans. According to the risk framework which setting by the Risk Management Committee.

Risk processes and assessment principles

The Company has processes and measures of risks management, according to guidelines for quality, adequate, and internationally appropriate. Together with identifying, analysing, evaluating, prioritizing, managing, controlling, monitoring, reporting, evaluating, and communicating information about ongoing risks basis and implementing them throughout the organization. The executives and employees are risks owner which have to responsibility by identify and assess the risks of their responsible. Including, determining appropriate measures for risk management to cover all activities of the company.

The Company has analysis risk issues at the enterprise level with assess Likelihood and Severity of impact. Regarding, assess the Company's risks by identified Key Risk Indicator (KRI), the acceptable risk level (Risk Appetite) and deviation level of risk criteria (Risk Tolerance). In order to monitor and ensure that risks of the Company have appropriately managed and reported to management. However, if there are risks that cannot be managed into risk appetite or there are activities risks which cannot yet be resolve. The Company going to arrange for review and improvement of risk management activities to make them more appropriate and practical.

The Company has Risk Appetite in 5 areas, including Strategic Risk, Marketing Risk, Risk related to current business operations (Business as Usual Risk, Financial Risk, Emerging Risk, Risk from non-compliance with laws. and other regulations, including sustainability and ESG issues.

2. Risk Factors of the Company's operation

2.1 Strategy risk

Risk factor from Dependence on Executives

Since the Company established and operating up to present, the Company's operation has continuing grow. Resulted from the confidences and creditability's the Company's construction works of many large projects from many customers. Due to the controlling and management of the Company's executives for the large construction projects both national and international customers. Additional, they are a key person of the organization's management and strategy. Especially, executives at the C-level who have long experience working in construction in the energy industry with highly knowledgeable skilled and expertise.

Regard to, risk factor from relying on the above executives is at risk appetite. As of December 31, 2023, the Company has 4 executives of C-Level, with none of these executives having retired yet. Everyone continues to perform their duties according to their responsibilities and it has an important driver in continuously managing the Company's strategies. However, the Company places priority on strategy risk into organizational management of executive positions. Because it considered an important and indispensable position. Such in case of an unexpected event occur that might cause someone unable to perform on his duties, it may cause a disruption in the strategic management of the organization. The Company has mitigation plan to minimize these kind of risk as following:

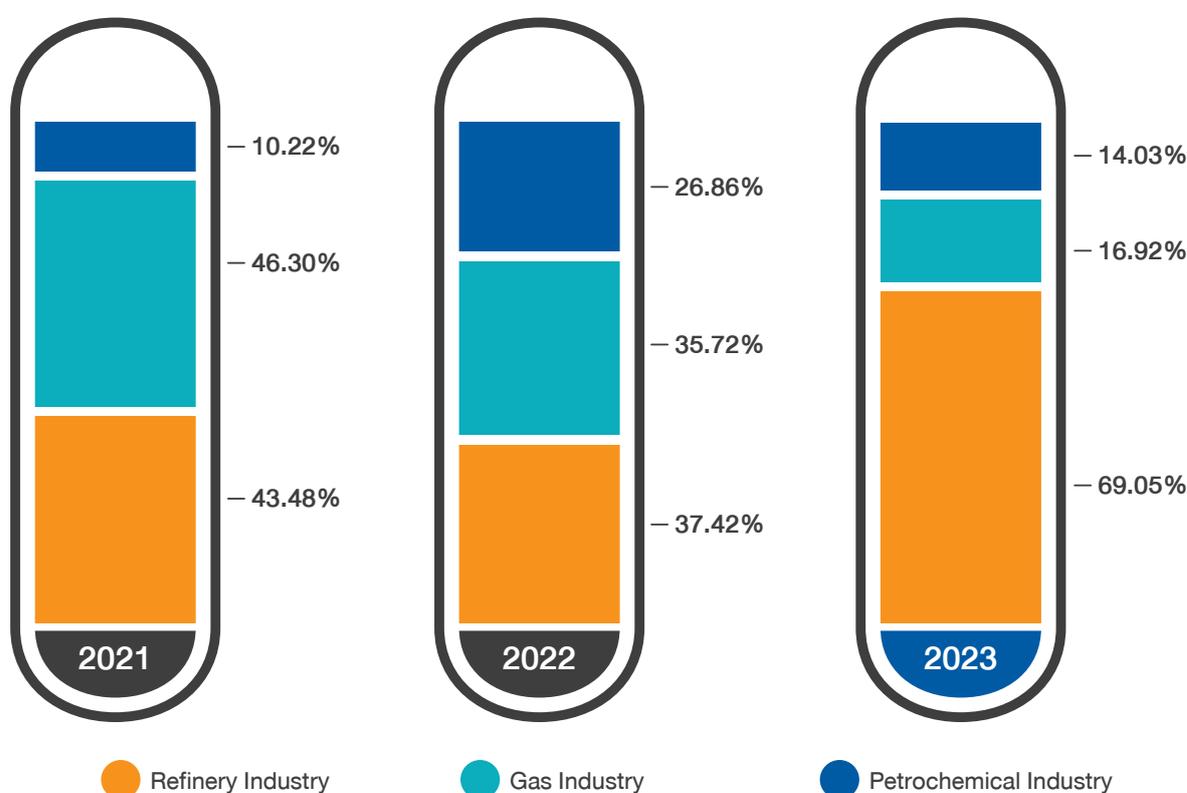
- Setting a Succession Plan for executives who are indispensable to the organization. This is considered risk management for business strategy that will affect the company's continuous operations. Especially, executives of C-Level.
- Assigned to the Human Resource department to identify qualification or competency. And selective individuals to be successors (Candidate Successors) in place of executives in each line of discipline within the Company. By considering work details and responsibilities of that position, the company's expectations, and criteria for selection. Including, consider of tools used to test or select qualified people.
- The executives of each discipline line of works set up and prepare an Individual Development Plan (IDP). Including, training to increase the required skills to successors and abilities of in each position, such as processes, business strategic planning, human resource management, etc.
- Setting an assessment of the ability and potential of the Candidate Successor based on the Annual performance and Competency assessment and summarize assessment score in order to do Successors selective for executives in each line of works and to report to the Board of Directors.

2.2 Marketing Risk

Risk factors from relying on a single industry as a source of revenue

The Company has main revenue from various construction projects which awarded contracts from both attending the auction with project owner in the energy, oil, gas, petrochemical and other businesses, including receiving work from the main contractors. As a result, the Company's revenue growth is fluctuating in accordance with being awarded the project from the competition and capability of winning award. Moreover, the target customer's investment policy, the slowdown of economic conditions within an industry, and the geopolitical competition. Including, the transitioning from traditional energy to clean energy situation at present. These may affect to investment plans of target customers that might be change, postpone or delay project investment from the original plan. This poses a risk to the continuation of income which may various from the Company's target.

The Company's revenue during 2021 - 2023 has its source of income from natural gas, refineries and petrochemicals industry as shown in the following chart.



However, the Company has risk mitigation in order to reduce reliance on sources of income from only one business group or customer that may result in uncertainty of clients' hiring work. If any of the events mentioned above occur as follows:

- Service various providing which could be support a wider variety of customer requirement. In addition to Fabrication work, such as Insulation services and Manpower management services. For example, regarding multinational main contractors who want to reduce the process and time required of recruit construction workers or high skilled labor in large projects which required a large number of construction manpower support. The Company can recruit workers to quickly serve this demand.
- Strategies determine for increasing revenue in other industries such as power plants, the automobile industry, and other industrial factories, etc. Moreover, expanding distribution channels to the abroad customers in the form of export services for processed and assembly of large modularization work which is based on customer's designs and requirement.

In addition, the Company keep emphasizes of maintaining work quality and delivering projects on time. To reach the maximum satisfaction for every customer. Including, make good relationships with customers in every kind of industry on a continuous basis. To create recommendations about using or selecting the company's services in the future customer or projects.

3. Risk factors related to current business operations

3.1 Risk factors from Price Volatility in construction material

Cost of raw materials and equipment are an important component of the Company's business operations, with key items being steel plates and copper wire. Sometime has uncertain events occurred from both domestic and abroad which affect to significant change of these raw materials price. Such as the recent major epidemics and wars, these impacts on steel prices which caused to increase significantly prices. Due to products shortage while there is high demand in the market. These events caused a direct impact on construction contractors who have a significant demand for steel in their production processes.

In 2023, the Company has good control and manage risks from price volatility in construction material. However, the Company has controlled the risk of steel price fluctuations to risk appetite. If there have some uncertain events which caused a significant change of material price. That may be affected to the Company's profit margin and might not achieved to the goals because of losses in some projects. The Company has managed risk factors from price volatility in construction material, especially steel material. That may affect the Company's profit margin decreased and couldn't reach the Company's targets according to the risk mitigation plan as follows:

- The Company set a policy to reduce the risk of construction material price volatility by estimating construction cost before entering into a project bid. The information used for the consideration of such costs are obtained from the Company's internal database and information on past construction projects provided to clients. Together with cost of fluctuation value added, in case of material price at the bidding period vary based on unexpected events occurred. Leads the cost of construction services can be calculated quite accurately.
- Moreover, the Company plan and set materials price ahead by issuing Purchase Orders to vendors in advance to prevent any price adjustments during the bidding phase. Including, negotiate the price of various construction materials with partners to control the cost of those construction materials as risk appetite of the Company, based on quantity of raw materials required for that projects.
- Followed up the raw materials price status closely from many sources both domestic and abroad. Along with planning procure of raw materials at appropriate price and time period by price comparisons and appropriate trade conditions of suppliers' offering.

From the above mentioned, resulting to the Company be able to calculate construction cost with reasonably high accuracy and has slightly impact from the price adjustment of construction materials when compared to performance in the past.

3.2 Project Delays and Inability to Make Timely Delivery of Work Risk

The Company might be face risk of fines or burden of charges from making delivery of work past the deadline, which could arise from both internal and external in many factors. It might be considering from such example of the contractor or project owner modifications to construction plan and installation, changes in the contract or terms of the contract during project operations, shortage of funding and liquidity of the project owner, or delays in material delivery from suppliers. Including, accidents that cause the Company to stop working which may lead the project owner will be asked for damages or fines which creates additional costs beyond of the Company estimating according to the construction plan. Therefore, in the past the Company never faced the problem of delay deliver projects. Resulted from, well risk management and risks mitigation of work which might be delayed and cannot delivered project to customers on time. The details are as follows.

- Determine and monitor the actual production plan compared with the production order quantity of each projects to be in accordance with the project specified quantities. If an uncertain event occurs that causes the actual production to not be as planned. There will be an alternative plan for operations so as not to affect the overall project duration.
- Determine wasting rate and monitoring of production process so that it does not exceed the specified percentage per month. By comparing with the total number of production ordered for production. Moreover, it has to passed the QA/QC process both from the Company's responsible departments and from customers.
- Implementing IT systems to perform checks in each step and progress of the project such as the SPCM system which is able to monitor operations from the receipt of materials from suppliers to assembly, spray paint, welding, and installation. As such, project managers are able to review the status of operations through such system. In addition, a tracking system for spool piping via RFID is used to prevent the loss of works product waiting to be send for installation at the construction site as well.

- The Company also arranges for monthly meetings with executives to report progression of every projects. Resulting to, the Company being notified regularly and any issues which may arise being monitored and reported in a timely manner such that executives could advise on the issue.

3.3 Safety risk factors arising from construction accidents that will disrupt operations

The main business of the Company is to provide construction services to target customers in the energy and petrochemical sectors. The main factories operations such cutting activities, welding and assemble steel structures and steel pipe systems. Including, producing and erection at the customer's construction site. Therefore, the Company place a high importance to safety and occupational health in the production process. In order to achieve maximum efficiency in the quality of work and continuous operation of various projects. There will be no interruption of operations with a minimum impact both as part of the responsibility of the Company and subcontractors.

In this regard, the Company has created a culture and measures to control safety within the organization which will have a limit of number of accidents which leads to lost time and loss of both fatality and organs must be zero. The goal is to not exceed more than 0.16 accidents per every 200,000 hours worked. And reduce first aid injuries from the previous year by not less than 20 percent by adopting various measures to help reduce safety risks as follows:

- Raise the level of occupational safety and health management in workplace to international standards by implementing the ISO 45001:2018 occupational health and safety management system into the work process. And improving the quality of occupational health and safety management all the time. In order to responsibility for the health and safety of employees and those labors under the Company's controlling with in accident prevention potential injuries and physical illnesses resulting from work.
- Measures of accidents preventing which leads to fatality. The Company has set safety rates per working hour to be at the same level as the industry and international levels. Targets are determining and monitoring the frequency of injuries (Loss Time Incident cases) and lost time accidents (LTA) must be zero from the number of hours worked by labors on a project-by-project basis. To assess the loss that has occurred, both loss of life and property and report to relevant agencies on a monthly basis. It is considered as part of supporting information in the annual performance evaluation to each personnel.
- Promoting a safety culture for employees and contractors to strictly adhere to safety measures. Pass the general safety training program as required by law. Moreover, job-specific safety training and conduct reviews through safety discussion activities before starting daily work. Providing safety awards to employees at all levels to encourage greater safety incentives.
- Continuity management of project operations in case of accidents that might occur. To alleviate the impact of the loss and/or reduce the time to recover or alleviate the damage. The Company has prepared an emergency response plan, including, a rehabilitation plan and conduct rehearsals as specified. Such as emergency evacuation plans, firefighting plans, etc., Additional with various necessary insurances to limit damage that may occur through All Risks Insurance, both in the factory and construction sites in each project.

3.4 Information and technology system security risk factors

At present, the Company's information is recorded and kept in computer systems through various software. These information is extremely important of business information such as project details, contracts and customer information. Including, information related to significant of financial information of the company. Therefore, if there has a threat and an incident occurs of cyber that might cause violates to those data. Or to be used illegally or without permission. These may affect to the security of various information system which mentioned and reliability of the Company.

In order to reduce the impact of this information system security risk, the Company has determined boundaries and allowed users or those who access various information. It is only those who are related to and have permission from the Company. As well as measures and policies for information system security. Additional, implementing an efficient software system to prevent unauthorized access to data to ensure that the Company has appropriate risk management for information systems.

4. Finance Risk

4.1 Risk of Failing to Receive Service Fees from the Contractor

The Company getting construction projects from customers who are project owners and main project contractors which are private sector. There might be a risk in receiving payment because the main project contractor faces with financial problems and unable to pay service fee, which may have a significantly impact to the Company's operating. As a result, the Company must maintain sufficient liquidity of cash flow from operations to carry on its operations. The Company put in place strictly measures policy to accept construction work only from the credibility clients who are reliable and have good financial outstanding. If anyone of those founded may have a high risk of late payment or has a history of financial status that does not meet the criteria, the Company does not participate in bid for projects belonging to contractors with high risk.

However, during projects operation the Company follows up on payment status of customers in each project that is according to the credit term period or not. If there has an income debtor who has outstanding debts beyond the due date. The Company place a sequential follow-up plan and continue to follow the prescribed procedures. In 2023, the majority of the Company's account receivables were in not yet due for payment level. Due to, the process for managing debtors are accordance with the specified procedures.

4.2 Foreign Exchange Volatility Risk

In some construction projects, there are material or machinery which special qualifications according to the contract conditions specified. Resulting to imported those material from abroad. In case of unexpected events occurred might be affect to changes in foreign currency exchange rates both domestic and abroad. The Company, as a result, faces the risk of foreign exchange volatility such USD and Euro currency to Thai Baht which would impact project costs in case of depreciation in value of the Thai Baht, which could increase the value of imports and reduce profitability not be as target.

In 2023, the Company has only a project that requires import raw materials and machinery from abroad. And it has estimated the volatility of foreign exchange rates in costs since project bidding stage and expects that it be sufficient. And also these project cost will not increase significantly which might be affect to total profit of the Company. However, the Company has risk managed by estimating the volatility of raw materials from information from various projects in the past. To be used as an estimation for current and future projects participation bidding. Including, purchases planning by followed up volatility exchange rate trends in various currencies. Moreover, comparing cost of forward foreign exchange contract with the volatility trend of the exchange rate during the delivery period as an option. To reduce profitability risk if the exchange rate tends possible to increase and this effect to the Company's cost higher than budget plan.

5. Risk factors related to future business operations

Risk factors from changes in regulations due to Climate Change

Regarding, the global climate changing, Thailand has signed an agreement to reduce greenhouse gas emissions at an increased rate from 20-25 percent to 40 percent in 2030. Aims to achieve net zero greenhouse gas emissions by 2065. It requiring relevant government agencies to develop climate change laws to be effective within the future. Including, promoting various measures of people changing their behavior and encouraging them to have more environmentally friendly products.

Sustainability management in Environment, Social, and Governance (ESG) issues and risks from non-compliance with related regulations in such matters may affect the profitability, image and reputation of the Company. Leads the Company has study and plan to reduce greenhouse gas emissions from the production process both directly and indirectly through various measures. At present, the Company installed Solar rooftop energy has been used in production process of pipe system factory at head office since July 2023. Currently, also studying to expand the investment install this kind of energy into Pluak Daeng factory within the next 1-2 years onward.

Driving Business for Sustainability

Policy and goal for sustainability management

The Company's vision is "To be a leader in Construction services with the most competitive capabilities and potential, playing a part in the steady and sustainable prosperity of Thailand", therefore, it determine to running business for the accomplish goals under basis of good and efficient operation. In order to have the effective growth which cover all aspects such the economic which be able to competition in the construction industry and provides the highest return according to the Company's goals. For the social responsibilities; such socities, environment, safety, and code of conduct for the business operation, the Company take into the awareness for all stakeholders such as customers, creditors and/or business partners, employee, shareholders, investors and financial institutions. Including, all communities near by the Company's factories and construction sites, etc. The sustainability strategies are as follows:

Environment (E) :

- Comply with policies, regulations, and environmental laws. Including, an environmental management system to reduce impacts that may occur on the Company's environment and around construction area during operating process throughout the projects.
- Resources efficiency usage to reduce and control environmental impacts by encouraging employees to be aware of the importance of the changing environment. Including giving importance to safety in the environment and damage preventive to life and propertis. Including, make benefits for the community and various agencies to develop living conditions and social environment around the construction area.

Social (S) :

- Operating with ISO 45001 : 2018 standards, which place importance to safety and health. To prevent accidents or illnesses caused by work and to prevent damage to the lives and property of employees and society.
- Comply with international labor laws and standards with fairness, respect human rights and do not discriminate. Including, adhering to the principles of diversity and equality policy to promote and drive long time operation of the Company.
- Career and human resources delopment within the Company with providing the continually training to enhance their competence which are related to work efficiency and productivities according to the specified standards of works. Including, encouraging employees to have the career opportunities and stability in their work to comply with the principles of human rights and equality which are the drive of the sustainability ofh the Company in the long-term business.

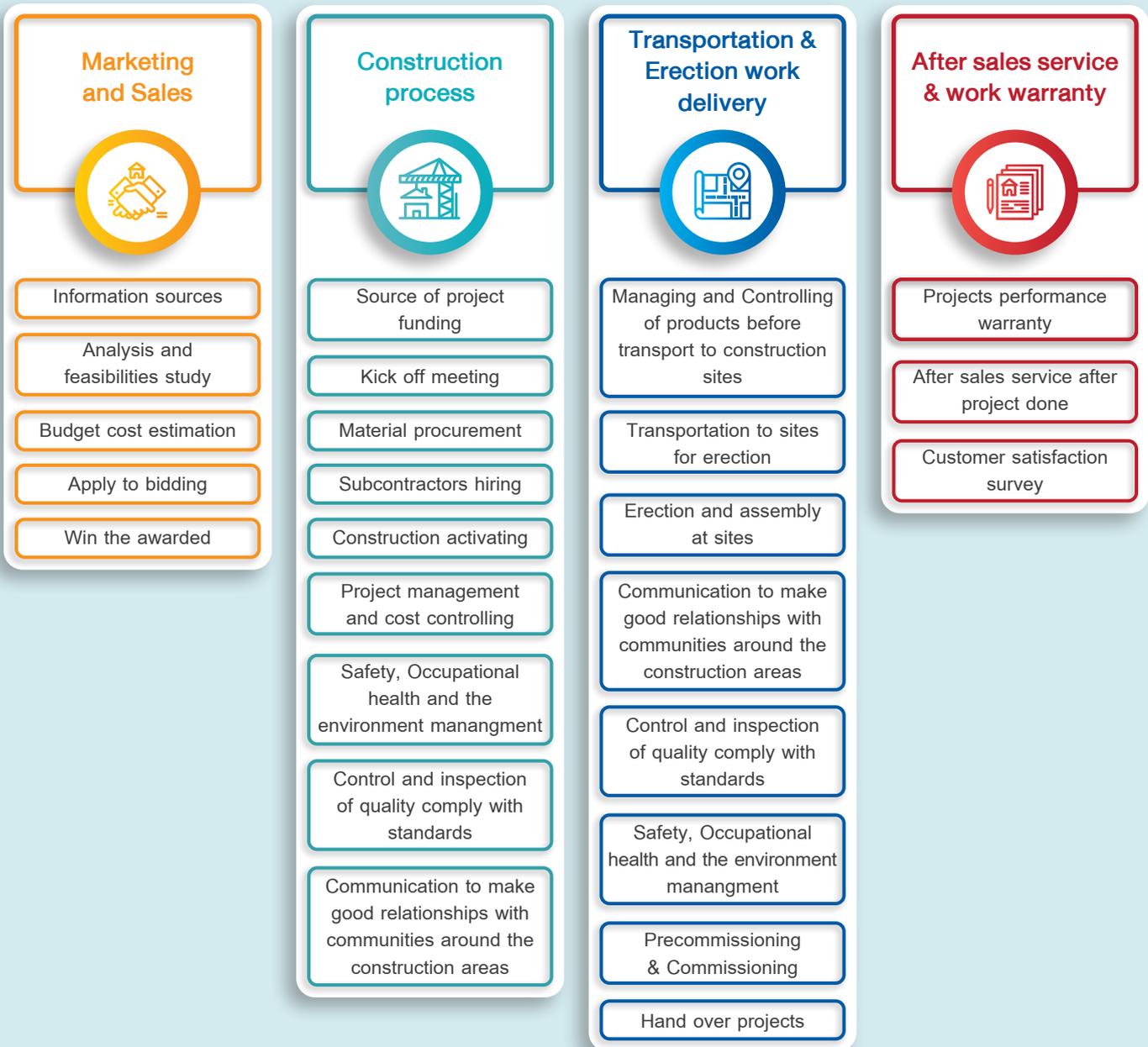
Governance (G) :

- In every work process of business operating, in order to comply with international standards and its responsible with caution performance and create the highest benefits to all stakeholders with equally. And to accordance with the laws and regulations of all relevant agencies. And transparency operation, supporting anti-corruption, and effectively of risks management in the Company.
- Determination of improving the quality of construction services to cover all requirement of target customers which leads to the creditability and creating the business value to the customers as well. Moreover, make its customers satisfaction by delivered construction works on spcific time which could be have a re-employment to create long-term growth business for the company.

Scope of Sustainability Report

This report is part of the annual report which have the objective to report the sustainability development. And the management processes' disclosure with results, both directly and indirectly. The sustainability is contributing to social responsibility in three aspects such economic, social and environment to comply with the significant matters which might be impact to all stakeholders. The scope of sustainability report is resulted from CAZ (Thailand) Public Company Limited and its subsidiary's operating from 1 January 2023 to 31 December 2023.

Business value chain



Departments supporting in business value chain in each activities



Impact management on stakeholders in business value chain

Business Value Chain					
		Marketing and Sales	Construction process	Transportation/distribution & Erection for work delivery	After sales service and Warranty of works
Stakeholders		<ul style="list-style-type: none"> Employers (project owners / main contractors) Suppliers or Business partners (according to the specific qualifications by project owners) Bidder partners (if any) Competitors Financial institutions 	<ul style="list-style-type: none"> Employee / Executives Directors Employers (project owners / main contractors) Suppliers or Business partners (both raw material sellers and subcontractors) Financial institutions Relevant government agencies Community and society around the construction areas Shareholders and investors. 	<ul style="list-style-type: none"> Employee / Executives Employers (project owners / main contractors) Shipping companies (both domestic and international) Inspection / testing service providers Community and society around the construction areas Relevant government agencies Shareholders and investors 	<ul style="list-style-type: none"> Employee / Executives Employers (project owners / main contractors) Financial institutions Community and society around the construction areas Relevant government agencies Shareholders and investors
Relevant activities		<ul style="list-style-type: none"> Study & analyze the project Project design and planning Negotiating prices with employers Verify the terms of the contract conditions and sign contract with employers Requesting financial assistance to support construction projects from financial institutions 	<ul style="list-style-type: none"> Kick off meeting for projects, including planning manpower with all relevant construction departments Submission of construction permit applications (if any) Monitoring and manage budget control plans for the efficiency use of budgets Price checking and comparing for the selection of qualified and suitable vendors / contractors Ordering of raw materials / Lease of machinery and equipment / Procurement of subcontractors Determine the delivery schedule of raw materials / works Production processing of raw materials and steel products, including controlling the construction to be in accordance with the customer's engineering designs Quality inspection (QA/QC) at every steps from process of raw material delivery partner to customer delivered 	<ul style="list-style-type: none"> Transportation with safety and have a efficiency Erection and installation with safety and accordaning to the standardization through the inspection process (QA&QC) together with the employers (Project Owners / Main Contractors) Complete testing system (Pre-commissioning & Commissioning) until deliver works to the employer 	<ul style="list-style-type: none"> Work guarantee to comply with the contract condition Repairing, in case of defective construction works occurred within warranty period

Business Value Chain				
Relevant issues to sustainability	Marketing and Sales	Construction process	Transportation/distribution & Erection for work delivery	After sales service and Warranty of works
		<ul style="list-style-type: none"> Competitive fairness Management and controlling budget costs efficiency Corruption Sufficient credit facilities to support the projects 	<ul style="list-style-type: none"> Employees / Executives's experiences, knowledge, capability and expertise Part of works or raw material delivery of suppliers and sub-contractors meet the quality and required with schedule Effective budget cost control Treatment with fairness and equitable to all stakeholders such as employees and suppliers Sufficient working capital for the construction of each project Good and appropriately incentive compensation and welfare to employees Operating to comply with all relevant law and regulations Occupational health and safety of all parties involved in the construction, including employees, subcontractors, customers and surrounding communities 	<ul style="list-style-type: none"> Occupational health and safety of all parties involved in the construction, including employees, subcontractors, customers and surrounding communities Safety environmental for community and society near by the construction areas Operating to comply with all relevant law and regulations Overall of returns according to the expected of budget

The Company's value chain starting with the prior of bidding, the Company will request documents relating to the bid from clients such as Term of Reference (TOR), criteria, and construction design to conduct studies into the project. Executives will delegate the study the information and conduct quantities take-off to the price estimation team to ultimately prepare a preliminary quotation. The take-off must be in terms of quantities and price per unit, until conclusion is reached, and would then be presented to the working team and executives for joint discussion on whether or not the Company would participate in the bid. Should the Company decide to participate, related parties would consider the bid price. In case the Company wins the bid, the Company will host meetings with relevant parties such as project consultant, engineering team, and executives, to set up a work plan. The Company will then use the conclusion from the meeting to set up guidelines for construction plan and materials and equipment procurement, as well as labor sourcing, consistent with the work plan up to delivery of the project to clients.

The operating and constructing control, the Company invested in the utilization of information technology starting from raw materials process, quality control, inspection and monitoring, and project success monitoring at every stage of the manufacturing process through the use of bar code, GPS and RFID systems. From the procurement of the raw materials, the Company uses the Tools, Assets & Consumable Management System (TCMS) to control, manage and examine raw materials, tools and equipment. After raw materials serve as input to the structure and piping manufacturing process, the Structure Production Control System (SPCM) and RFID Spool Tracking System (RSTS) is used to follow-up on the progress and transfer the product through each process up to installation on-site for clients. Moreover, the Company utilizes the Welding Control System (CWCS) in the quality checks process to assist in the inspection of the works to ensure that the products are up to standard as required by clients. The four aforementioned systems assist the Company in ensuring precision, timeliness, accuracy, and prevention of delays. Including, the ability to deliver projects that meet customer's requirement with a standard and specified schedule.

Last, another important steps that the Company prioritizes is quality. Throughout the design, procurement and construction processes, the Company's Quality Assurance Division, which consists of specialized experts, monitor quality control by inspecting each process from the selection of engineers and welders who possess the qualifications and skillsets in accordance with the standard set by clients, as well as conducting tests to ensure quality of welders able to deliver products as required by each client. Welders who pass the aforementioned test would be awarded the WQT Certificate & Card Test, and would then be allowed to commence welding work. The work itself will be thoroughly examined in detail to ensure quality and safety before installation. The Company will evaluate the quality of construction works, including engineers and other relevant parties, in order to improve and develop the work process and quality of subsequent products.

In conclusion, as the production activities as mention above, the Company will concentration on the operating performance with Good Governance priciples. By concernining with responsbility to all stakeholders' demand to have the long-term sustainability growth.

The participation and practices towards with stakeholders

Stakeholders	Expectation and Key issues	Response	Participation channels
1. Customers / Clients - Project owners - Main Contractors (Employers)	<ul style="list-style-type: none"> Performing construction work with quality and completely in accordance with contracts and requirement Having personnel with experiences and capability, including, efficient and sufficient tools and equipment for each construction work Deliver construction projects within specified schedule and guaranteed under contract conditions 	<ul style="list-style-type: none"> Lets customers to visit the construction sites, together with allowing customers to participate in the inspection of every steps of production. From start until delivery of the work Attend meetings / coordinating with customers throughout the project duration period in every phase of construction to report work progression of project. For the customer's confidence that project construction works are on the target. Check the quality of the work with the customer and / or the project owner to ensure that the work meets the specified standards without any defects or damage and potential dangers in the future 	<ul style="list-style-type: none"> Document / Minutes of Meeting / Reports evidences, according to the requirements Meeting with project owners and customers (In case, work with main contractors) Telephone / e-Mail / Letters Websites
	<ul style="list-style-type: none"> Safety aware with supervised and closely monitoring to control and protect damage or impact during projects execution. 	<ul style="list-style-type: none"> Construction service providers / subcontractors have knowledge and follow safety rules during work Collecting safety statistics for every projects 	

Stakeholders	Expectation and Key issues	Response	Participation channels
2. Business Partners - Suppliers of raw material - Subcontractors	<ul style="list-style-type: none"> Delivering quality materials/ products on time Consistently repeat purchases/services Payment of goods and wages within the specified period 	<ul style="list-style-type: none"> Inspected to raw materials and products in accordance with the quality and standards specification Equality practice to all business partners Price comparable with transparent and be able to check 	<ul style="list-style-type: none"> Report / Purchase Orders or Hiring Orders document Attend the meeting with suppliers and subcontractors Telephone / e-Mail
3. Employee - Monthly employee - Daily workers	<ul style="list-style-type: none"> Receiving and practical with rights and equality Getting the appropriate compensation and welfare Work safety Career path opportunity and stability work 	<ul style="list-style-type: none"> Complying with labor laws with regard to human rights principles Provide channels for complaints in case of unfairness Appropriate compensation and welfare providing Conducting the operations with effective and understanding safety for employees including rules regulations in its entirety Continuous training and development to have the efficiency work 	<ul style="list-style-type: none"> In-house meetings, for the employees' participate to comment / response to management Training activities on safety issue before starting work and safety morning talk twice a week to ensure that employees understand and aware of work safety matter. E-mails Company's announcement Clarification matters through supervisors
4. Community residents - People in the community - Drivers or road users	<ul style="list-style-type: none"> Supporting to community and environment for a good quality of life Transporting with safety on roads and does not cause environmental pollution 	<ul style="list-style-type: none"> Promote the occupation of people in the community Tools and equipment using for the production which are environmentally friendly and do not cause any disturbance to community 	<ul style="list-style-type: none"> Organizing meetings through construction supervisors Public signs and announcement
5. Shareholders and investors	<ul style="list-style-type: none"> Sustainable growth and continually stable of the Company Good returns Company information is presented by accurately, completely, promptly and equally. 	<ul style="list-style-type: none"> Commitment to the honesty and ethics and determined to do best of its ability operations The Company's communicate information to all stakeholders accurately, quickly and completely in according to their beneficial Comply with rules and regulations of the Securities and Exchange Commission and Stock Exchange of Thailand. 	<ul style="list-style-type: none"> Disclosure the Company's reports and information through the Stock Exchange of Thailand channels E-mail Web site

Environmental aspect sustainability management

Environmental Policies and Practices

The company places the priority on social responsibility of environmental protection by implementing and controlling to strictly comply with laws related to environmental protection. In order to, reducing and avoiding the impact of environmental, especially, in the process of manufacturing, assembly and construction services. And to improve working conditions in the workplace, employees' healthy, and environment surround communities. During 2024, the Company is studying and planning to engage on the environmental management system to comply with ISO 14001:2015 as a standard for manage and control environment. In order to conduct of environmental management standard for the Company's processing work both in factories and construction sites. And considering to social and environmental impacts complaints as well, reference to Environmental Impact Assessment (EIA).

In addition, an energy management committee has been appointed since 2021, consisting of representatives from various departments, to coordinate and drive energy conservation. Including the regular review of energy conservation and management policies. Moreover, gathering the recommendations regarding energy management policies and methods. By report to executives to acknowledge on a regular basis. This practice is complied with the Energy Conservation Promotion Act.

Environmental sustainability management

The Company implementing the environmental management for the construction services which covers various matters as follows:

Air quality control

- Innovation operating with a closed-system rust polishing machine and reusing metal powder, which results in energy conservation and lower chance of dust in the area. Including, iron powder can be reused many times to save energy which will be suitable disposed when it cannot be used.
- Reducing air pollution emissions which resulted from PM 2.5 by switching to use B10 biodiesel in production process from fabrication work processing to the installation work in various services.
- In 2023, the Company launched campaign of fuel reducing usage by using car pools for employees in various projects. At present, the Company provides shuttle services for employees to CFP project and Pluakdaeng factory. There are approximately 500 employees and workers who bring their own vehicles and use the Company's buses. Resulted to reduces carbon emissions by approximately 15% (compared to 2022 data).
- During 2023, the Company has improved factory energy usage for producing and assembling steel structure systems. Located at the Head Office, Mueang District, Rayong Province, by installing a solar cell system in the factory. This is using solar energy obtained from installing Solar Rooftop to replace some of the electricity usage. As a result of reduced fossil fuel electricity energy and reduce the amount of carbon dioxide gas emission.

Solar energy usage table

	Reduced energy costs	Number of greenhouse gas emissions reduced per year (Estimated – tons of carbon)
Head Office and production factory at Huaypong, Rayong Province	20%	173.45 carbon-tons
Important indicators after installing Solar rooftop - year 2023		
The amount of renewable energy used at Head office and factory at Huaypong		346,896 kilowatt hours
The amount of greenhouse gases that can be reduced		173.45 carbon-tons

- Control dust spread of in various activities as follows;
 - Spraying water sprinkles in construction areas where dust is scattered. At least twice a day (morning-afternoon)
 - Cleaning vehicle wheels before leaving construction sites to prevent dirt and sand from sticking to wheels which may create dirt on road outside projects.
 - All vehicles using fenders cover dust all 4 wheels.
 - Using canvas or plastic sheet to cover construction materials during transportation.
 - The speed limit of vehicles when enter in - out of project areas not more than 20 km / hour.
 - Require the regularly inspection, maintenance of tools and mechanical equipment used in construction works both factories and site areas.

Water quality control (Including, drainage and flood protection)

- Inspection of wastewater from the factory, according to the law promote and preserve the quality of the national environment.
- Prohibited dispose of Solid wastes, oil or construction wastes into water natural sources or drains.
- Preparing areas for material, consumable, and tools of construction work laydown away from water sources or drainage near the construction site.
- Providing outsource companies to dredging sediment and construction scrap from the drains, in case of all of those mention falling into the drain.
- Providing mobile toilets with sewage storage tanks to be sufficient with the number of workers. Including, contacting government agencies or private companies for the further dispose of waste.

Waste management and control

The process of steel fabrication or other steel productive of the Company's factories and construction sites. It leads into scrap iron and metal left over which couldn't reuse. Therefore, the relevant departments will sort these scraps for further sale. Because it can be used into processing to be steel recycled as new raw materials. The Company's other waste disposal policy are following:

- Sorting scraps from construction activities such as wood scraps, metal scraps, etc. to be sold. Soil or sand, be considered to use in filling or adjusting project area.
- Burning prohibit all kinds of garbage and materials in the project area.
- Provide trash or containers to support solid waste with tight lids and place labels. And provided into various area within the construction sites.
- Contact an agency authorized by government to collect general waste for disposal. In case of hazardous waste or waste may impact to the pollute of ecosystem will contact an agency that has received certification standards as required by law.

The Company's attended and participated into the government campaigns' by the performances as following.

- The Company participated in Green Industry Project created by Ministry of Industry and was announced to achieve Green Industry in the 2nd level (Green Active) in developing environmental work plans to reduce environmental impact in a concrete manner. The Company implemented activities by growing trees to increase green spaces as plants provide shade and improve air circulation by absorbing carbon dioxide, a cause of global warming, and collecting some particles such as dust, or smoke.
- The participated in the Energy Conservation Project of the Department of Alternative Energy and Efficiency by receiving a certificate for promoting energy conservation in small and medium-sized industrial plants.
- The participated in the Eco-Industrial City Project of the Department of Industrial Works which has an industrial upgrading certified. According to the indicator of eco-industrial urbanization (Level 2 Indicator 7.1.1 and Level 3 Indicator 10.2.1)

The Energy Savings (Such Electricity, Water Supply and oil)

The Company has promoted to employees with the awareness of environmental conservation and worth resource utilization. By leads into the campaigned of saving water resources by using groundwater alternating with tap water to reduce the quality using of tap water. Especially, during a shortage of water supply in summer. During 2021, launched the campaign of saving electricity by cancellation working overtime one day per week (Wednesday's light saving program). Including, efforts to reduce other resources utilizing such as using recycled paper, and oil switching from diesel to biofuels "Biodiesel" (B10) in responding to government policies since August 2020 onwards.

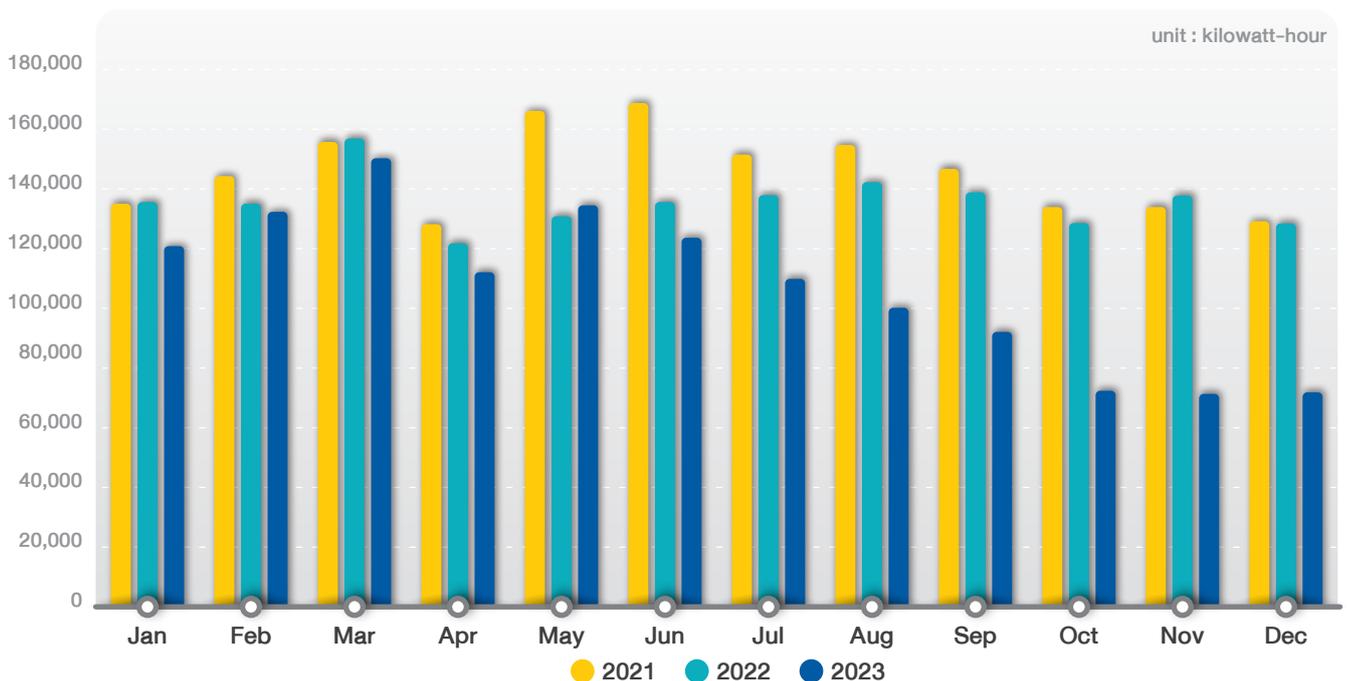
In addition, energy saving has been promoted by “5 R principles”, which are:



Statistics of the Company's resource usage in 2021 - 2023

Description	2021 (Million Baht)	Portion of Revenue (%)	2022 (Million Baht)	Portion of Revenue (%)	2023 (Million Baht)	Portion of Revenue (%)
Electricity and water used	16.72	0.76	18.29	0.58	17.04	0.54
Gasoline used	32.57	1.48	70.27	2.24	88.16	2.79

However, as mention above, the Company arrange for installation of a solar cell system in the factory. Which is using solar energy from installing solar rooftop panels to replace some of the electrical energy usage. By comparing the amount of electricity used at the Head Office after Solar rooftop completed since July 2023, as shown in the following picture.



The Company estimates energy usage which could help to save energy at approximately 20 percent per year from the estimated energy usage number before and after installing Solar rooftop on an annual basis as follows.

Energy usage	Kilowatt – hour / Year	Baht / Year
Power usage before installation	1,630,438.73	7,773,410.59
Power usage after installation	1,283,542.73	6,122,498.82
Saving results	346,896	1,654,693.92



The number of complaints about social and environmental impacts

The company has also announced the social responsibility policies through the Company's communication channels both in the form of meetings with the executives and departments meeting, announcement boards within the Company. And set up these matter into a topic for the new employee orientation and regular training for employees. Moreover, the adoption of ISO 9001:2015 Quality Management System, as a working practice for employees and all stakeholders. Including, consideration of social responsibility with the Company activities from the production process and operating methods to the improvement of the factories area.

The Company provide channels for complaints that may impacts to the communities, environment during construction process. The complaints can be made to all project managers. In 2021, the Company has not received any significant complaints about the impact on the community or the environment surrounding the construction sites.

Social sustainability management

The Company is aware of the importance of growing the business with corporate social responsibilities, exercising care to stakeholders, the economy, society, and environment with virtue, ethics, and moral. The Company aims to foster growth coupled with the greater good, and has set corporate social responsibility policy as guideline for all personnel, divided into the following 7 sections.



The information about the Good Corporate Governance and Anti-Corruption Policy including business ethics complies with the principles of good corporate governance for the listed companies by the Stock Exchange of Thailand which has disclosed in the section 2, topic of “Corporate Governance Policies”. ”

Treatment to employees and workers

Respect for Human Rights

The Company supports and respects protection of human rights by treating relevant parties, including but not limited to its employees, communities, and society in surrounding areas, with respect for human rights, equality, and freedom and by not violating basic rights or discriminating with respect to race, nationality, religion, language, color, gender, age, education, physical condition, or social status. In addition, the Company ensures that its business had no part in violation of human rights such as child labor or sexual harassment, engages disabled workers to promote access to employment, and exercises caution in compliance to human rights regulations. The Company provides a channel whereby stakeholders may express their opinions and persons violated as a result of the Company’s operations may file complaints so that the Company may provide remedies as appropriate.

Fair Treatment of Labor

The Company is aware of the importance of human resource development and fair treatment of labor, which will enhance the value, competitiveness, and sustainable growth of the Company in the future. The Company has then outlined the following guidelines.

- Respect the rights of personnel in accordance with human rights principles and the labor laws.
- Arrange for a fair process of recruitment, hire, specification of terms of hire including compensation determination, and evaluation.
- Encourage personnel development by hosting trainings and seminars and promoting attendance in seminars and academic trainings held by third parties to enhance knowledge and capabilities and instill moral, ethics, and teamwork.
- Arrange for benefits as required by law such as social security and other provision of benefits not required by law such as provident funds and financial support such as subventions in the event of death.
- Arrange for a safe and hygienic work environment by enforcing accident-preventive measures, instilling mindset with emphasis on safety, conducting trainings, encouraging good hygiene, and constantly monitoring for a hygienic and safe work place.
- Promote and support by select and give awards to dedicate employees and has evident results in terms of operational efficiency and follow company policy to the best of your ability on an annual basis.
- Provide the opportunity for personnel to express their opinions or file complaints with regards to unjust behavior or misconduct, while offering protection to such personnel

The Company is hire disabled employees of which is the ratio of 100 non-disabled employees per 1 person with disabilities, in accordance with the proportion prescribed by law. Therefore, the company No need to contribute money to the National Fund for Promotion and Development of the Quality of Life of the Disabled.

Employee information

The Company has employees both at the head office, factories and construction sites. Divided into three groups such executives, monthly employees (including permanent and contract employees), and daily workers. The number of contract employees and daily workers are varying according to the amount of construction projects. Resulted from, the employment period is related to each construction project duration contract. The details are as follows.

Total number of employees in 2021 – 2023

The Company’s total number of employees as at 31 December 2021 to 31 December 2022 were amounting to 2,454 persons, 4,146 persons, and 4,333 persons, respectively, as follows:

Executives as at 31 December 2021 - 2023 (unit : person)

Executives	As at 31 Dec 2021			As at 31 Dec 2022			As at 31 Dec 2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
CAZ	6	3	3	7	4	3	7	4	3
JKEC	1	1	-	1	1	-	1	1	-
Total	7	4	3	8	5	3	8	5	3

Monthly Employee as at 31 December 2021 - 2023 (unit : person)

Employee	As at 31 Dec 2021			As at 31 Dec 2022			As at 31 Dec 2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
CAZ	367	275	92	477	358	119	485	360	125
JKEC	73	47	26	62	40	22	77	52	25
Total	440	322	118	539	398	141	562	412	150

Dairy workers as at 31 December 2021 - 2023 (unit : person)

Employee	As at 31 Dec 2021			As at 31 Dec 2022			As at 31 Dec 2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
CAZ	1,221	1,027	194	2,681	2,353	328	2,393	2,099	294
JKEC	775	523	252	892	524	368	1,325	805	520
Total	1,996	1,550	446	3,573	2,877	696	3,718	2,904	814

Disable of dairy workers as at 31 December 2021 - 2023 (unit : person)

Employee	As at 31 Dec 2021			As at 31 Dec 2022			As at 31 Dec 2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
CAZ	6	6	-	20	18	2	29	20	9
JKEC	5	4	1	6	6	-	16	9	7
Total	11	10	1	26	24	2	45	29	16

Compensation and employee benefits

1. Provident Fund

The Company has set up a provident fund under TISCO Master Pooled Fund, which is registered under the management of TISCO Asset Management Company Limited, an asset management company in accordance with the Provident Fund Act B.E. 2530 (including its amendments). Employees taking part may choose to contribute 2-15% of each individual's salary while the Company contributes 3-5% (depending on employment duration) of the employee's salary.

2. Group life insurance

Objectives of group life insurance

To promote the Company's employees to have a good quality of life as well as being a guarantee for employees and their families.

Employee benefits payment statistics

The payment of employees' compensations and benefits, the Company places the priority to salaries, wages and various compensation such as social security, provident fund, medical expenses and life insurance to all employees and workers according to their knowledge and abilities equally in each position. The statistics of employee benefits payment during 2021 - 2023 are as follows:

Details	2021	2022	2023
Employee benefits (million baht)	714.31	1,098.33	1,353.20
Total employee (person)	2,454	4,146	4,333

Employees development and training for the construction department

As the Company operation as the construction provider services to serve all customers demand in industries which require specific skills, expertise and experiences. Therefore, the Company focuses on recruiting and developing personnel with standardized skills. And has skills test level referring by the standards of the Department of Skill Development, Ministry of Labor. Including, always development training courses program which have an updating and changing depending on the situation, to support demand of construction services. And also the safety training and occupational health for safety officers, employees and related workers to aware of safety at work, learn and use equipment correctly. To have the safety working without accidents and disease at work and efficiency. The company provides training courses both internal and external as follows:

Training courses

Details	Number of hours (hours)			Number of employees (person)		
	2021	2022	2023	2021	2022	2023
Program: Basic safety course for new employees and general staff (6 hours)	2,856	2,418	1,428	3,091	5,613	2,535
Program: Compulsory Skills Courses and give crane signal	18	-	64	53	-	53
Program: Safety course in working in confined spaces	192	384	312	432	282	344
Program: Basic Firefighting Course	72	32	240	308	106	445
Program: Basic First Aid Courses	6	6	5	23	20	22
Program: Perform work with heating and sparking work	184	50	460	413	499	642
Program: Perform work with height area	692	184	344	968	913	992
Program: Defensive driving course	-	-	84	-	-	29

Number of training courses, costs, classified by training sources

Training courses	Total courses (Topics)			Number of employee attend the training (person)			Total training date (days)			Training expense (Baht)		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
In-house training	146	482	436	4,507	7,207	4,595	154	482	290	730,000	711,600	872,000
Outsource training	7	9	35	781	226	467	25	21	35	1,398,000	630,000	311,000
Total	153	491	471	5,288	7,433	5,062	179	503	325	2,128,000	1,341,600	1,183,000

Average number of training hours compared with total number of employees per year

Total training hours per person		
2021	2022	2023
7.0	6.5	14.4

Community and Social Responsibility

- The Company has sponsored scholarships in organizing the annual Children's Day event at Wat Pak Phraek School, Pluak Daeng District, Rayong Province.



- The Company has sponsored scholarships in schools in Map Ta Phut Municipality, Mueang Rayong District, Rayong Province



- The Company has supported education by providing scholarships to children of employees with academic performance and good behavior for the year 2023, totaling 11 scholarships.

Occupational Safety and Health Sustainability Management

The Company concerns about employee healthy and quality of life by determined to promote the safety to prevent any accidents to employees, workers. Including, injuries, illnesses and reduce losses which caused by work. The Company has policies, measures, guidelines, procedures for operating safety in every construction steps under the Occupational Safety, Health and Work Environment Act. The safety policy is strictly practice to all department and employees have responsibilities to take care their safety and health themselves and other involved in their work. All employees must cooperate by strictly perform the duties and responsibilities to the Company's policy. Moreover, since 2021, the Company has the certified of ISO 45001:2018 as a guideline for compliance with the policy on the Occupational Health and Safety Management system as well.

The Company has a safety management agency which is Safety Health and Environment department (SHE). Its responsible to managing, controlling, supervising compliance with security policies as required by law and regulations. For example, prepare a safety management plan for each project, promote and support safety and health campaign to employees, places safety notice, provide personal protective equipment (PPE) to prevent occupational hazards, safety inspection and report by daily weekly and monthly. Including, having regular morning talks to emphasize to all construction units for the safety consideration of work at all times. And other monitoring and responsible duties that cover following topics:

Security control and supervision

1. Accidents prevention in the workplace.
2. Assess activities which may leads to risks, have practice with appropriately manner implemented.
3. Providing essential health care to employees and subcontractors, including suitable safety training program. Moreover, providing the personal protective equipment (PPE) to ensure that are appropriate with nature of works and adequate to workers in construction area.
4. Promote safety awareness in the workplace to employees.
5. Improvement to unappropriated work behavior and unsafe workplace condition.
6. Correctly and Properly safety operating in order to have Lost Time Incident (LTI) rate equal to zero.

Health control and supervision

1. Conduct to health risk assessments to all operating activities of the Company.
2. Support to annual health checkup.
3. Support to the heathy promotion and disease prevention from work to employees.
4. Provide permanent employees to be a consultant and give advice on health and safety matters.
5. The company provides health system management to all employee levels.

The control and prevent impacts which may occurred from work activities such as;

1. The factories noise controlling

- Construction activities that caused noise will be conducted only during 8:00 a.m. - 5:00 p.m.
- Regular maintenance tools and construction equipment to have the good conditions and efficient to use. It be able to reduce noised from those devices.
- Provide noise reduction devices such as ear plugs or ear muffs to construction workers who are working in areas having higher noise level than limit.
- Determine proper working hours or arrange a rotation of duties to workers. Leads to reduce working hours with loud noise beyond specified period and to giving rest time to employees.

2. The transportation controlling

- Avoid roads with community / traffic during rush hour (morning 7:00 a.m. – 9:00 a.m., lunch 12:00 p.m. – 1:00 p.m. and evening 4:00 p.m. – 6:00 p.m.)
- Control of loading weight to not exceed legal limitation to prevent damage to the traffic surface.
- Advise and control drivers to strictly comply with traffic rules and regulations.
- Provide staff to facilitate and supervise for the entry and exit of trucks in construction area.
- Checking vehicle condition before use, such as the brake system, etc.
- Controlling of truck driving speed according to law.
- Providing warning signs, flashing light, or symbol at the junction before entering into project area.
- Coordinate with local traffic authorities to facilitate transportation of trucks.

3. Risk management to preventing the serious occupational disease from work

The company concerns of the good health of employees and workers. Both in the head office, factories, and various construction sites, by arranged annual for employees' health checks. In addition, the Company provides health check-up programs based on working conditions for employees and workers, such as lung function tests, vision, hearing, etc., to help screen and prevent or eliminate risk factors before causing occupational disease.

During the epidemic of coronavirus disease (COVID-19) that occurred since 2020, and continued into many waves in 2021 until now. The company has been strictly implemented various measures, including social distancing, weekly ATK testing in accordance with the recommendations of the Department of Epidemic Control Ministry of Health and various departments. The measures preventions have been performed in area of the Head Office, factories, and construction sites and worker camps. Including, promote and communicate of safety knowledge in practices coexistence through universal publicity in all workplaces. Including, the preparation of various hygiene supplies to clean every work place and prevent the spread COVID-19 to employees. Throughout these crisis, the Company be able to have well management by all the Company's employees and their families are having healthy and take care them away of the virus outbreak. Leads the Company have the efficient operation and continually work without interruption.

Safety, Occupational Health and Environment performance

Work safety statistics in 2021 – 2023 are as follows;

Year	Statistic			IFR	LTIR	Working hours
	MTC	LTI	FC			
2021	2	0	0	0.07	0.00	5,671,255
2022	3	0	0	0.07	0.00	9,282,705
2023	1	0	0	0.01	0.00	13,501,793

MTC – Medical treatment case (with more than prescription of drugs – such as stitches and cast).

LTI – Lost Time Incident Case (with continuous treatment more than 1 day).

FC – Fatalities Case

IFR – Incident Frequency Rate

LTIR – Lost Time Incident Frequency Rate

Management Discussion and Analysis

Overview of the Company's Business Operations

By 2023, the global economic continued slightly growth due to the Geopolitical conflicts, fluctuations of energy prices, Increasing of interest rate policy. Including, fluctuations in foreign currency exchange rates. These reasons affect to production costs and goods and services price raising in all industrial sectors which cause to inflation rate. In order to maintain the Company's goals by keeping high quality and international standards of construction works, together with commitment of delivery projects within specified period of contracts. In 2023, the Company completed works and finished handover works to a customer of the 2nd LNG Receiving Terminal project which located in Ban Nong Fab area. Such scope of services as civil works, Steel Structure, Equipment Installation work and LNG Tank Steel Structure material supply, Jetty Top Side Piping, Painting and Insulation Works which were followed by the contract condition period.

During 2023, the Company has continually received client's credibility by hiring construction contracts which value of projects award totaling of Baht 3,763.8 million. Projects are existing projects on hand which has increased variation of scope of work areas such Clean Fuel project and new projects awards as following details;

Projects award and signed contracts of 2023

No.	Projects	Scope of works	Province	Value (MB)
1	Clean Fuel Project	Civil work for HCU / RHCU and others	Chonburi	775.6
2	Clean Fuel Project	- Steel Structure & Underground Works (37.3 MB.) - Steel Structure Modification & Underground Piping Work (72.0 MB.)	Chonburi	109.3
3	Clean Fuel Project	Civil work for WBS E02 & E09B	Chonburi	150.0
4	Clean Fuel Project	Civil work for WBS E09 & E04	Chonburi	335.0
5	Sakura project of area VCM / PVC	Piping shop fabrication and erecting, Structure and mechanical equipment erecting, including painting works	Rayong	1,365.0
6	PTTLNG Interconnecting Pipeline Project	Piping Fabrication and Erection Work	Rayong	38.5
7	EPC Tank Package Project	Engineering, Procurement and Construction for Atmospheric Tank of Sakura Project	Rayong	80.5
8	Propane Supremacy Project (C3 Supreme)	All design, engineering, procurement and supplies of equipment and materials, construction, erection, pre-commissioning, and commissioning for New DePropanizer Column at Gas Separation Plant No.3	Rayong	582.9
9	Clean Fuel Project	Steel Structure Modification & Underground Piping Work	Chonburi	113.0
10	Clean Fuel Project	Steel Structure Modification & Underground Piping Work, Piping Fabrication and Erection Work	Chonburi	214.0
Total				3,763.8

Analysis of Operating Performance and Profitability

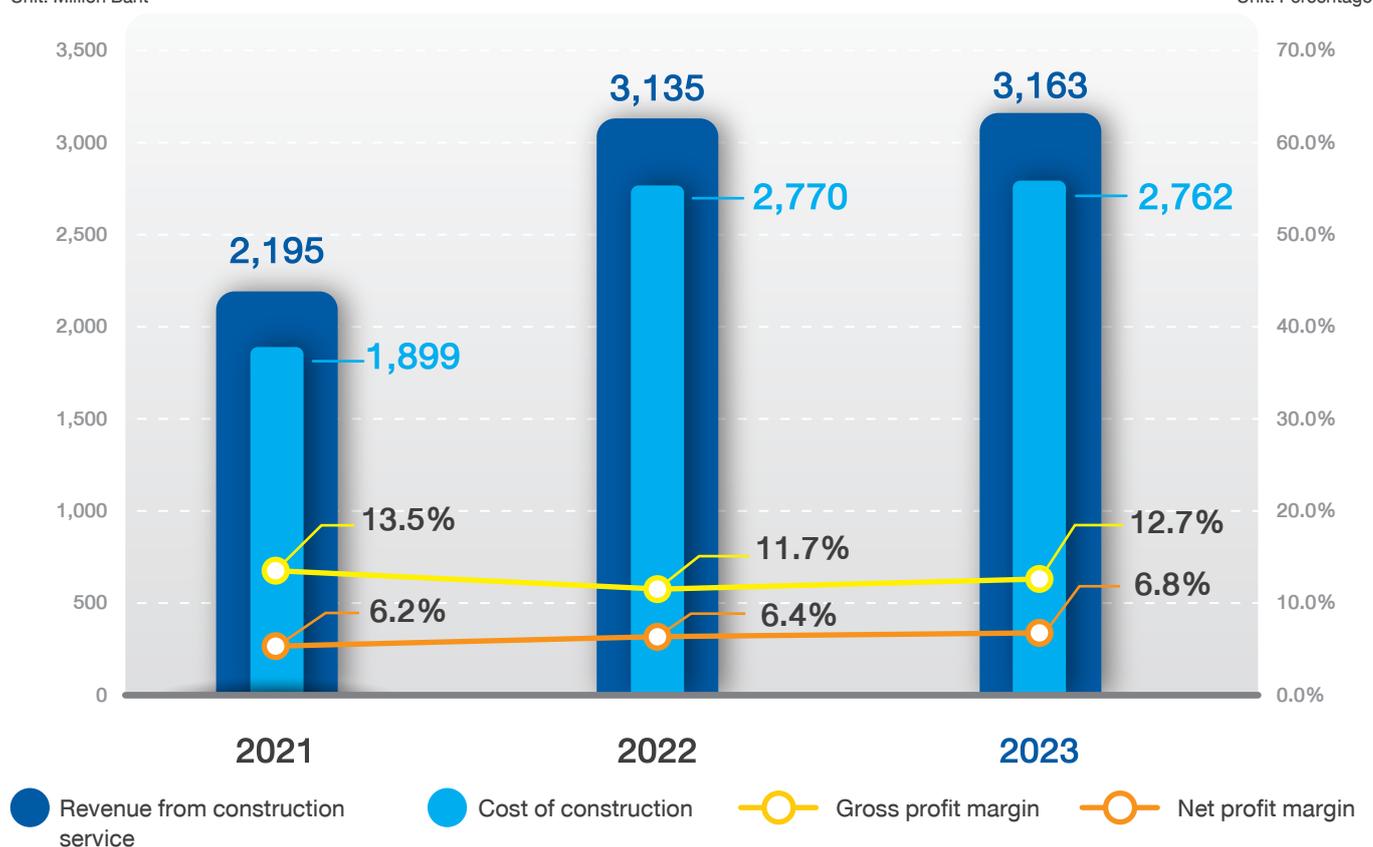
The Company's operating performance for the year ended 31 December 2021 to 31 December 2023, as follows.

Details	31 December 2021	31 December 2022	31 December 2023
Revenues from construction contracts	2,194.69	3,135.46	3,163.24
• EPC Service	17.70	21.48	50.59
• Structure Mechanic and Pinging (SMP and E&I Services)	1,343.50	1,727.57	1,837.54
• Civil & Building Service	595.59	507.34	895.96
• General Construction Service	82.56	560.52	212.97
• Fabrication and Other service	155.34	318.55	166.18
Cost of construction contracts	(1,898.62)	(2,770.31)	(2,762.46)
Gross profit	296.07	365.15	400.78
Other income	4.53	2.35	3.45
Administrative expenses	(96.15)	(96.96)	(113.23)
Profit before finance cost and income tax	204.45	270.54	291.00
Finance cost	(30.17)	(15.00)	(16.12)
Profit before income tax	174.28	255.54	274.88
Income tax	(36.23)	(50.65)	(55.96)
Profit for the year	138.05	204.89	218.92
Owners of the parent	136.51	201.38	214.57
Non-controlling interests	1.54	3.51	4.35

Summary of Key Operating Performance Figures in 2021-2023

Unit: Million Baht

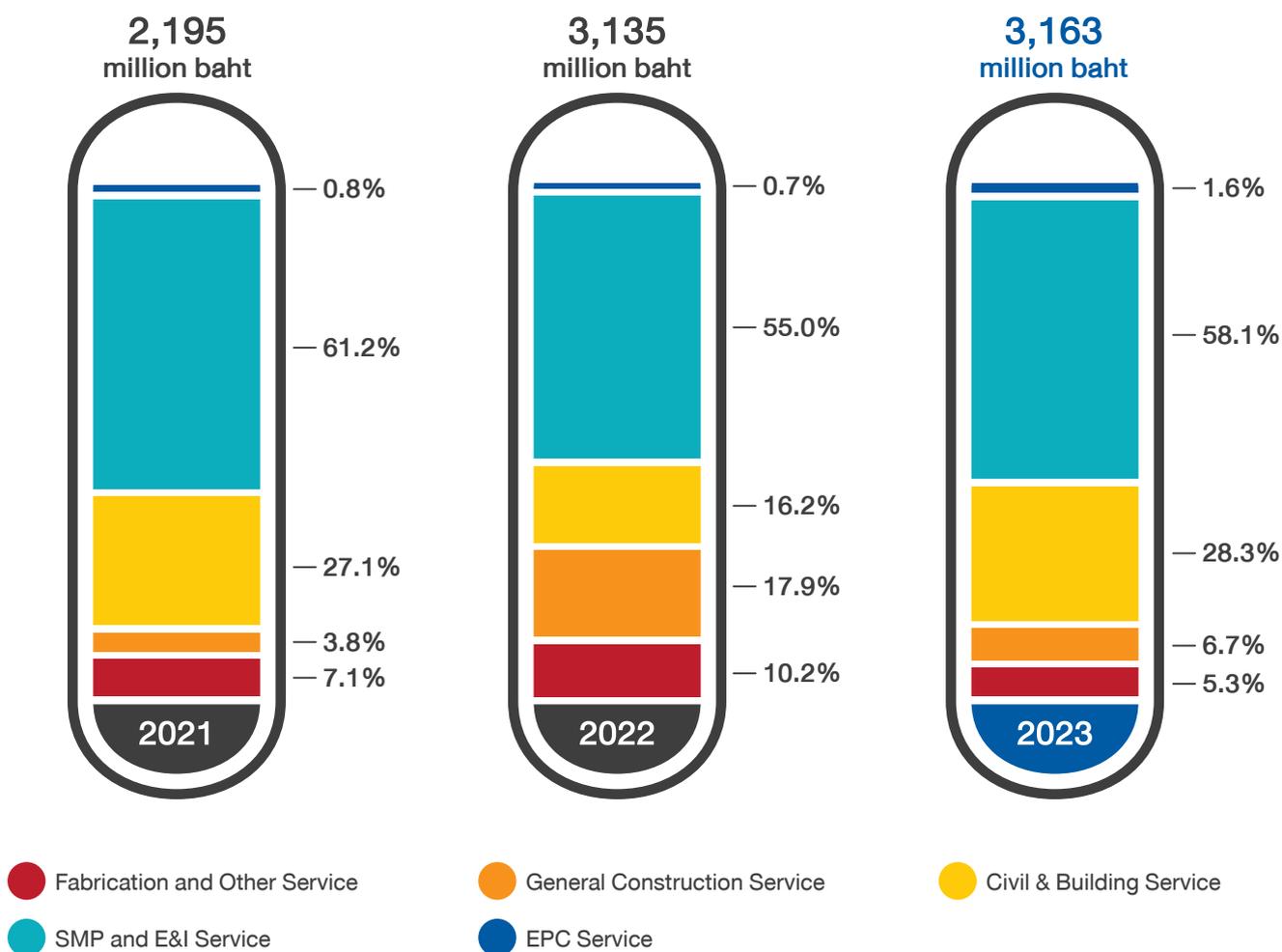
Unit: Percentage



Revenue from construction services of the Company mainly from provision of construction work in heavy industry. It starting with the initial work value as agreed in the contract. Additional by (if any) the contract amendment which resulting from the increase in the scope of work, work adaptation or additional cost claims. Revenue from construction services can be divided into the following categories;

1. Engineering, Procurement and Construction (EPC)
2. Structural Mechanical Piping and Electrical and Instrument Service (SMP and E&I)
3. Civil and Building Service
4. General Construction Service
5. Fabrication and Other Service

Revenue Composition by Type of Service Provided in 2021-2023



The Company has revenue from construction services in 2021 - 2023 amounting to Baht 2,194.70 million, Baht 3,135.46 and Baht 3,163.24 million, respectively. By 2021's revenue decreased of Baht 38.37 million, or 1.72%, compared with 2020. Resulted from, some construction projects already finished and delivered works, including, transfer the right of control of the construction work to customers during 2021, such as PTTGC Olefins Reconfiguration SMP (package No. 2,3,4,5) both structure & mechanical erection and struction fabrication scope of works, and Propylene Oxide Civil work project. Together with, some projects which signed on the second half of 2021 were on the beginning stage. Leads to the percentage of work completion which could transfer rights of control to customer slightly reduced, compared with 2020. By 2021, the Company's significant projects such as Nong Fab LNG Receiving Terminal which scope of service were Early Gas Send Out work for Civil, Structure, Equipment Installation, and Jetty Piping work, and Olefins I-4/2 Modification for Propane Feedstock Project by the cope of service were general construction and steel structure works.

In 2022, the Company had revenue from construction in totaling of Baht 3,135.46 million, an increase of Baht 940.77 million or 42.87%, compared to 2021. Resulted from, the recognition percentage of work completion of the project on hand (Backlog) that has been signed before 2022. Together with projects that have been signed during year 2022 such as Clean Fuel Project for scope of service steel structure fabrication, Ultra Clean Fuel Project, and New Hydrogen Manufacturing Unit (HMU-2) Project for scope of service steel structure fabrication works. Moreover, there were many construction projects have progression being constructed in the middle of construction period work. Resulting in, the gradual handover of work and the transfer the right of control to customers significantly increased. Compared with previous year, which the revenue recognition of projects were in the early stage and were not much work progression. As at 31 December 2022, the Company has backlog amounting to Baht 2,431 million, and it's going to recognize revenue into the following years.

The Company has revenue from construction contracts for the year ended 31 December 2023, totaling of Baht 3,163.24 Million. Increasing of Baht 27.78 Million or 0.89%, similar amount to the previous year, which was Baht 3,135.46 Million. Due to several ongoing projects were in the final stage of construction works. Moreover, some projects finished and delivered to clients during the year. On the other hand, new projects signed during period were on the first stage of construction works which have not much revenue recognition as well. Resulting to revenue recognition from work progression which could be delivered work and transferred right of control to customers during the period were slightly increased when compared with 2022.

As at 31 December 2023, the Group has backlog for construction services totaling of Baht 3,320 Million.

Cost of Construction Service

The Company's key costs of construction service include raw materials and consumable goods, subcontractor costs, salaries and personnel costs, incentives, and other costs of production. The Company's cost of construction services of 2021 - 2023, amounting to Baht 1,898.62 million, Baht 2,770.32 million, and Baht 2,762.46 million, respectively. Reflecting 86.51%, 88.35%, and 87.33% of construction service revenues, respectively.

The proportion of construction costs of 2021 was 86.51%, decreased from 2020 which has proportion of construction costs of 92.03%. Main reason was from new construction projects which signed contracts on Q3/2021 have higher profit margins than previous projects. On the other hand, 2022 and 2023 the Company has adjusted budget costs for some construction projects to be updated and related to economic situation of that time. As a result, the cost of construction services for these two years were 88.35% and 87.33%, respectively, slightly higher than year 2021. The increased costs such labor, consumable, and material costs.

However, cost of construction service of 2023 were slightly decreased, compared with 2022. Due to costs saving of projects finished and delivered to clients during the year such Nong Fab LNG Receiving Terminal project. Including, some project signed during the year was a EPC project which revenue recognized occurred when a customer obtains control of the goods or service in an amount that reflects the consideration to which the Group expects to be entitled. Leads, the Company's total costs of the 2023 decreased to 1.02% when compared with 2022.

Administrative Expenses

Key composition of the Company's administrative expenses include employee benefit expenses such as salaries, bonus, and other compensation, audit fees, training and seminar fees, depreciation, utility expenses, and insurance expenses. Administrative expenses in 2021 - 2023 amounting to Baht 96.15 million, Baht 96.96 million and Baht 113.23 million, respectively. Reflecting a 4.38%, 3.09%, and 3.58% of construction service revenues, respectively.

The Company's administrative expenses 2021 were increased totalling to Baht 21.53 million, or 28.85% compared with 2020, which has administrative expenses amounting to Baht 74.62 million. Regarding, 2020 was the first year that the Company's operating had effected from COVID-2019 epidemic. It leads the Company had to reduce administrative expenses and estimates of key expenses such as employee bonus to complied with the declining performance. In 2021, on the other hand, the Company kept running construction performance on each projects on hand in order to achieve target operation. Although, 2021, it still has continuing of new wave of the COVID-19 epidemic. Leads the Group's administrative expenses of 2021 were increased, compared with last year. The increasing administrative expenses such as employee expenses and director remuneration, the recognition of expenses from income tax withholding which non-refundable, and preventive expenses of COVID-19 outbreak.

Moreover, the administrative expenses of 2022 and 2023 increased when compared with previous year. It were increased of Baht 0.81 million, and Baht 16.27 million, respectively. The Company's administrative of 2023 increased of 16.78% due to the increase in employee benefits and expenses which related to the number of staff increased to support the continually increasing of construction works.

Finance Costs

Finance costs are interest expenses from sourcing of funds for use in business operations. The Company took out long-term loans from a financial institution since Quarter 3 of 2016 to invest in the purchase of land, building, and equipment. In 2021 - 2023, finance costs amounting to Baht 30.17 million, Baht 15.00 million, and Baht 16.12 million, respectively. Regarding to 2021, some construction projects were in the final stages of commissioning and final phase of delivery works which had not much revenue rights of control transfer work. And also lead to the amounting of invoice were not much as well. As a result, the Company required to get financial assistance from financial institutions and a related company. And cause the Company has higher financial costs compared to previous years from short-term borrowing to be used as working capital of the projects on hand.

During 2022, the Company received debt repayment from customers from work progression which could be transfers right of controlled and collected more than previous year. Resulting in the Company able to gradually paidoff short-term debt to financial institutions, a related party and other persons according to the maturity period. The financial cost in 2022 has decreased significantly compared to the previous year.

However, finance costs of the Company's 2023 was totalling of Baht 16.12 million, increased of Baht 1.12 million, or 7.47%, compared with 2022 which has finance costs of Baht 15.00 million. Due to short-term loan for existing ongoing projects' expenditures from financial institutes which the Company has credit facilities. In addition, interest rate of the market at present is raising, resulted to the Company's finance cost 2023 has been increasing, compared with last year as well.

Profitability

Gross profit and net profit for 2021 - 2023 can be summarized as follows.

Profitability	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Gross profit	296.07	13.49	365.15	11.65	400.78	12.67
Net profit attributable to Owner of the parent	136.51	6.22	201.38	6.42	214.57	6.78

Gross profit of 2021 - 2022 amounting to Baht 296.07 million, and Baht 365.15 million. Reflecting gross profit margin of 13.49% and 11.65% of construction service revenues. By 2021, the Company's has high gross profit margin were 13.49%, considered to significant increased when compared with 2020. Due to the new construction projects signed contract on Q3/2021 have higher profit margins. However, 2022's gross profit margin was slightly decreased when compared with 2021. Resulted from the adjustment budget costs of some projects to be up to date which mention in the cost explanation section.

On 2023, the Company's gross profit totaling of Baht 400.78 million, considered to gross profit margin of 12.67%. It was similarly when compared with 2022 totaling of Baht 365.15 Million, or gross profit margin of 11.65%. Due to some projects have been adjusted of budget costs up to date. Including, on of contract signed during the year is a EPC project which revenue recognized when a customer obtains control of the goods or service in an amount that reflects the consideration to which the Company expects to be entitled. Leads, the Company's gross profit margin of 2023 slightly higher from the same period of last year.

Net profit attributable to owners of parent of the Company for 2021 - 2022 amounting to Baht 136.51 million, and Baht 201.38 million, respectively. Reflecting net profit margin of 6.22% and 6.42% of total revenues. The net profit margin in 2022 was increased due to the recognition of revenue projects on hand which signed in 2021 and have a higher profit margin than other projects. Together with 2022, the Company can reduce financial costs from debt repayment of various short-term loans according to the maturity period. As a result, the Company was able to significantly save financial costs in 2022.

The Company's 2023 has net profit attributable to owners of the parent totaling of Baht 214.57 Million, considered to net profit margin of 6.78%. Increased from 2022 with a net profit attributable to the parent company totaling of Baht 201.38 Million, or net profit margin of 6.42%. The increasing of net profit margin resulted from budget costs adjustment and revenue recognition of a EPC project which mention above.

Analysis of Financial Position

Components of assets 2021 - 2023 as follows;

Details	As at 31 Dec 2021		As at 31 Dec 2022		As at 31 Dec 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
Current Assets						
Cash and cash equivalents	262.45	13.31	116.41	5.57	173.72	7.53
Trade and other receivables	324.14	16.43	452.42	21.63	305.41	13.24
Contract assets	617.01	31.28	589.25	28.18	1,010.81	43.82
Inventories	40.84	2.07	46.97	2.25	17.59	0.76
Refundable Withholding tax deducted at source	-	-	35.72	1.71	50.67	2.20
Other current assets	10.80	0.55	8.03	0.38	9.35	0.41
Total Current Assets	1,255.24	63.64	1,248.79	59.71	1,567.55	67.96
Non-Current Assets						
Restricted bank deposits	7.69	0.39	7.73	0.37	7.76	0.34
Property, plant, and equipment	557.76	28.28	536.92	25.67	554.70	24.05
Intangible asset	12.38	0.63	12.78	0.61	10.85	0.47
Retention receivables	96.98	4.92	220.29	10.53	102.35	4.44
Withholding tax deducted at source	35.36	1.79	57.98	2.77	55.98	2.43
Deposits	4.41	0.22	3.93	0.19	3.45	0.15
Deferred tax assets	2.70	0.14	2.94	0.14	4.00	0.17
Total Non-Current Assets	717.28	36.36	842.57	40.29	739.09	32.04
Total Assets	1,972.52	100.00	2,091.36	100.00	2,306.64	100.00

Assets

As at 31 December 2021 - 31 December 2023, the Company's assets amounting to Baht 1,972.52 million, Baht 2,091.36 million, and Baht 2,306.64 million, respectively. The increasing of assets in 2021 - 2023 have details on changes in the Company's assets can be summarized as follows.

Current Assets

- **Cash and Cash Equivalents** 2022 and 2023, amounting to Baht 116.41 million and Baht 173.72 million, respectively. On 2022, its was decreased amounting of Baht 146.04 million, compared with 2021. Due to pay off the maturity short-term loan of project's working capital to financial institutes, a related party, and other party. Together with the Company's working capital of other projects on hand during the year. On the other hand, 2023 cash and cash equivalents totaling of Baht 173.72 million, increased of Baht 57.31 million compared with 2022. Due to, cash received of construction services from account receivable and retention payment from clients.
- **Trade and Other Receivables** as at 31 December 2021 - 2023, the Company has total trade and other receivables totaling of Baht 324.14 million, Baht 452.42 million, and Baht 305.21 million, respectively. Comprise of trade receivables, prepaid expenses, and advance payment to subcontractor. The Company records trade receivables in accordance with invoices issued for completed milestones after delivery of work. The Company's policy is to offer credit terms to clients of approximately 30 - 45 days. Considering of the Company's aging analysis for trade receivables showed most of the Company's trade receivables being were not yet due and overdue less than 3 months.

By 2022, the Company's construction projects have been continually increasing compared with 2021, its caused more amount of trade receivables arise once the Company bills invoice to its clients as well. Most of the trade receivables belong to players in the petrochemical industry who have the ability to pay the amount owed, and may have detailed processes in the inspection of work and document checks which could lead to delayed payment. However, trade receivable of 2023 was decreased, due to work finished and handover of Ban Nong Fab LNG receiving terminal project to client. Together with contracts signed during the year was the first stage of construction work. These two reasons caused invoices billing to clients were reduced totaling of Baht 147.01 million.

Details on trade receivables as follows.

Aging of Trade Receivables	2021		2022		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Not yet due						
- Unrelated parties	284.69	95.60	430.38	99.85	269.09	99.29
- Related parties	-	-	-	-	-	-
Overdue						
Within 3 months						
- Unrelated parties	13.11	4.40	-	-	1.62	0.60
- Related parties	-	-	-	-	-	-
Over 3-6 months						
- Unrelated parties	-	-	0.30	0.07	-	-
Over 6-12 months	-	-	0.35	0.08	-	-
Over than 12 months	-	-	-	-	0.30	0.11
Total Trade Receivables	297.80	100.00	431.03	100.00	271.01	100.00
Less Allowance for doubtful accounts	-	-	-	-	(0.30)	-
Trade Receivables - Net	297.80		431.03		270.71	

Allowance for doubtful accounts are based on judgment of executives as to the possibility of not being able to collect from each debtor, with consideration of past payments, aging of the trade receivable, and current economic situation. The Company has the following policy on the allowance for doubtful accounts. In 2023, the Company has trade account receivable over than 12 months totaling of Baht 0.30 million and it considered of entire amount to be allowance for doubtful accounts. Because it expected that couldn't get paid from a customer. At present, the Company is consider to do the next process before further legal actions.

- **Contract assets** (or Unbilled receivables) reflecting to the value of revenues in accordance with percentage of completion which have not been billed to clients. Comprising of value of delivered rights of controlled for construction projects to clients, and going to invoice to clients in the following periods. And related to the increasing of quantities of construction projects.

As at 31 December 2021 - 2023, the Company's contract assets amounting to Baht 617.01 million, Baht 589.25 million, and Baht 1,010.81 million, respectively. Equivalent to 31.28%, 28.18%, and 43.82% of total assets, respectively. Total contract assets amount of 2021 - 2022 were similar, due to work progression which has been delivered but could not yet transferred right of controlled and invoiced at the same time. While, revenue could be recognized according to the percentage of work completion by the protion of costs occurred or input method. Moreover, as at 31 December 2023, total contract value increased from 2022 totalling of Baht 421.56 million. Resulted from, some projects which signed during 2023, increased significant of work progression. In addition, it took time for client's construction progress of works varified and issue invoice. However, the Company cloud be partially issue invoices to client in the next period.

- **Inventories** regarding to, the Company's nature of business is the provision of construction service based on client orders, it leads the Company does not have inventory in the form of finished goods. Inventories comprise of raw materials, including materials and equipment awaiting installation such as steel plates and steel pipes for piping system installation. Inventories as at 31 December 2021 - 2023, equivalent to 2.07%, 2.25% and 0.76% of total assets, respectively. As at 31 December 2022 - 2023, the Company had outstanding inventories of Baht 46.97 million and Baht 17.59 million. Resulted from, purchased materials for steel structure for projects on hand. All these inventories have both work process at the Company's shop and at site of projects.
- **Refundable Withholding Tax Deducted at Source** refers to withholding tax which the Company has been deducted in advance when receiving payment for construction service from clients. When calculated in conjunction with annual corporate income tax, the difference could be requested for refund. The Company's withholding tax refundable for the period of 2022 was on the auditing process. And it already received from Revenue Department on January 2024, the Company has classified the refundable withholding tax deducted at source in the current asset category.
- **Property, Plant, and Equipment** mainly comprise of land, factory, office building, vehicles, construction machinery, and engineering testing devices. Additional, the Company's property, plant, and equipment of 2022 - 2023 were totaling of Baht 536.92 million and Baht 554.70 million, respectively. It increased by invested into machinery equipment and tools totaling of Baht 52.98 million and Baht 97.31 million, respectively. In order to the supporting for construction services of new projects, including having sufficient production capacity.
- **Retention Receivables** reflect the amount of money deducted by the client as project guarantee as specified in the contract. Terms of retention receivables for most cases would be at 10.00% of project value, and refund would undergo the following processes.
 - 5.00% refunded after Initial Acceptant Certificate (IAC) after inspection and commencement of guarantee period
 - The remaining 5.00% refunded after Final Acceptant Certificate (FAC) after thorough inspection confirming no issues on the project and operating systems installed throughout the guarantee period and the guarantee period has ended

Refund of retention amount can only be done once IAC or FAC is issued by the client, and billing is in accordance with the clients' set schedule.

As at 31 December 2022, the Company's retention receivables amounting to Baht 220.29 million, increased totalling of Baht 123.32 million from 2021. Due to the Company was deducted retention amount for delivery of milestones for different projects during period in accordance with the aforementioned processes. On the other hand, as at 31 December 2023 has retention receivables totaling of Baht 102.35 million. Reduced of Baht 117.94 million, compared with last year. As a result, Ban Nong Fab LNG Receiving Terminal Project completed handover to client and could be drawdown retention of this project during the year.

- **Withholding Tax Deducted at Source** refers to withholding tax which the Company has been deducted in advance when receiving payment for construction service from clients. When calculated in conjunction with annual corporate income tax, the difference could be requested for refund. As at 31 December 2023, it still remain balance of withholding tax deducted at source of the year 2023, the Company has classified the withholding tax deducted at source in the non-current asset category.

Liabilities

Liabilities components of 2021 - 2023, of the Company as follows.

Details	As at 31 Dec 2021		As at 31 Dec 2022		As at 31 Dec 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Current Liabilities						
Short-term borrowings from financial institutions	373.50	18.95	175.30	8.38	100.00	4.34
Trade and other payables	377.92	19.16	369.31	17.66	305.53	13.25
Contract liabilities	289.86	14.69	527.88	25.24	730.07	31.65
Short-term borrowing from other party	20.00	1.01	-	-	-	-
Current portion of long-term borrowings from financial institutions	38.64	1.96	77.76	3.72	8.62	0.37
Current portion of lease liabilities	30.99	1.57	22.70	1.09	30.20	1.31

Details	As at 31 Dec 2021		As at 31 Dec 2022		As at 31 Dec 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Other Current Liabilities	44.40	2.25	43.01	2.06	52.69	2.28
Total Current Liabilities	1,175.31	58.58	1,215.96	58.14	1,227.11	53.20
Non-Current Liabilities						
Long-term borrowings from financial institutions	87.66	4.44	8.62	0.41	42.00	1.82
Lease liabilities	29.03	1.47	11.83	0.57	35.73	1.55
Retention payables	11.96	0.61	28.11	1.34	12.32	0.53
Non-current provision for employee benefits	7.28	0.37	5.52	0.26	8.05	0.35
Total Non-Current Liabilities	135.93	6.89	54.08	2.59	98.10	4.25
Total Liabilities	1,311.23	66.48	1,270.04	60.73	1,325.21	57.45

As at 31 December 2021 - 2023, the Company's total liabilities reflecting to 66.48%, 60.73% and 57.45% of total liabilities and equity, respectively. In 2023, the Company's total liabilities increased of Baht 55.17 million, compared with 2022, equivalent to a 4.34%. Details on changes in the Company's liabilities can be summarized as follows.

- **Short-term borrowings** The Company has short-term loans uses as projects operation and working capital of the Company. In form of bank overdraft, and promissory note with short-term period of 1-5 months and be able to roll over from other party, a related party and financial institutions that the Company has credit facilities. In 2022 - 2023, the Company had short-term loan from financial institutions of Baht 175.30 million, and Baht 100.00 million, respectively. Regarding of the year 2022, it were several construction projects in the first and final stages of construction projects. Therefore, the amount of work delivered were not much. The Company's nesscessory to use working capital for many projects on hand such for labor, raw material and construction consumable costs. In addition, the projects of work received during the year did not have advance payments. The Company, therefore need to borrow short-term money from other party, a related party company, and financial institutions that the Company has a credit facilities. However, the Company paidoff loans by the due date from the collection for construction projects received from the customers at that time. Resulting to, as at 31 December 2023 the Company's short-term loans decreased amouting of Baht 100.00 million.
- **Trade and Other Payables** comprise of materials creditors, subcontractor cost, accrued costs, provision for damage from defective service after project delivery, set up in the case of lawsuits. As at 31 December 2023, trade and other payables slightly decreased, compared with 2022. Totaling of Baht 63.78 million or 17.27%. Due to procurement of construction material and goods and employment of subcontractors in accordance with the increased number of projects of the Company. However, the Company has credit terms for payment of 45 - 90 days.
- **Contract liabilities** As at 31 December 2021 - 2023, the Company has contract liabilities (or received advance payments from construction projects and advance income received) amounting to Baht 289.86 million, Baht 527.88 million, and Baht 730.07 million, respectively. Components of contract liabilities can be divided into;
 - Construction income received in advance (income received in advance from customers in accordance with the milestone conditions in the contract which is higher than the revenue recognized). When the Company has transfer control over goods and services to customers under the agreement, this transaction will be deducted and recognize as service revenue in the future. As at 31 December 2022 - 2023, the Company has construction income received in advance amounting to Baht 483.12 million and Baht 485.00 million. Increased of Baht 341.92 million and Baht 1.88 million, compared with previous year, respectively.
 - Advance received from construction contracts are deposit of project hired according to contract conditions. Which will be reduced proportionally as charged to customers in the next billing invoice. As at 31 December 2022, the Company received advance payment for construction amounting to Baht 44.75 million. Reduced from 2021 by revenue recognized during the year according to work progression transferred controlled during the period. Moreover, as at 31 December 2023, advance received totaling of Baht 245.07 million. These were the advance received from the project contract around 10% of the project value and gradually recognize revenue in the following year by the proportion of work delivery which be able to invoice to customers.
- **Long-Term Borrowings from financial institutions** The Company sourced its long-term funds from a Thai commercial bank with loan amount of Baht 250 Million and interest rate of MLR minus 0.50% to fund the purchase of land, factory, office building, vehicles, and machinery used in construction which located in Muang District, Rayong Province. In every year,

these loan going to decrease of Baht 38.64 million, in accordance with principal repayment specified in the contract. Except of 2020, long-term borrowings decreased by amounting of Baht 20.76 million, due to the Bank of Thailand's measures to various financial institutions to assists debtors who has affected by the COVID-19 epidemic with a grace period (temporary debt moratorium). The Company was affected and asked this assistance to apply for these campaign with banks. In April 2020, the Company amended its credit facility agreement with a financial institution by having the grace period of principal loan repayment for 6 months from April to September 2020. The final repayment date of long-term borrowings from financial institutions will be due within February 2024 which is replaced the formal one in September 2023.

As at 31 December 2022 and 2023, the Companys long-term loan totaling of Baht 86.38 million, and Baht 50.62 million, respectively. In May 2023, the Company issued a new promissory note to replace existing promissory note to a local financial institution amounting to Baht 42 million according to the condition in the revolving loan agreement. Such promissory note had term of 2 years, maturing in May 2025 and bore interest rate at 4% - 6% per annum. The loan was secured by Thai Credit Guarantee Corporation.

Equity

Equity attributable to owners of the Company as at 31 December 2023 amounting to Baht 966.03 million, increased to Baht 155.77 million, or 19.22%, compared with a previous year which has equity amounting to Baht 810.26 million. The changes of shareholder's equity when compared with last year, due to the Company's operating results with net profit attributable to shareholders of the parent company amounting to Baht 214.57 million. In addition, the dividend payment for the year 2022 performance at the rate of 0.20 baht per share, total value of Baht 58.80 million.

Cash flow	2021 Million Baht	2022 Million Baht	2023 Million Baht
Net cash used in operating activities	315.00	239.61	287.06
Net cash flow from (used in) investing activities	(26.37)	(48.29)	(31.50)
Net cash from (used in) financing activities	(168.59)	(337.36)	(198.24)
Net increase (decrease) in cash and cash equivalents	120.04	(146.04)	57.31
Cash and cash equivalents at 1 January	142.41	262.45	116.41
Cash and cash equivalents at 31 December	262.45	116.41	173.72

Liquidity, sources and used of funds

After the Comapny have an enhanced of productivities to shop located in Pluak Daeng District, Rayong Province. It leads the Company's have more capability to do construction work. Consequently, there was a steady increase in cash flow from the debt collection from customers, which was associated with increased working capacity. However, in each year of operation, the Company has other sources of funds such as short-term borrowing from related parties, financial institutions which has credit facility to be used as working capital for the operation of the construction projects on hand at that time.

In 2022 - 2023, the Company's cash flows from operating activities amounting to Baht 239.61 million and Baht 287.06 million, mainly from trade accounts receivable. Especially, 2023 which has cash received from clients greater than 2023. Including, contract assets increased from the completed construction more than billing of the period. And at the end of year, projects were in the process of delivering work for collection from the customers. Together with trade and other payables increased during the period as well.

Cash flows (used in investing activities) for 2022 - 2023 amounted to Baht (48.29) million and Baht (31.50) million, respectively. The main investment items of the Company was invested into equipment and machinery. Including, intangible assets increased from previous year, these for support the Company's construction services.

In 2022 - 2023, cash flows (used in) financing activities such for dividend payment of Baht (47.02) million, and Baht (58.80) million, respectively. Additional, 2021 - 2022, the Company has cash flow (used) to repay short-term loans which used as working capital for the Company and construction projects on hand amounting to Baht (218.20) million and Baht (156.06) million, respectively.

Key Financial Ratios

Details	Unit	Audited		
		2021	2022	2023
Operating				
Revenue of construction services	Million Baht	2,194.69	3,135.46	3,163.24
Cost of construction services	Million Baht	1,898.62	2,770.31	2,762.46
Administrative expenses	Million Baht	96.15	96.96	113.23
Net profit	Million Baht	138.05	204.89	218.92
Financial status				
Total assets	Million Baht	1,972.52	2,091.36	2,306.64
Total liabilities	Million Baht	1,311.24	1,270.04	1,325.21
Total equities	Million Baht	661.28	821.32	981.43
Liquidity ratio				
Current ratio	time	1.07	1.03	1.28
Quick ratio	time	0.50	0.47	0.39
Liquidity ratios of cash flow (Operating Cash Flow to Current Liabilities)	time	0.29	0.20	0.23
Account Receivable turnover	time	8.30	8.08	8.35
Average Collection Period	day	44 Days	45 Days	44 Days
Inventory Turnover ¹	time	N/A	N/A	N/A
Average Inventory Period ¹	day	N/A	N/A	N/A
Account Payable turnover	time	5.91	7.41	8.19
Average Payment Period	day	62 Days	49 Days	45 Days
Cash Cycle ¹	day	N/A	N/A	N/A
Profitability Ratios				
Gross Profit Margin	%	13.49	11.65	12.67
Operating Profit Margin	%	9.32	8.63	9.20
Other Profit Margin	%	0.21	0.07	0.11
Cash to Profitability Margin	%	154.07	88.57	98.75
Net Profit Margin	%	6.21	6.42	6.78
Efficiency Ratios				
Return on Equity	%	23.20	27.50	24.16
Return on Asset	%	11.21	13.31	13.23
Return on Fixed Asset	%	36.71	36.59	53.71
Total Asset Turnover	time	1.21	1.54	1.44
Financial Policy Ratios				
Debt to Equity Ratio	time	2.00	1.57	1.37
Interest Coverage Ratio	time	6.78	18.04	18.06
Interest Bearing Debt	time	0.89	0.37	0.22
Debt service coverage ratio	time	0.18	0.24	0.17
Dividend Payout ³	%	4.62	22.95	26.86
Share information (at par value of Baht 0.50 per share)				
Book value per share	Baht	2.25	2.79	3.34
Earning Per Share ²	Baht	0.46	0.68	0.73

Note: ^{1/} Inventory turnover ratio, Average inventory period, and Cash Cycle can be calculated but it doesn't reflecting business operation. Due to the Company produced work according to customers' order, then doesn't have finished good.

^{2/} Calculated from par value of 0.50 baht per share by dividing net profit of the period by weighted average number of ordinary shares issued during the year.

^{3/} Calculated from the amount of dividends paid divided by net profit of the consolidated financial statements.

Importance Information

Information on relevant persons in the Company

The names, biographies, experiences and numbers of shares of the Board of directors and Management including Company Secretary, the person taking the highest responsibility in finance and accounting, the person supervising accounting and Head of Internal Audit and Compliance are provided in Enclosure 1 “Information on the relevant persons in the Company” of this Annual Report.

Company Secretary

In keeping with good Corporate Governance, the Company designated Miss Nattiya Charusombat, having duties and responsibilities as a Company Secretary, which has the responsible with care and integrity to comply with applicable laws, Company’s Articles of Association, Board and Shareholders’ resolutions. The detailed profile of the Company Secretary has been disclosed in Enclosure 1 “Information on the relevant persons in the Company” of this Annual Report.

Audit fees

In 2023, the Group had audit fees for KPMG Phoomchai Audit Limited. amounting to THB 3.27 million.

Legal Dispute

-None-



Section 2

Corporate

Governance



Corporate Governance

Corporate Governance Policy

The Company conducts itself in accordance with the Code of Best Practice with the awareness that such practice is vital to the Company's operations in ensuring efficient management system as well as continuous and steady expansion of the Company's business, leading to confidence for shareholders, investors, and related parties together with creating long-term greatest benefit to the Company. The Company set its Good Corporate Governance policy based on good corporate governance principles for listed companies as specified by the Stock Exchange of Thailand, with the objective to use as in the Company's corporate governance. The Board of Directors has distributed the policy to directors and personnel of all levels to create understanding and compliance, with the content covering the following key principles. It could be divided into the following 5 sections.

Section 1 Rights of Shareholders

The Company is aware and places emphasis on the rights of shareholders by not engaging in any activities which intrude or exempt such shareholders of their rights. The Company will respect and strictly protect the basic rights of shareholders in matters including the purchase, sale, or transfer of shares, the right to receive share certificates, the right to receive a share of the Company's profits, the right to receive sufficient information on the Company, the right to express one's opinion and vote in shareholders' meetings to collectively determine key changes in Company policies, appointment and revocation directorship, appointment of auditor, determination of audit fees, and other matters which impact the Company such as the payment of dividends, determination or modifications to the Articles of Association and Memorandum of Association, and increase or decrease of share capital.

The Board of Directors set good corporate governance policy to the Company to adhere to, covering the following principles.

1. Rights and equitability of shareholders and stakeholders.
2. The Board of Directors is committed to creating value for the Company by exercising caution in management and regularly assessing risk factors for the greatest benefit for shareholders.
3. Operating with transparency and complete information disclosure.
4. Operating with attention to business ethics.

The Company's shareholders have the right to take any action with equal voting rights as stated in the Company's Articles of Association, whereby one shareholder has vote equal to 1 share per 1 vote. As a result, the shareholders as the owners of the Company are entitled to have the participation and give their opinion in about of the Company's strategic direction fo the business. By each shareholder's meeting, Shareholders have the right to decide and vote on various matters such as; right to acknowledge the Company's operating results; right to approve the Company's financial statements; right to receive their share of profits; right to propose agenda items; right to nominate qualified candidates as the board of directors and individual directors; right to approve the remuneration of board of directors; right to approve the appointment auditors and the remuneration of audit; and right to approve the connected transactions. And basic rights of shareholders in accordance with related regulations and law.

Section 2 Equitable Treatment of Shareholders

The Board of Directors is aware of the rights of shareholders and places emphasis on equitable and fair treatment of all shareholders, whether or not such shareholders are executives, of certain nationalities, or own a significant portion of the Company's shares. As such, the Company has a policy on treating shareholders with equitability, as well as protecting and retaining basic rights of shareholders. Shareholders have equal rights in the purchase, sale, or transfer of shares, receiving a share of the Company's profits, receiving sufficient information concerning the Company and its operations, attending shareholders' meetings to vote on various matters such as the appointment of directors or revocation of directorship, appointment of external auditor and determination of auditor remuneration, as well as key matters including dividend payment, determination or modifications to the Articles of Association and Memorandum of Association, increase or decrease of share capital, and approval of special transactions.

The equitable treatment of shareholders are the following details.

2.1 Shareholders' Meeting

- Shareholders have equitable of their rights to cast into the vote, a shareholder has 1 vote for 1 share in the Company, enabling participation in the Company's key decisions.
- The Company gives shareholders the opportunity to propose matters to be included as agenda as well as to propose persons to be considered for election as director in the Annual General Meeting at least 1 month in advance before the date of the Annual General Meeting, in accordance with the Company's guidelines.
- The Company sends out invitations to shareholders' meeting together with supporting documents in the consideration of each agenda item and the opinion of the Board of Directors for every agenda at least 7 days prior to the date of the shareholders' meeting, unless specified otherwise in the notification, announcement, order, or specification of the Stock Exchange of Thailand and Securities and Exchange Commission. The Company also discloses such invitation to shareholders' meetings on the Company website at least 1 month prior to the date of the shareholders' meeting such that shareholders have sufficient time to carefully study the information and make informed decisions. The invitation to shareholders' meeting will be prepared in Thai and disclosed together with an English translation of the whole document.
- The Company informs shareholders of the specification and methodology in attending shareholders' meetings in the invitation to shareholders' meetings, as well as the methodology and process associated with voting, vote counting, and voting rights of different classes of shares at the start of the meeting. During the meeting, the Company will arrange for a clear process of information presentation, inquiries, voting, and resolution of each agenda. The Company gives shareholders the opportunity to submit inquiries in advance, as well as facilitates shareholders in opening registration 1 hour prior to the meeting time and enabling until the end of the meeting.
- The Company will not deprive shareholders of the right to receive information on the Company as required in accordance with various regulations, as well as during shareholders' meetings such as unexpectedly failing to distribute additional documents containing important information, denying the addition of agenda items or modification of key information without informing shareholders in advance, and denying access to the meeting for shareholders arriving late.
- The Company facilitates and encourages shareholders and proxies in attending shareholders' meetings and exercising votes by proceeding with the order as specified in the invitation to shareholders' meetings, denying unnecessary additions to the agenda by executives without informing shareholders in advance especially for agenda of importance which shareholders require time to consider facts before arriving at a decision, allowing shareholders and proxies attending the meeting to express opinions, provide suggestions, and make inquiries in each agenda with suitable and sufficient amount of time, and allowing shareholders to vote on the appointment of directors on an individual basis.
- In case that shareholders are unable to attend the meeting, the Company facilitates in giving proxy to independent directors or any other persons to attend the meeting in the shareholders' place and prepares Proxy Form B, in which shareholders may specify the allocation of their votes on each agenda, available for download from the Company website. As such, the Company will propose names of at least 1 independent director for shareholders to consider and give proxy.
- The organizing of shareholders' meeting, the Company will use a place that is convenient for traveling, by provide a map which shows the meeting place of shareholders in the invitation letter. Including, arrangement with the appropriate date, time, and allocate sufficient time for the meeting in order to comply with the policy that will facilitate the shareholders of the Company.
- The Company arranges for the clear, accurate, completely record of minutes of the meeting and meeting's resolutions such that shareholders are able to perform checks, and will disclose such minutes of the meeting on the Company website after submission to the Stock Exchange of Thailand.

On 2023, the Company discloses information of the meeting program and information on each agenda to shareholders through the Stock Exchange of Thailand's communication channel as well as the Company website in advance before the meeting date since 24 March 2023. Due to shareholders to allow sufficient time to consider each agenda carefully.

CAZ's Annual General Meeting was held on 21 April 2023, at Conference Meeting Room A of Engineering Building of the Company. Located on 239 Huaypong-Nongbon Road, Huaypong Sub-district, Muang Rayong District, Rayong 21150. At the Annual General Meeting of Shareholders, the Company complied with the framework of Good Corporate Governance (AGM Checklist) required by Thai Investors Association, Thai Listed Companies Association and Securities and Exchange Commission. At starting time, shareholders attended the meeting 17 persons, and 9 proxies accepted, total number of shareholders 26 persons. Representing 182,620,691 shares, or 62.12% of total issued shares of the Company. A quorum was formed and according to the laws and regulations of the Company.

2.2 Conflicts of Interest

The Company focused on the considering to elimination of conflicts of interest and operate with honesty and independence under the framework of good ethics for the Company' overall benefit. As such, to create transparency and prevent any attempts to seek personal benefits, the Company stipulates that directors, executives and related parties are to disclose information on their stakes to the Board of Directors through the Company Secretary, as well as report the ownership of the Company's securities to the Board of Directors in compliance with Securities and Exchange Law as well as notification, announcements, orders, or regulations of the Stock Exchange of Thailand and Securities and Exchange Commission. In addition, during executive meetings and the Board of Directors' Meetings, persons with conflicts of interest or persons who may have conflicts of interest are to abstain from expressing their opinion and voting on the matter.

The Company has also set policy and approval procedure for transactions with conflicts of interest or related party transactions, specifying the disclosure of information regarding the names and relationship between related parties, pricing policy, value of transaction, as well as the opinion of the Board of Directors on the transaction, strictly in compliance with the notification of the Stock Exchange of Thailand and Securities and Exchange Commission on related party transactions for overall equitable benefits of shareholders. Moreover, the Company will also disclose related party transactions the Annual Report (56-1 One report) as well as in the notes to financial statements which the Company's external auditor has audited.

2.3 Monitoring Use of Internal Information

The Company is aware of the importance of instances where the Company's internal information is used for personal benefit. As a result, internal information policy is set to prevent directors, executives, and personnel from disclosing such information to other parties or exploiting such information for personal benefit, benefit for others, or enter into transactions which may pose conflicts of interest. The Company would like to inform directors, executives, and personnel that:

- Directors, executives, and personnel of the Company shall retain secrets and/or internal information and shall not disclose such secrets and/or internal information or seek personal benefits or benefit for others whether directly or indirectly, and whether or not compensation is exchanged, unless such information has been publicly disclosed by the Company.
- Directors, executives, and personnel of the Company who have access to financial information of the Company and/or information of significance which has an impact on securities price shall avoid the purchase or sale of the Company's securities 1 month before the disclosure of financial statements or internal information and 24 hours after the disclosure of such information. Information of significance are not to be disclosed to other individuals including spouse and minor children of directors, executives, and personnel of the Company. Violation of such stipulation constitutes severe wrongdoing and the Company will issue a letter of warning. Should such action continue, the Company will dismiss such individual without severance pay.

In addition, the Company provides training to educate directors and executives. Regarding, to report property holdings of one's, spouse, and minor children to the SEC Office in accordance with Section 59 and the penalties under Section 275 of the Securities Exchange and Exchange Act B.E. 2535. The directors and executives have a duty to report the acquisition and changes in securities holdings to the SEC Office. In accordance with Section 59 of the Securities Act. 2535 within 3 business days following the transaction date and send a copy of this report to the Company on the same day the report is submitted to the SEC Office.

Section 3 Roles of Stakeholders

The Company places emphasis on the rights and equitable treatment of stakeholders in relation to the Company's business operations both internally. The Board of Directors is aware of the rights of stakeholders and the treatment of stakeholders in accordance with such rights, conditions, laws, and regulations such that stakeholders are treated well. The Board of Directors will consider the arrangement of having a process which supports cooperation between the Company and stakeholders to create financial wealth and business sustainability. As well as, the efficiently disclose adequate and sufficient information to stakeholders, and will not take any action which would deprive the rights or create adverse effect to stakeholders.

3.1 The policy on treatment of stakeholders by the company's good corporate governance to several key stakeholder groups are as follows:

Shareholder : The Company is committed to better represent the shareholders in business to create maximum satisfaction for shareholders by taking into account of the growth of value of company in long-term and actions reveal information in a transparent and credible.

Employee : The Company recognized the importance of employees as the supporter of company's work plans and the one who help drive company to the determined business objective. Thus, the company treats all employees fairly and equally. The company also encourages employees to participate in the atmosphere felling safe at work by setting clearly and concisely steps of working, choosing equipment that meet the safety standard, analyze safety risk to establish appropriate defensive control measures, communicate with employees to make them understand and work in the common direction, create good working atmosphere and team building. These help build team confidence and spirit in working as well as ensure employees' well-being.

Executive : The Company recognizes the importance of the executives as the people who plays important roles in determining strategic directions and business plans as well as controlling the Company to move in the right direction to achieve the target determined by the board of directors. To show our awareness, the Company proposes appropriate and fair compensation to the executive in order to compensate and motivate the executive's intention and effort in management to achieve company's determined target.

Business Partners : The Company recognizes the importance of the Company's business partners that help support and drive business to achieve its determined growth and target. Thus, the Company will treat all the partners equally and fairly on the basis of fair return to both parties and strictly comply with trading condition.

Customers : The Company recognize the importance of customers by giving first priory to maintaining good and sustainable relationship with them, complying with contracts, agreements or conditions transparently, committing to meet and serve goods and services for satisfaction and confidence to customers and disclose customers secret information.

Trade Partners : The Company conducts fair practice with all trade partners, strictly complies with trading conditions and not demand or receive any dishonest benefits from the trading partners.

Creditors : The Company complies with agreements between the Company and its creditors by paying creditors in a timely manner to creating trust and sincerity among each other.

Competitors : The Company complies with competitor in a frame of fairly rule and emphasize on creating of business competitive edge by developing the Company's potential, not to seek confidential information of business competitors in an improper or dishonest manner or damage the reputation of our competitors either directly or by indications.

Environment: The Company places important on environment preservation by preventing environmental impact which may incur and exceed legal limit as well as increase efficiency of resources usage and controlling its environmental impact in accordance with the laws and regulations.

Community/Society : The Company recognizes the supporting in activities of promoting quality of life and cultivating social responsibility spirit to employees at all level that can lead to the development in community, society and environment.

Government Sectors and Related Units : The Company recognizes the roles, duties and responsibilities of government sectors and related units and has a strong intention of cooperating with them to lighten their loads by complying with related rules, regulations, and laws. In addition, the secretary is assigned to responsible for inspecting and reviewing the compliance with related rules, regulations, and laws and the performance of internal auditors whether it in accordance with the manual and related standard or not before sending the report of review and inspection to the board of directors annually.

The Company also arranges communication channels to notifications of leads, complaints, opinions, or suggestions which indicate that stakeholders have been affected or are at risk of being affected, which would lead to damage being inflicted on all stakeholder groups, by the Company's operations, actions of personnel regarding unlawful or unethical practices, and actions which may indicate fraud, inequitable treatment, or actions lacking caution and prudence. Such notifications or inquiries are made to the Audit Committee through the Secretary of the Audit Committee and the Company will investigate in accordance with the process without disclosing information on the whistleblower and treating as confidential to protect such whistleblower from any impact which may occur, and report to the Board of Directors.

3.2 Anti-Fraud

The Company has specified a framework for the Company's Code of Conduct on matters such as conflicts of interest, the safeguard of confidential information and use of internal information, and the acceptance of gifts, assets, or other benefits. All personnel are prohibited from requesting gifts, assets, or other benefits which contribute to motive in the execution or non-execution of wrongful duties or any action which could lead to personal benefits for oneself or family.

The Company provides channels for all stakeholders who have complaints, suggestions or any doubts about illegal, unethical practices, code of conduct inaccurate financial reports, or a defective internal control system. Which can notify or inquire by directly filing a complaint to the Chairman of the Audit Committee by contacting the secretary of the audit committee. The Company will carry out the complaint justly and secretly in accordance with the petition process and result of the investigation will be reported to the board of directors.

On 2023, the Company did not receive notification or inquiry. And secretary of audit committee already reported to the Board of directors of the Company through audit committee every meeting time throughout the year.

Report fraud and corruption clues	Miss Nattiya Charusombut Secretary of the Company's email : info@caz.co.th
Other communication channels	Human and Resources Department: 098 - 586 - 6616 Safety and Environment Department : 038 - 606 242 Ext. 900

In order to protect the rights of the whistleblower, the complainant and the informant, or those who participated in the investigation, the Company will conceal name, address, and any information that can possibly identify them. In addition, the Company will keep all information confidential. Only responsible person who conducts the investigation will be able to access such information.

Section 4 Disclosure and Transparency

The Company place the importance of the disclosure of information crucial to the decision-making process to investors and stakeholders of the Company. The information to be disclosed are including both financial and non-financial statements and reports which are disclosed by correctly, accurately, on a timely basis and transparently, through the proper channels that users can fairly and trustfully access. This is to ensure that shareholders and all stakeholders are equally receiving information in accordance with regulations of the Stock Exchange of Thailand and Securities and Exchange Commission through the Stock Exchange of Thailand. The Company has disclosed the information of company via the annual report, media and publishing information of the stock exchange of Thailand and the Company's website both Thai and English version.

4.1 Board of Directors' Report

The Board of Directors is responsible for the preparation of financial reports and financial information, in accordance with international accounting standards generally accepted in Thailand and with related laws, which have been audited by the independent external auditor. Accounting policies chosen are appropriate and consistently applied, with preparation done with cautious discretion and sufficient disclosure of key information in the notes to financial statements. The Board of Directors has appointed the Audit Committee responsible for monitoring the quality of financial reports and internal control system, with disclosure of the opinion on such matters to be included in the Audit Committee Report section of the Annual Report together with the Report on Responsibilities of the Board of Directors to Financial Statements and the Auditor's Report.

4.2 Investors relationship

Board of Directors placed focusing on the disclosure of information that is accurate, complete, and transparent in terms of disseminating various news and general information. Additional, the important information that may affect the Company's stock price for shareholders, investors analysts and other investors. All the Company's information is disclosed through the Stock Exchange of Thailand's communication channels. Including, publishing and/or other publications such the Company's website (www.caz.co.th). Example of the Management Discussion and Analysis (MD&A) disclosure as an additional information of financial statement in every quarter. Shareholders and investors may contact the Company's investor relations officer for more inquiry or information, Ms. Nattiya Charusombat, through telephone at 038-606-242 or through e-mail at info@caz.co.th.

The Company participated in opportunity day activities organized by the Stock Exchange of Thailand. Generally, the executives are participating in this activities and answer questions for investors, analysts and the general public who participated in the activities are Chief Executive Officer, Director, and Chief Financial Officer. In the past year, the company Participated in investor relations activities a total of 3 times.

Section 5 Responsibilities of the Board of Directors

The Board of Directors consists of persons with knowledge, expertise and experiences that can benefit the Company. They play a key responsibility in approving business strategy and business directions, including, following up results of the Company operating by quarterly. Moreover, they pay attention into the internal control and internal audit for the benefit of the company and shareholders. The Board of Directors not only place emphasis into the company's financial performance, but also emphasis into ethics, social, and environmental impact as well. The Board of Directors has appointed a number of sub-committees to assist in the corporate governance of the Company totaling to 4 committees such Audit Committee, Executive Committee, Risk Management Committee, and Nomination and Remuneration Committee. The Company has separated the roles and responsibilities of all committees to ensure independence of decision-making and operating's vision.

As at 31 December 2023, the Board of Directors consists of 8 directors (of 9 directors, due to a director resigned during the year and doesn't have a new appointment to replace this position), with 3 directors who are not executives, with complete qualifications as independent directors, making up no less than one-third (1/3) of the total number of directors, to serve as checks and balances in the consideration of various matters and to oversee management practices of executives for the greatest benefit of the Company.

The company has a policy to separate the position of the Chairman of the Board of Director and Chairman of Executive Committee/ Chief Executive Officer are different persons. In order to prevent having unlimited power to manage the Company's operation.

However, the Company Secretary performs the task of advising on various regulations that the Board of Directors should be aware and should ensure compliance in the Board's activities, as well as coordinate for compliance with the Board of Directors' resolution. The responsibilities of the Board of Directors are following:

5.1 Corporate Governance Policy

The Board of Directors have established corporate governance policies of the Company in written which cover the equitable treatment of shareholders. Including, placed emphasis on the Company's operation with highly benefits, a sustainable and stable growth in the long-term business operation. Together with, carefully of the performing duties of their best abilities and sufficient efficiency for the best interests of shareholders and related stakeholders. Especially, in terms of risk management which is assessed strategize and monitoring risk management appropriately and regularly.

In specifying guidelines for operations, the Company places emphasis on internal control and internal audit, whereby the Board of Directors will evaluate the sufficiency of the Company's internal control system every year in accordance with good corporate governance principles set by the Stock Exchange of Thailand. Moreover, all committee and the management team are attending to Thai Institute of Directors Association (IOD) and other training programs continuously to gain knowledge on duties of committee and the management.

5.2 Anti - Corruption

The Company is aware of and gives importance to anti-corruption both inside and outside the organization. The Company commits to conduct business with transparency and accountability which can be audited in all working processes and procedures and the Company does not accept all forms of corruption. Besides, the Company regulates policies and measures to prevent and combat corruptive activities. The Company communicates with employees of all levels and the organizational ethics is determined to encourage all employees to be aware of corruptive actions as the Company realizes that corruption destroys business, society, and the country. Therefore, the implementation of anti-corruption must come from the intention of all agencies and sectors to join their forces to drive, instill, and enhance corruption-free for Thai society.

5.3 Code of Conduct

The Company has set the ethical practices of the Board of Directors, executives and employees to all relevant guidance in the performance of its mission with integrity and equitable treatment to company and all groups of stakeholders. The company has announced and informed to all employees to know and practice strictly.

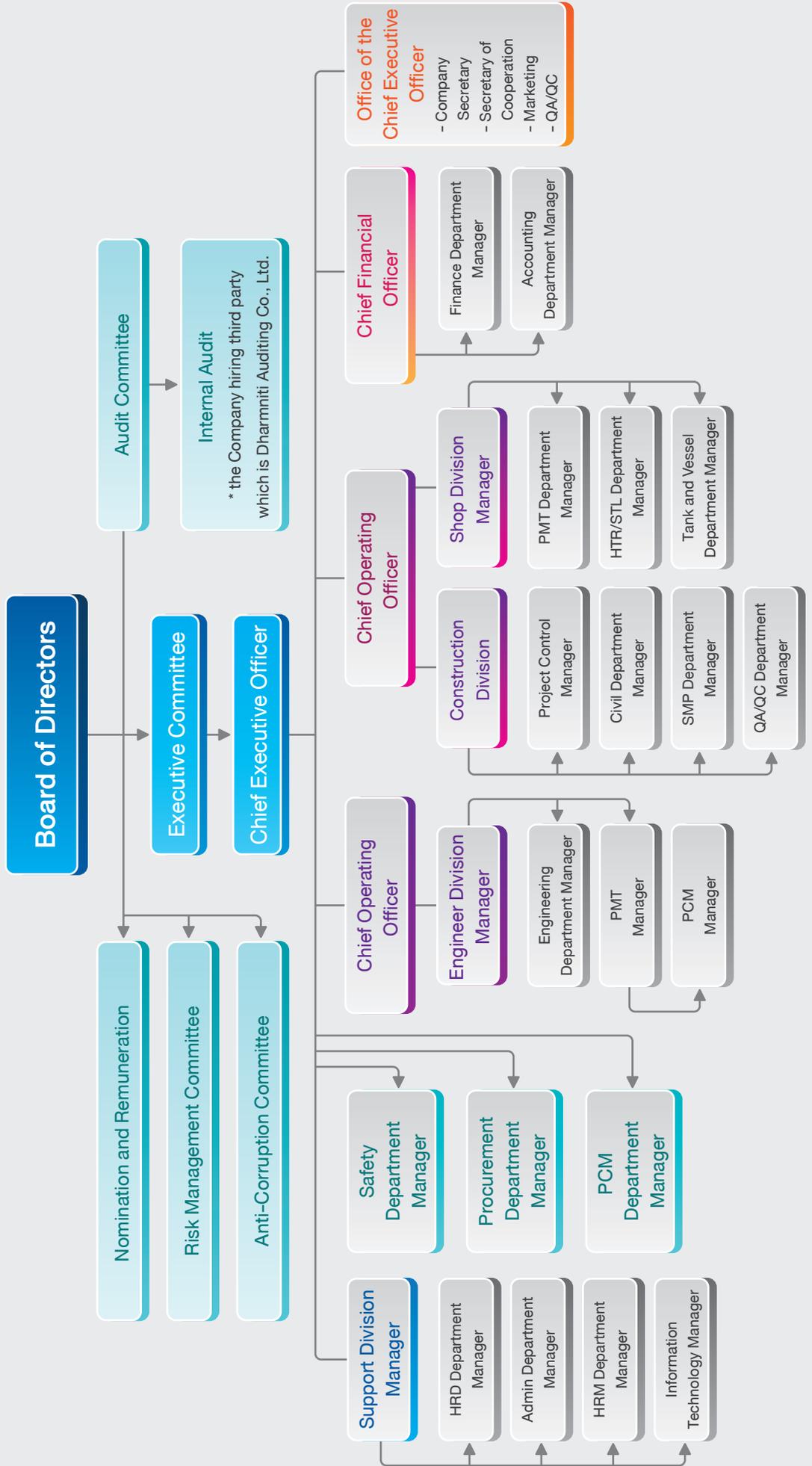
5.4 Conflicts of Interest

The Board of Directors set policy on conflicts of interest on the basis of making any operational business decisions solely for the greatest benefit of the Company and the avoidance of any actions which may pose as conflicts of interest. Related parties are to inform the Company of the nature of relationship in such transactions, abstain from the consideration of such transactions, and do not have the authority to approve such transactions.

The Audit Committee will report to the Board of Directors on related party transactions and transactions with conflicts of interest after careful and appropriate consideration. The Company is also in strict compliance with the guidelines of the Stock Exchange of Thailand and Securities and Exchange Commission with regards to the determination of price and terms with persons who may have conflicts of interest as if such transaction were done with normal persons on an arm's length basis as well as disclosure of information memorandum as specified by the Stock Exchange of Thailand. The Company will also disclose information on such transaction in the financial statements and Annual Report.

Management Structure

The Company's organization structure as at 31 December 2023 as follows



The Board of Directors Structure

The directors structure of the Company consisting of the Board of Directors and 4 sub - committees such; Audit Committee, Executive Committee, Risk Management Committee, and Nomination Remuneration Committee. The qualifications of these committees have to have the multi-qualified expertise and experiences. Which are the most important to support business operations to achieve strategic and sustainable.

Board of Directors

As at 17 January 2024, the Board of Directors comprises of the following 9 directors.

- 3 independent directors (34% Of the entire board)
- 2 Directors (Executive) (22% Of the entire board)
- 4 Directors (44% Of the entire board)

Name of Director	Position	Date of Appointed	Training of Role and function Skill of director ^{2/}
1. Mr. Narongrit Tavorvisitporn	- Chairman of the Board of Directors - Independent Director - Audit Committee member - Nomination and Remuneration Committee member	- 23 November 2017 - 23 November 2017 - 23 November 2017 - 24 January 2018	Director Certification Program (DCP) Class of 166/2012
2. Mr. Natie Tabmanie	- Chairman of the Audit Committee - Independent Director - Nomination and Remuneration Committee member	- 11 November 2019 - 11 November 2019 - 11 November 2019	Director Certification Program (DCP) Class of 168/2020
3. Mr. Yingyong Techarungnirun ^{1/}	- Audit Committee Member - Independent Director	- 23 November 2017 - 23 November 2017	Director Accreditation Program (DAP) Class of 145/2018
4. Mr. Chung Sik Hong	- Chairman of Executive Committee - Director (Executive) / (Authorized Director) - Chairman of Risk Management Committee - Chairman of Anti-Corruption Committee	- 6 February 2014 - 6 February 2014 - 22 February 2018 - 9 November 2022	Director Accreditation Program (DAP) Class of 146/2018
5. Mr. Yeong Cheol Choi	- Director (Executive)	- 29 February 2020	Director Accreditation Program (DAP) Class of 146/2018
6. Mr. Somchai Kanbuakeaw ^{5/}	- Director (Representative from TAKUNI Group) - Chairman of Nomination and Remuneration Committee - Executive Committee member - Risk Management Committee member	- 1 April 2015 - 24 January 2018 - 1 December 2015 - 22 February 2018	Director Accreditation Program (DAP) Class of 129/2016
7. Mr.Somyos Tiranawatananun ^{3/}	- Director (Representative from TAKUNI Group) - Executive Committee Member. - Chairman of Nomination and Remuneration Committee	- 17 January 2023 - 26 June 2023 - 17 January 2024	Director Accreditation Program (DAP) Class of 134/2017
8. Mr. Prapas Kong-led ^{4/}	- Director - Executive Committee member	- 14 Mar 2023	Director Certification Program (DCP) Class172/2013, Thai Institute of Directors Association (IOD)

Name of Director	Position	Date of Appointed	Training of Role and function Skill of director ^{2/}
9. Mr. Krittapong Orachaijunlap ^{5/}	- Director (Authorized Director) - Executive Committee member	- 17 January 2024	Director Accreditation Program (DAP) Class of 214/2024
10. Mr. Porn-in Manmalai ^{6//}	- Director	- 17 January 2024	Director Accreditation Program (DAP) Class of 178/2020

Note: ^{1/} Mr. Yingyong Techarungnirun t is an Audit Committee who had knowledge and experience to review the financial statements.

^{2/} DAP = Director Accreditation Program
DCP = Director Certification Program

^{3/} Ms. Kanchana Rimpanichayakij resigned from a director of the Company with effective since 16 January 2023 and the Board of Directors' Meeting No.1/2023 appointed Mr.Somyos Tiranawatananun as a director of the Company replaced with effective from 17 January 2023.

^{4/} Ms. Nita Treeweeranuwat resigned from a director of the Company with effective since 10 March 2023 and the Board of Directors' Meeting No. 4/2023 appointed Mr. Prapas Kong-led as a director of the Company replaced with effective from 14 March 2023.

^{5/} Mr. Somchai Kanbuakaew resigned from a director of the Company with effective since 17 January 2024 and the Board of Directors' Meeting No. 1/2024 appointed Mr. Krittapong Orachaijunlap as a director of the Company replaced with effective from 17 January 2024.

^{6/} The Board of Directors' Meeting No. 1/2024 appointed Mr. Porn-in Manmalai as a Director/Risk Management Committee Member with effective from 17 January 2024 to replace the available position.

Authorized Director

Mr. Chung Sik Hong and Mr. Somyos Tiranawatananun or Mr. Krittapong Orachaijunlap are directors authorized to act on behalf of the Company through joint signatures and affixed Company seal.

Note : ^{5/} Mr. Somchai Kanbuakaew resigned from a director of the Company with effective since 17 January 2024. The Board of Directors No. 1/2024 on 16 January 2024 has passed the resolution to approve the appointment of authorized directors to be Mr. Chungsik Hong signed with Mr. Somyos Tiranawattanun or Mr. Krittapong Orachaijunlap are directors authorized to act on behalf of the Company through joint signatures and affixed Company seal.

Scope of duty and responsibility

The scope of duties and responsibilities of the Board of Directors are as follows:

- Oversees and monitors the company's business operations to be in line with what shareholders approve and laws that govern the company including the objectives, regulations, resolutions in the meetings of shareholders and resolutions of the company's Board of Director.
- To Set up policies, considering and approve visions, missions, strategies, goals, business plans, budget, risk management policy and appropriate internal control systems including improvement all strategies for the changes to be in line with the Company's situations.
- Monitoring and supervision to the Company's executive managing in order to accordance with the policies, plans and budgets which are setup with efficiency and effectiveness. Including determining remuneration and review the succession planning.
- Considering and approval the organizational structure and authorization of management. The appointment of the Executive director, Chief Executive Officer, and other appropriate sub-committees. Including, the determining scope of management and duties of the Executive Committee, Managing Director and various subcommittees appointed, covering details of the selection of candidate, recruitment, transfer, training and termination of the Company's employees who are management team or senior management. These are assigns the Managing Director to be authorized on behalf of the Company to sign an employment contract.
- The Board of Directors may delegate the authority to one or more directors or any other person to perform any act on behalf of the Board of Directors by under the control of the Board of Directors. Moreover, may give the authorization to such person to have the authority as the Board of Directors agree within the specific period, or the Board of Directors deems appropriate. However, the Board of Directors may revoke, change or amend such authorized the power when it deems appropriate depending on situations.
- The appointment of sub-committees to responsible and supervise the Company's operations in order to achieve the goals and objectives.
- Considering of the profits allocation for dividend payment. and propose to the shareholders' meeting for consideration and approval.

8. Appointing a company secretary to performing and responsible for various duties on behalf of the Company or the Board of Directors, such as the director registration, Board of Directors' meeting invitation letter, and the shareholders' meeting invitation letter.

Audit Committee

The scope of duties and responsibilities of the Audit Committee are as follows:

1. To ensure of the accuracy and reliable of financial reports, the Audit Committee has responsible to reviewing by coordinating with external auditors and management responsible of financial reports. These reviewing are both quarterly and annual financial reports, including the disclosure of relevant information of the Company sufficiently before presenting to the Board of Directors.
2. Auditing of the Company's internal control and internal audit in order to have an efficiency and appropriation. Including, considering the internal audit's independence, appointment, transfer and dismissal of the head of the internal audit or any other agency responsible. Moreover, propose the suggestions of the important and necessary of the internal control improvement to report with the Board of Directors.
3. Review the compliance with regulation and law of Securities and Stock Exchange of Thailand or the requirements of stock market including policies, rules, regulations and other laws related to the Company's business.
4. Considering and selection the qualification of an independent person to act as the Company's auditor. Including considering the audit fee of the Company's auditors to propose to the Board of Directors and shareholders' meetings for approval. Throughout, coordinating with the auditor on the audit objectives, scope, guidelines, plans and problems encountered during the auditing and issues that consider to be material for the Company.
5. Consider of the Company information and disclosure in term of the connected transaction or items that may have conflicts of interest. To be in accordance with laws and regulations of the Stock Exchange of Thailand. Moreover, it has to be accurately and completely disclosed information in order to ensure that such transactions are reasonable and for the best benefit of the Company.
6. Review the Company's risk management for the appropriate and efficiency. And perform any other acts as the Board of Directors assigned and approved by the Audit Committee. For example, reviewing the management's compliance with the Code of Conduct, financial management policies, and risk management policies.
7. Report the performance of the Audit Committee to the Board of Directors at least 4 times per year. And attend the meeting with the auditor without the management at least once a year.
8. According to the Company's regulations, the Audit Committee has right to recruit of consultants or assistance persons to give opinions or give advice. If the hiring external assistance are necessary and appropriate in accordance with the scope of work at the expense and regulations of the Company.
9. The Audit Committee has to provide the Corporate Governance report and be disclosed in the Company's annual report. The report be signed by the Chairman of the Audit Committee and contain the following information such; opinion on the accuracy, completeness and reliability of the Company's financial reports; opinions on the adequacy of the Company's internal control; opinion on the suitability of the auditor comments on transactions that may have conflicts of interest; number of Audit Committee meetings and the attendance of each audit committee; overall opinions or observations received by the Audit Committee from performing duties under the Charter; and other items that shareholders and general investor concern under the scope of duties and responsibilities assigned by the Board of Directors.
10. The Audit Committee shall assess its performance by self-assessment. And reporting the results of assessment together with problems, obstacles in the performance that may cause it fail to achieve the objectives of the establishment of the Audit Committee to the Board of Directors every year.
11. As other tasks that the Board of Directors assigned to the Audit Committee within the scope of duties and responsibilities in performing those duties. The Audit Committee has to directly responsibilities to the Board of Directors and operations to third party or other stakeholders.
12. In performing of the Audit Committee's activities, in case, found or suspected of any item of fraud or action which may have a significant impact on the financial position and operating results of the Company. The Audit Committee shall report to the Board of Directors of the Company. In order to make the appropriate improvement by time frame which specified by the Audit Committee.

If the Board of Directors or executives do not take action to rectify within the above time of those improvement. Any member of the Audit Committee may report the transaction or act under to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.

13. Regularly review and adjustment the duties to be appropriate. In case of changing on any duties of the Audit Committee, the Company shall notify the changing to the Stock Exchange of Thailand.

However, if have any requirement or necessary, in order to have the efficiency performance of the Audit Committee's duties. The audit committee may recruit the independent opinions from any other professional advisor as appropriated or depending on the Company's situation under the Company's expenses.

Nomination and Remuneration Committee

The scope of duties and responsibilities of the Nomination and Remuneration Committee are as follows:

Recruitment

1. Considering the qualifications of the directors to be nominated in accordance with the Company's structure, sizing, and composition which as determined by the Board. Including, determining appropriate recruiting methods in order to suitable with the size, type, and complexity associated with the company's core business or industry.
2. Consider to propose name list of suitable persons to be a director, an executive director, and senior management of the company.
3. Moderation of nominated name list to be directors or executive by review the background and legal qualifications and requirements of the official authorities of the nominees. and propose to the Board of Directors for consideration.
4. When the Board of Directors due on term of retirement, the Nomination and Remuneration Committee has to review their performance, qualifications. And consider the suitability to select the rotation to be as directors in the next term with the Board of Directors. In order to consideration, and approval by the meeting Shareholders to appoint as directors of the Company.
5. In the event of changed which related to the Board of Directors qualifications, the Nomination and Remuneration Committee has the responsible to review the suitability of holding the position of the Company's director.
6. Consider the succession plan of the high-level executives.
7. Consider the development and succession plan, including other duties performing as assigned by the Board of Directors.

Remuneration

1. Consider, setting and written remuneration policies which are the compensation to the Board of Directors, and sub - committees which appointed by the Board of Directors.
2. Determination and approval the remuneration's value, criteria, and payment form. Both the salary and other benefits paid to the Directors, Executive Director, Managing Director and the Company's executive advisor.
3. Consider the criteria of assessing for the Board of Directors, sub-committees, Executive and to propose to the Board of Directors to consider and giving the approval.

Executive Committee

The scope of duties and responsibilities of the Executive Committee are as follows;

1. Having the authority which assigned by the Board of Directors to make decisions on important operations of the Company with specifying the scope, type or size of the business, objectives, guidelines and policies. The scope of the assigned authority including oversight of overall operations, productivity, customer relations.
2. Raised fund consideration, investment plan for the Company's business expansion, and investing on the Company's fixed assets. And propose to the Board of Directors for approval.
3. As the representative of the Company, the Executive Committee shall have an acting or represent the business to third parties, or other beneficial parties who have the related with the Company's business.
4. The approval and appointment of consultants or assistances, if necessary, which related to the Company's operation.
5. Performing of the Company's general managing, including, considering and approving the action plans of each department. And has duties to consider and approve when some departments couldn't perform because of it exceed the authorities assigned.
6. The Executive Committee may assign and assigning the authorities and duties to each executive director. To performing within the scope of the executive committee's authorized and duties as specified. And that executive director person shall be responsible to report of that work assigned directly to the Executive Committee.

Risk Management Committee

The scope of duties and responsibilities of the Risk Management Committee are as follows;

1. Set up policies, strategies, and frameworks for corporate risk management. Including, consider potential impacts which might occurred by determine the risk management plan of management team. And the overall risk management process of the Company.
2. Regularly, follow up and supervise the management team to have the operating performance comply with risk management plan, policies, or strategies. Together with continuous report directly to the Board of Directors on a regular basis.
3. Review and give the appropriated opinion of the acceptance of risks management plan and propose to the Board of Directors to acknowledge.
4. Preparing and review the risk management report, to follow up and ensure major risks are resolved or operated by adequate and appropriate.
5. Coordinate with the Audit Committee on important risks issue. Moreover, has an internal audit to review to ensure that the Company has risk management with the suitable internal control. Including, implement the risk management throughout the organization by appropriately.
6. Review and assess the policies, strategies and risk management guidelines at least once a year. And in every period which found the level of risk has changed.

Anti-Fraud and Corruption Committee

The scope of duties and responsibilities of the Anti-Fraud and Corruption Committee are as follows:

1. Define the Company's anti-corruption policy and measures.
2. Prepare the Procedure of good practice guidelines, Regulations relating to the prevention and anti-corruption, and financial approval authority to comply with relevant policies and orders. Including penalties if executives and/or employees fail to comply follow to the procedure and/or regulations mentioned above.
3. The assessment and review of corruption risks of each unit annually or periodically as deemed appropriate and appropriate. Set up preventive measures to prevent risks from corruption that are concise and suitable for business operations Company's business.
4. Prepare a self-evaluation form on anti-corruption measures. Arrangement for a review at a specified time.
5. Organize development training for all executives and employees at all levels. To have knowledge and understanding in the matter of anti-corruption.
6. Review plans, policies, risk assessments and various measures on corruption as deemed appropriate and periodically in order to have measures to supervise and monitor in order to reflect transparent operations and have good operational guidelines ready to be checked at any time.
7. Provide communication public relations and monitor the operations of all departments in accordance with the Anti-Corruption Policy Corruption as specified by the Company.
8. Report complaints of corruption occurring in the organization to the Audit Committee.
9. Perform any other tasks assigned by the Board of Directors. or the Audit Committee has assigned Being a case by case.

The Board of Directors' and Sub - Directors' meeting

The Board of Directors has meeting scheduled at least 4 times per year, with regular a meeting every quarter and additional special meetings as appropriate and necessary. The agenda of meeting is clearly set up and has the regular agendas to consider of the Company's operating results. The Board of Directors' meeting quorum consisting of the total number of directors to be at least 2 of 3 of total directors. In 2023, the Board of Directors meeting were amounting to 5 times.

Company Secretary send the meeting invitation letter with agendas and supporting documents of each matter. It has prepared and send out at least 7 days in advance of the meeting date. Lead to the Board of Directors had enough time to study information before attending the meeting. Unless it is urgent matter that requires consideration. In addition, the company secretary has been prepared schedule of meetings in advance throughout the year. Including, to notified all directors at the beginning of the year so that they can fully plan the meeting.

Director's Remuneration, Sub - Committees and Executives

The Company has a policy to offer compensation to directors and executives at an appropriate level which induces incentive, taking into account operating results of the Company, comparability to other companies in the same business or industry, and in line with the roles and responsibilities of each director and executive.

The Company takes caution to offer compensation at an appropriate level, competitive between peers in the industry, to maintain qualified executives. Executives with greater roles and responsibilities will be rewarded greater compensation fit to the position. Compensation paid to executive committee members and executives will be considered in line with operating results of the Company and performance of individual executives. However, compensation for the Board of Directors and subcommittee will be proposed in the Board of Directors' Meeting for consideration and the Annual General Meeting for approval each year. And also, the amounting of remuneration might be changed because it's rely on the resolution of the Shareholders' Meeting.

Executives

As at 31 December 2023, the Company has 7 executives with details as follows.

Name	Position ^{1/}
1. Mr. Chung Sik Hong	Chairman of the Executive Committee / Chief Executive Officer / Executive Committee Member
2. Mr. Yeong Cheol Choi	Chief Operating Officer / Engineering and Procurement Division Manager (Acting)
3. Ms. Phornthiphat Khantheevit	Chief Financial Officer / Executive Committee Member
4. Mrs. Wimol Wehanarat	Support Division Manager
5. Mr. Wang Youp Jhee	Chief Operating Officer / Construction Division Manager / Executive Committee Member
6. Mr. Hyun Yul Lee	Shop Department Manager
7. Ms. Maliwan Sriwasasom	Accounting Manager

Note : ¹ Executive refers to a manager or the next four executives succeeding the manager and every person holding an equivalent position to the fourth executive, including persons holding the position of departmental manager or equivalent or higher in accounting or finance. Please refer to the Appendix for additional details on executives.

Compensation for Executives

Compensation the Company's Executives, such salary and other benefits for 2021 - 2023 are follows.

Details	2021	2022	2023
Salary	15.41	16.00	17.40
Bonus Provident fund and other compensation ^{1/}	5.29	6.93	5.67
Car	฿	฿	฿
Total	20.70	22.92	23.07

Note : ¹ The Company and its subsidiary has set up a provident fund which the Company contributes 3-5% (depending on employment duration) of the employee's salary

Employees

The total number of employees of the Company (excluding Executives) as at 31 December 2021 - 2023 following details.

Department	Head Count (Person)												
	As at 31 December 2021				As at 31 December 2022				As at 31 December 2023				
	Thai	Korean	Philippines	Total	Thai	Korean	Philippines	Indian	Total	Thai	Korean	Philippines	Total
Company Secretary	1	-	-	1	1	-	-	-	1	1	-	-	1
Information Technology Department	3	-	-	3	3	-	-	-	3	4	-	-	4
Marketing Department	-	-	-	-	1	-	-	-	1	1	-	-	1
Construction Division	305	13	3	321	419	9	3	1	432	420	14	5	439
Accounting / Finance Department	5	-	-	5	5	-	-	-	5	6	-	-	6
Procurement Department	5	-	-	5	5	-	-	-	5	5	-	-	5
Cost CTL Team	2	2	-	4	2	3	-	-	5	-	3	-	3
Store and Warehouse Team	2	-	-	2	2	-	-	-	2	2	-	-	2
HR and Admin Department	10	-	-	10	7	-	-	-	7	9	-	-	9
Engineering Department	12	4	-	16	12	4	-	-	16	9	5	1	15
Total	345	19	3	367	457	16	3	1	477	457	22	6	485

Daily workers as at 31 December 2021 - 2023

Department	Labor (Persons)								
	As at 31 December 2021			As at 31 December 2022			As at 31 December 2023		
	Thai	Foreigner	Total	Thai	Foreigner	Total	Thai	Foreigner	Total
Production & Erection	1,223	4	1,227	2,649	32	2,681	2,332	61	2,393

Employee Compensation

Compensation paid to employees (excluding Executives) in 2021 2022 and 2023 amounted to THB 531.53 million, THB 865.37 million, and THB 1,037.97 million, respectively, paid in the form of salary, bonus, social security, employee benefits, and other incentive-based compensation for example, paid out of cost savings as compared to project costs specified in the Company policy.

Provident Fund

The Company has set up a provident fund under TISCO Master Pooled Fund, which is registered under the management of TISCO Asset Management Company Limited, an asset management company in accordance with the Provident Fund Act B.E. 2530 (including its amendments) Employees taking part may choose to contribute 2-15% of each individual's salary while the Company contributes 3-5% (depending on employment duration) of the employee's salary.

Management Structure of JKEC Company Limited

Board of Directors

As at 31 December 2023, the Board of Directors comprises of the following 4 directors.

Name of Director	Position
1. Mr. Jeong Kyu Choi	Director / Chairman of the Board of Directors
2. Mr. Chung Sik Hong	Director (representative from CAZ Public Company Limited)
3. Ms. Maliwan Sriwasasom	Director (representative from CAZ Public Company Limited)
4. Mr. Wang Youp Jhee	Director (representative from CAZ Public Company Limited)

Authorized Director

Ms. Maliwan Sriwasasom and Mr. Jeong Kyu Choi or Mr. Wang Youp Jhee are directors authorized to act on behalf of the Company through joint signatures and affixed Company seal.

Number of Employees

The total number of employees of the Company as at 31 December 2021 2022 and 2023, with the following details.

Department	Head Count (Person)								
	As at 31 December 2021			As at 31 December 2022			As at 31 December 2023		
	Thai	Korean	Total	Thai	Korean	Total	Thai	Korean	Total
Chief Executive Officer	-	1	1	-	1	1	-	1	1
HR and General Admin Department	4	-	4	17	-	17	11	-	11
Accounting / Finance Department	2	-	2	2	-	2	2	-	2
Procurement Department	-	-	-	1	-	1	1	-	1
PMT Department	3	1	4	-	1	1	-	-	-
Construction Department	62	1	63	39	2	41	61	2	63
Total	71	3	74	58	4	63	75	3	78

Daily workers as at 31 December 2021 - 2023

Department	Labor (Persons)								
	As at 31 December 2021			As at 31 December 2022			As at 31 December 2023		
	Thai	Foreigner	Total	Thai	Foreigner	Total	Thai	Foreigner	Total
Production & Erection	744	36	780	862	30	892	1,187	138	1,325

Compensation for employees

Total remuneration for employees of the Company (Excluding executives) in 2021 2022 and 2023 in the amount of THB 162.09 million, THB 210.04 million and THB 292.16 million respectively, which are compensation in the form of salaries, bonuses, social security, employee benefits other compensation paid to the Incentive, which is paid from the cost of saving compared to the estimated cost of the project under the Company's policy.

Labor Disputes within last 3 years

-None-

Report on significant operations in corporate governance

Summary of performance of the Board of Directors in the recent year

In 2023, the Company's Board of Directors directed and monitored the business operations, sub-committee including management team to meet the set policies in an efficient manner and comply with corporate governance.

Board of Directors is responsible for supervising, establishing and maintaining risk management and internal control system. This is to ensure that transaction records are such accurate, complete, timely and adequate for protecting the Company's assets and preventing corruption or materially abnormal operation. The board also has appointed the Audit Committee which consists of independent directors who are responsible for governing the consolidated financial statements, evaluating and reviewing the internal control system to ensure its efficiency and effectiveness.

The Company's Board of Directors took responsible for financial reports of the company and its subsidiary. Including, information appeared on the annual report, and financial statements that the audit committee verified the quality of financial reports, internal control system, and the full disclosure in the footnotes of the financial statements by presenting to the company's Board of Directors in every quarter. The preparation of the financial statements was audited by auditors permitted by The Securities and Exchange Commission Thailand and complied with generally accepted accounting principles in Thailand. Significant information related to financial and non-financial information were disclosed and implemented accurately, completely, rationally, in a reliable manner while accounting policies were used.

Besides, the Company's Board of Directors required to have preparation of performance evaluation of the Company's Board of Directors at least once a year. Evaluation results shall be used as a frame in considering roles and performance in duties, problems, and obstacles of the Board of Directors. Suggestion shall be used to improve and develop the operations.

During 2023, the Nomination and Remuneration Committee comprising 3 committees who are responsible for recruiting and selecting appropriate persons in conjunction with considering characteristics of business and future plans and future plans have set the qualifications of directors. The person must have qualifications, knowledge, abilities and experience to be able to contribute benefits to the Company's business operations. In addition, such individuals undertake their duties with responsibility, caution, honesty, business ethics, good vision and attitude towards the organization as well as having a good performance.

In 2023, the directors attended the Board of Directors, sub-committee, and the Annual General of Shareholders Meeting as details follows.

Name of Director	Board of Directors Meeting	Attended Meeting Portion	Executive Committee	Sub - Committees			Annual General of Shareholders Meeting
				Audit Committee	Nomination & Remuneration Committee	Risk Management Committee	
1. Mr. Narongrit Tavornvisitporn	8/8	100%	-	5/5	3/3	-	1/1
2. Mr. Yingyong Techarungnirun	8/8	100%	-	5/5	-	-	1/1
3. Mr. Chung Sik Hong	8/8	100%	8/8	5/5	-	4/4	1/1
4. Mr. Prasert Treeveeranuwat	3/4	75%	4/8	-	-	1/1	-
5. Ms. Nita Treeveeranuwat	2/2	100%	4/8	-	-	-	-
6. Mr. Somchai Kanbuakeaw	8/8	100%	8/8	-	3/3	4/4	1/1
7. Ms. Kanchana Rimpanichayakij	1/1	100%	-	-	-	-	-

Name of Director	Board of Directors Meeting	Attended Meeting Portion	Executive Committee	Sub - Committees			Annual General of Shareholders Meeting
				Audit Committee	Nomination & Remuneration Committee	Risk Management Committee	
8. Mr. Natie Tabmanie	8/8	100%	-	-	3/3	-	1/1
9. Mr. Yong Chol Choi	8/8	100%	-	-	-	-	1/1
10. Mr. Somyos Tiranawatananun	6/6	100%	3/8	-	-	-	1/1
11. Mr. Prapas Kong-led	4/4	100%	3/8	-	-	-	1/1

Director Remuneration

In 2023, the Company has proposed the remuneration of the Company's directors and sub-committees to be as monthly compensation, meeting allowance, gratuities, and other compensation. Amounting not excess than THB 2.50 million. It was approved by the 2023's Annual General Meeting of Shareholders on 21 April 2023, as detailed below.

Financial Remuneration

Position	Monthly Compensation Baht / month / person		Meeting Allowance Bath / time / person	
	2023	2022	2023	2022
1. Chairman of the Board of Directors	35,000	35,000	None	None
2. Chairman of the Audit Committee	30,000	30,000	None	None
3. Audit Committee member	25,000	25,000	None	None
4. Chairman of the Nomination and Remuneration	None	None	12,500	12,500
5. Director	None	None	12,000	12,000
6. Nomination and Remuneration Committee	None	None	None	None

Note: Independent directors receive only one position at the highest rate.

Remuneration to directors for the period 1 January - 31 December 2023, details are as follows:

Name of Director	2023			Total
	Monthly compensation	Board of Directors	Nomination and Remuneration Committee	
1. Mr. Narongrit Tavornvisitporn Chairman of the Board of Directors / Audit Committee / Independent Director / Nomination and Remuneration Committee	420,000	-	108,220	528,220
2. Mr. Natie Tabmanie Chairman of the Audit Committee / Independent Director / Nomination and Remuneration Committee	360,000	-	108,220	468,220
3. Mr. Yingyong Techarungnirun Audit Committee / Independent Director	300,000	-	108,220	408,220
4. Mr. Chung Sik Hong Director / Chairman of Executive Committee / Chief Executive Officer / Chairman of Risk Management Committee / Chairman of An-ti Fraud and Corruption Committee	-	96,000	108,220	204,220

Name of Director	2023			Total
	Monthly compensation	Board of Directors	Nomination and Remuneration Committee	
5. Mr. Prasert Treeveeranuwat Director / Executive Committee Risk / Management Committee	-	36,000	24,736	60,736
6. Ms. Nita Treeveeranuwat Director / Executive Committee	-	24,000	16,491	40,491
7. Mr. Somchai Kanbuakeaw Director / Executive Committee / Chairman of Nomination and Remuneration Committee / Risk Management Committee	-	133,500	108,220	241,720
8. Ms. Kanchana Rimpanichayakij Director	-	12,000	8,245	20,245
9. Mr. Yeong Cheol Choi Director	-	96,000	108,220	204,220
10. Mr. Somyos Tiranawatananun Director / Executive Committee	-	84,000	99,975	183,975
11. Mr. Prapas Kong-led Director / Executive Committee	-	48,000	91,733	139,733
Total	1,080,000	1,609,500	890,500	2,500,000

Other Forms of Compensation

- None -

Compensation for the Executive Committee

- None -

Report of the Audit Committee

The Audit Committee of CAZ (Thailand) Public Company Limited consists of three independent directors who are not executive directors, employees, or consultants of the company or its subsidiary. The committee has performed the engagements independently under Audit Committee Charter to oversee and support the Company so that the Company has sufficient corporate governance. This is consistent with the rules and guidance for the Audit Committee specified by the Securities and Exchange Commission and the Stock Exchange of Thailand. Both in the matter of reviewing financial reports, review of risk management assessment system, review of internal control system and internal audit, consideration of appointed the auditor, Good Corporate Governance review and compliance with the law and regulation, review of connected transactions or potential conflicts of interest by using knowledge careful caution have sufficient independence for equal benefits to stakeholders.

In 2023, the Audit Committee held 9 meetings, occasionally with auditors and without management to discuss on relevant matters of the auditing. The Audit Committee agrees that the Financial Reports of the Company for the year 2023 were accurate, reliable, sufficiently disclosed, and prepared in accordance with generally accepted accounting principles. The Company's risk management process is proper and the overall internal control system of the Company is effective and appropriate for the operations. The business has complied with all laws, regulations, and obligation related to the business as well as sufficiently integrated corporate governance with work performance leading to transparency and reliability. The Audit Committee also agrees that the Company continuously improved its operation systems to be higher quality and appropriate of its business environment.

Internal control and Related Party Transaction

Internal control

The Company is aware of the importance of effective internal control systems which can support the Company to achieve its business operations. The Board of Directors has designated the Audit Committee to review the Company's assessment of its internal control system and to regularly monitor internal control progress. The internal control system should be adequate and appropriate to the Company's risks to ensure effective and efficient operation and resource utilization. During Audit Committee meeting, in agenda relating to the approval of internal control system and transactions, the Company's external auditor and internal auditor are invited to attend the meeting to present, acknowledge follow-up, and explore remedial measures to promptly respond to observations on timely manner in the perspective of the appropriate scope of responsibility, operational plans, assessment of the adequacy, quality of risk management and internal control system, corporate governance as well as to ensure the compliance of all laws, regulations and requirements relating to business operation as referred in the internal control guidelines of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), which devises five major compositions of internal control.



Dharmniti Internal Audit Company Limited, was appointed as the independent internal auditor from outsource. As the Company's consideration that they have experiences, knowledgeable, qualification and capable of accounting systems and internal control sufficient to perform his duties as an internal auditor of the Company. In 2023, Miss Anutsaya Raksasorn was assigned as an internal audit to verify the internal control system, internal auditing and follow up the improvement of the internal control system. Including, operations shall comply with the determined guideline in an efficient manner including auditing legal practices and requirements related to the company. The outsourced internal auditor has performed its duties independently and reported directly to the Audit Committee.

The Audit Committee agreed to the same opinions as that of the Board of Director that the internal control system of the Company was adequate, appropriate and has preventive measure against misappropriate of assets of the Company. The Company has also provided enough employees to efficiently implement the system.

Related Party Transactions

Nature of Relationship

The Company engages in transactions with potential conflicting parties including directors, executives, and/or shareholders with the following nature of relationship.

Potential Conflicting Parties	Nature of Relationship
Takuni Group Public Company Limited (TAKUNI)	TAKUNI is the Company's major shareholder, holding 36.64% of paid-up capital through Takuni (Thailand) Company Limited.
Takuni (Thailand) Company Limited (TT)	TT is TAKUNI's subsidiary and major shareholder of the Company, holding 36.64% of paid-up capital.
G Gas Logistics Company Limited (GG)	GG is TAKUNI's subsidiary (TAKUNI being major shareholder of the Company).
Ratchapleuk Engineering Company Limited (RE)	RE is TAKUNI's subsidiary (TAKUNI being major shareholder of the Company).
Mr. Chung Sik Hong	Director, executive committee, executive, and major shareholder of the Company, holding 9.76% of paid-up capital
Mr. Yeong Cheol Choi	Executive and shareholder of the company, holding 2.55% of paid-up capital
Mr. Wang Youp Jhee	Executive and shareholder of the company, holding 2.77% of paid-up capital

Nature of Related Party Transaction

The Company has related party transactions from business dealings with persons who may have conflicts of interest, in normal business practice and fair terms of trade, with the following details.

Natural Persons /Juristic Persons who may have Conflicts of Interest	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Necessity and Rationale	Opinion of the Audit Committee
1. Takuni Group Public Company Limited (TAKUNI))	<p>Loan from Related Party</p> <ul style="list-style-type: none"> The Company took out loans from its parent company to serve as working capital in business operations. - Beginning amount - Additional drawdown in the period - Repayment in the period - Ending amount 	-none-	-none-	-none-	For 12 months of 2023, the Company loan with TAKUNI of THB 70 million, And repayment all total amount during period. These transaction was incurred due to the need for short-term working capital for construction project, in which funding through bank loans was	The Audit Committee is of the opinion that such transaction was necessary to generate benefit for the Company in utilizing the working capital to support business operations as planned.

Natural Persons /Juristic Persons who may have Conflicts of Interest	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Necessity and Rationale	Opinion of the Audit Committee
1. Takuni Group Public Company Limited (TAKUNI)) (cont'd)	<ul style="list-style-type: none"> Interest expenses interest rate of MLR of 2 commercial banks with an average rate of 5.82% (2023) Interest payable 	-none-	-none-	296,301	insufficient. Interest rate of these loan was 5%. (At present, the Company took out loans from a commercial bank at the interest rate of MLR - 0.5%.)	
2. Takuni (Thailand) Company Limited (TT)	<p><u>Loan from Related Party</u></p> <ul style="list-style-type: none"> The Company took out loans from its parent company to serve as working capital in business operations <ul style="list-style-type: none"> - Beginning amount - Additional drawdown in the period - Repayment in the period - Ending amount Interest expenses (interest rate of MLR of 2 commercial banks with an average rate of 5.36% (2021), 5.56% (2022)) Interest payable 	<p>-none-</p> <p>500,000,000</p> <p>(500,000,000)</p> <p>-none-</p> <p>6,068,493</p> <p>-none-</p>	<p>-none-</p> <p>100,000,000</p> <p>(100,000,000)</p> <p>-none-</p> <p>1,526,027</p> <p>-none-</p>	<p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p>	<ul style="list-style-type: none"> For 12 months of 2021 - 2022, the Company loan with TT of THB 500 million, and THB 100 million. And repayment all total amount during period. Such transaction was incurred due to the need for short-term working capital for construction project, in which funding through bank loans was insufficient. The Company took out loans from a commercial bank at the interest rate of MLR - 0.5%, which is 0.5% lower than the rate which the Company paid to TT. 	The Audit Committee is of the opinion that such transaction is appropriate, based on normal business practice for both parties with normal pricing policy and terms of trade.
3. G Gas Logistics Company Limited (GG)	<p><u>Service Expense</u></p> <ul style="list-style-type: none"> The Company utilized GG's construction material transportation service with service expense paid at a rate comparable to what the Company has paid to other service providers. <ul style="list-style-type: none"> - Service expense 	4,693,549	4,867,490	4,057,352	The Company utilized GG's construction material transportation service, which constitutes normal business operations with price and terms of trade comparable to 2 other service providers. GG charges a monthly fee of THB 70,000 per month and overtime of THB 291.67 per actual hours of overtime,	The Audit Committee is of the opinion that such transaction is appropriate, based on normal business practice for both parties with normal pricing policy and terms of trade.

Natural Persons /Juristic Persons who may have Conflicts of Interest	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Necessity and Rationale	Opinion of the Audit Committee
3. G Gas Logistics Company Limited (GG) (cont'd)	<ul style="list-style-type: none"> Outstanding Amount Trade payables Accrued expense 	842,626 397,000	677,416 512,902	361,667 356,958	where the 2 other service providers charge an average monthly fee of THB 70,000 per month.	
4. Ratchapleuk Engineering Company Limited (RE)	<p>Service Expense</p> <ul style="list-style-type: none"> The Company utilized RE's Non-Destructive Testing - ("NDT") service with service expense paid at a rate comparable to what the Company has paid to other service providers. Service expense <p>• Outstanding Amount</p> <ul style="list-style-type: none"> Trade payables Accrued expense <p>Office Lease and Utility Income</p> <p>The Company received income from office lease and utilities from Ratchapleuk Engineering Company Limited with lease price set at market rates and utility income charged in accordance with the electricity bill received from the electricity authority.</p> <ul style="list-style-type: none"> Office lease income Utility income <p>• Outstanding Amount</p> <ul style="list-style-type: none"> Trade receivables 	14,374,941 6,151,724 5,555,156 144,000 65,262 35,930	24,778,507 2,937,302 12,022,723 180,000 64,637 43,829	19,254,759 593,175 2,759,515 174,000 58,310 29,317	<ul style="list-style-type: none"> The Company utilized RE's Non-Destructive Testing (NDT) service, which constitutes normal business operations with price and terms of trade comparable to 2 other service providers. 2021 - 18 Dec 2023, The Company leases office space of 204 square meters within the Company's factory premises for prompt execution of NDT service checks. Office lease contract is automatically renewed each year (if no notification of cancellation is made in writing) with lease rate of THB 59 per square meter per month, equal to the independently-appraised rate (THB 59 per square meter) with utility charges as actually incurred. 	<ul style="list-style-type: none"> The Audit Committee is of the opinion that such transaction is appropriate, based on normal business practice for both parties with normal pricing policy and terms of trade. The Audit Committee is of the opinion that office lease made to Ratchapleuk Engineering Company Limited is making use of idle assets not used in the operations of the Company. Lease rate and utility charge are appropriate in line with market prices and of greatest benefit to all parties.

Natural Persons /Juristic Persons who may have Conflicts of Interest	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Necessity and Rationale	Opinion of the Audit Committee
4. Ratchapleuk Engineering Company Limited (RE) (cont'd)					<ul style="list-style-type: none"> Since 1 January 2022, the Company has extended the lease of space to RE for a total area of 226 square meters, rental rate per square meter is 74 baht/month. Since 18 December 2023, RE was terminate office lease contract due to move to the new office. 	
5. Mr. Chung Sik Hong	<p>Loan from Related party</p> <ul style="list-style-type: none"> The Company took out loans from its management to serve as working capital in business operations. - Beginning amount - Additional drawdown in the period - Repayment in the period - Ending amount • Interest expenses interest rate of MLR of 2 commercial banks with an average rate of 5.82% (2023) • Interest payable 	<p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p>	<p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p> <p>-none-</p>	<p>-none-</p> <p>5,000,000</p> <p>(5,000,000)</p> <p>-none-</p> <p>21,575</p> <p>-none-</p>	<p>For 12 months of 2023, the Company loan with Mr. Chung Sik Hong totaling THB 5 million, And repayment all total amount during period. These transaction was incurred due to the need for short-term working capital for construction project, in which funding through bank loans was insufficient. Interest rate of these loan was 6.30%. (At present, the Company took out loans from a commercial bank at the interest rate of MLR - 0.5%.)</p>	<p>The Audit Committee is of the opinion that such transaction was necessary to generate benefit for the Company in utilizing the working capital to support business operations as planned.</p>

Guarantee on Bank Loans by Natural Persons / Juristic Persons who may have Conflicts of Interest

Bank	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Collateral	Guarantor
1. Siam Commercial Bank	<p>Guarantee</p> <ul style="list-style-type: none"> Letter of Guarantee Drawdown Amount Promissory Note Letter of Credit <p>• Loan Amount</p> <ul style="list-style-type: none"> Drawdown Amount <p>• Overdraft</p> <ul style="list-style-type: none"> Drawdown Amount 	<p>1,013,210,000</p> <p>399,350,680</p> <p>253,502,000</p> <p>-0-</p> <p>250,000,000</p> <p>80,140,000</p> <p>5,000,000</p> <p>-none-</p>	<p>670,000,000</p> <p>397,018,088</p> <p>75,300,000</p> <p>-0-</p> <p>250,000,000</p> <p>44,380,000</p> <p>5,000,000</p> <p>-none-</p>	<p>884,860,000</p> <p>189,875,200</p> <p>-0-</p> <p>18,406,825</p> <p>250,000,000</p> <p>8,620,000</p> <p>5,000,000</p> <p>-none-</p>	<p>Land and buildings title deed numbers 111802, 111803, 111804, certificate of utilization (Nor Sor 3) located at 239 Huaypong Sub-district, Muang Rayong owned by CAZ (Thailand) Public Company Limited, mortgaged as collateral.</p>	<ul style="list-style-type: none"> Takuni Group Public Company Limited ("TAKUNI") Mr.Chung Sik Hong <p><u>Note:</u> 2023, Siam Commercial Bank was released guarantors as following details;</p> <ul style="list-style-type: none"> Released TAKUNI from the Cooperate guarantor of the Company since 18 April 2023. Released Mr. Chung Sik Hong from personal guarantor of the Company since 14 November 2023.
2. Kasikorn bank	<p>Guarantee</p> <ul style="list-style-type: none"> Letter of Guarantee Drawdown Amount <p>• Overdraft</p> <ul style="list-style-type: none"> Drawdown Amount 	<p>118,000,000</p> <p>103,676,031</p> <p>10,000,000</p> <p>-none-</p>	<p>37,000,000</p> <p>34,483,044</p> <p>10,000,000</p> <p>-none-</p>	<p>37,000,000</p> <p>29,211,092</p> <p>10,000,000</p> <p>-none-</p>	<ul style="list-style-type: none"> Land and buildings title deed numbers 114774, 114777, 114778, 114779, 114780, 114781, 120079 located at Bangkhae Sub-district (Lak Song), Phasi Charoen District, Bangkok owned by Takuni (Thailand) Company Limited, mortgaged as collateral. Since 16 December 2022, the Company has changed the collateral provided to Kasikorn Bank from land and buildings, title deeds no. 114774, 114777, 114778, 114779, 114780, 114781, 120079 Bang Khae Subdistrict (Lak Song), 	<ul style="list-style-type: none"> Takuni Group Public Company Limited ("TAKUNI") Takuni (Thailand) Company Limited ("TT") G Gas Logistics Company Limited ("GG") Ratchapleuk Engineering Company Limited ("RE") Mr.Chung Sik Hong <p><u>Note:</u> Kasikorn Bank was released guarantors as following details;</p> <ul style="list-style-type: none"> Since 16 December 2022, which are TAKUNI, TT, GG and RE from the Cooperate guarantor of the Company. Released Mr. Chung Sik Hong from personal guarantor of

Bank	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Collateral	Guarantor
2. Kasikorn bank (cont'd)					Phasi Charoen District Bangkok which is owned by Takuni (Thailand) Co., Ltd., changed to land with buildings, title deed Nor Sor 3 Kor, No. 68, 226, 1278, 1295, 1228, located at 69 Lahan Rai Subdistrict, Pluak Daeng District, Rayong Province. which is owned by CAZ (Thailand) Public Company Limited and is mortgaged as collateral to the bank.	the Company since 21 November 2023.
	<u>Guarantee</u> • Letter of Guarantee - Drawdown Amount	160,000,000 86,299,078	76,000,000 75,223,686	76,000,000 73,874,262	<ul style="list-style-type: none"> Land and buildings title deed numbers 30696 and 30697 located at Ban Pathum Sub-district, Sam Khok District, Pathum Thani owned by Takuni Group Public Company Limited, mortgaged as collateral. 	<ul style="list-style-type: none"> Takuni Group Public Company Limited ("TAKUNI") Takuni (Thailand) Company Limited ("TT") Ratchapleuk Engineering Company Limited ("RE") Mr.Chung Sik Hong
	<u>Factoring</u> • Loan Amount - Drawdown Amount	100,000,000 -none-	100,000,000 -none-	100,000,000 -none-	<ul style="list-style-type: none"> Since 16 December 2022, the Company has changed the collateral provided to Kasikorn Bank from land and building Land title deeds no. 30696, 30697, Ban Pathum Sub-district, Sam Khok District, Pathum Thani Province, owned by Takuni Group Public Company Limited, changed to land with buildings, Title Deed 	<p><u>Note:</u>Kasikorn Bank was released guarantors as following details;</p> <ul style="list-style-type: none"> Since 16 December 2022, released guarantors which are TAKUNI, TT and RE from the Cooperate guarantor of the Company. Released Mr. Chung Sik Hong from personal guarantor of the Company since 21 November 2023.

Bank	Nature of Related Party Transaction	Transaction Value for the 12-month Period Ended 31 Dec 2021 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2022 (THB)	Transaction Value for the 12-month Period Ended 31 Dec 2023 (THB)	Collateral	Guarantor
2. Kasikorn bank (cont'd)					Nor Sor. 3 Kor No. 68, 226, 1278, 1295, 1228, located at 69 Lahan Rai Subdistrict, Pluak Daeng District, Rayong Province, which is owned by CAZ (Thailand) Public Company Limited and is mortgaged as collateral to the bank	
	Guarantee					
	• Letter of Guarantee - Drawdown Amount	-592,000,000 415,505,304	670,000,000 432,178,897	1,228,350,000 934,692,051	• On 17 February 2021, the Company was mortgage Land and buildings of 79 Rai 188 sq. m., title deed Nor Sor 3 Kor numbers 68, 226, 1278, 1295, 1228 owned by CAZ (Thailand) Public Company Limited, located at 69 Lahan Sub-district, Pluak-dang District, Rayong Province mortgaged as collateral, at amounting to Baht 166,000,000.	• Takuni Group Public Company Limited ("TAKUNI") • Takuni (Thailand) Company Limited ("TT") • Ratchapleuk Engineering Company Limited ("RE") • Mr.Chung Sik Hong
	• Loan Amount - Drawdown Amount	20,000,000 20,000,000	20,000,000 20,000,000	226,000,000 20,000,000		
	• Overdraft - Drawdown Amount	10,000,000 -none-	10,000,000 -none-	22,500,000 -none-		
						<u>Note:</u> Kasikorn Bank was released guarantors as following; - - Since 16 December 2022, Kasikorn Bank was released guarantors which are TAKUNI, TT and RE from the Cooperate guarantor of the Company. - Released Mr. Chung Sik Hong from personal guarantor of the Company since 21 November 2023.

Policies of the connected transactions in the future

Company's policies of the connected transactions would be classified as follows:

- For normal business transactions and the transactions that support the normal business like purchasing and selling goods, offering services, etc., Audit Committee will consider and give opinion on the reason and necessity of recording stated transaction as well as normal trading policy of price mechanism. The transactions must be fair and irrelevant when the transfer of interests between the Company and person used to compare with the transfer of interests between the persons who might have conflict of interest and public or other relevant. Also, the consideration and opinion on the reason and necessity of recording stated transaction are quarterly given and perform according to the announcement of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and rules on disclosure of connected transactions.
- Financial assistance transaction must operate under necessity, reasonableness, fair terms and conditions and gives the Company the highest benefit. For Guarantee transaction according to the requirement of loans from financial institutions to use as working capital which is a normal condition for providing loans to business whether by direct guarantee or placing collateral, the Company shall not incur any costs arising from the guarantee and shall not lose any benefits. The guaranteed transactions must be necessary for business operations. Moreover, the Audit Committee must consider and give opinion on the reason and necessity for the mentioned financial assistance transaction for the Company's maximum benefit. For provided and guaranteed transactions shall be treated as a normal transaction with third parties, including the consideration of fairness and complying with the announcement of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and regulations, notifications, including compliance with the disclosure requirements of connected transactions.
- In case that the Audit Committee has no expertise in the related party transaction currently under consideration, the Company will arrange for a person with knowledge and specialized expertise such as the auditor or independent asset appraiser to provide opinion on the related party transaction, to support the decision of the Board of Directors or shareholders (whichever may be the case). This is to ensure that such transactions will not constitute any transfer of benefits between the Company or potentially conflicting persons, but are for the greatest benefit of shareholders.
- Apart from normal business transactions and the transactions that support the normal business such as other asset or services transaction, revenue transaction, financial assistance transaction, etc. the Company assigned Audit Committee to consider and give opinion on the reason and necessity of recording stated transaction according to the announcement of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and rules on disclosure of the Company and its subsidiaries connected transactions. Moreover, the Company does not have policy for giving loans to person who might have conflict of interest to run a business or perform instead of the Company.

With the purpose to perform transparently and accord to governance principle, in case the Company makes connected transaction with the person who might have interest of conflict, directors with gain and loss are not being entitled to vote and would not participated in that meeting.

In addition, the Board of Director will perform in compliance with the announcement of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and rules on connected transactions and acquisition and disposal of the Company and its subsidiaries asset transactions to avoid conflict of interest and maximize all shareholders benefit.



Section 3

Financial statement



Independent Auditor's Report

To the shareholders of CAZ (Thailand) Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of CAZ (Thailand) Public Company Limited and its subsidiary (the "Group") and of CAZ (Thailand) Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2023, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2023 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

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

Key Audit Matters

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

Recognition of revenue from construction contracts

Refer to the notes 3(p), 6, 7 and 13 to the consolidated and separate financial statements.

The key audit matter	How the matter was addressed in the audit
<p>The Group's major revenue is from various construction contracts such as EPC services, Structure Mechanic and Piping (SMP) services and others, whereby the conditions of each contract are various and different. Revenue from construction contracts is recognised when the performance obligation is satisfied over time by reference the percentage of completion of each contract at the reporting date including consideration of provision for loss-making contracts.</p> <p>The recognition of revenue from construction contracts, provision for loss-making contracts, related receivables and contract assets is related to the following key factors:</p> <ul style="list-style-type: none"> • Costs incurred; • Surveys of performance completed to date; • Total cost estimation of the contract; and • Revision for certain events or conditions that occur or expect to occur to complete the contract resulted in contract modification and revision of total cost estimation of the contract. <p>I focused on this area as a key audit matter due to the recognition of revenue from construction contracts required judgement and estimates made by management.</p>	<p>My audit procedures included:</p> <ul style="list-style-type: none"> • Inquiring the management to understand and assess the process of preparation of total cost estimation of the contracts, calculation of percentage of completion, recognition of revenue from construction contracts including the evaluation of controls designed and implemented and the test of the operating effectiveness of relevant controls; • Testing total cost estimation of the contracts which was approved by the management including changes in total cost estimation during the year, actual costs incurred, revenue from construction contracts, possible for loss-making contracts, related receivables and contract assets with contracts and supporting documents; • Assessing the reasonableness of changes in total cost estimation during the year; • Testing the data used in calculation of percentage of completion with supporting documents; • Analysing the gross profit, work progress and inquire the rationale for differences from the management; • Considering the adequacy of disclosures in accordance with the related Thai Financial Reporting Standards.

Other Information

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

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

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

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

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

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

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

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Vipavan Pattavanvivek)

Certified Public Accountant Registration No. 4795

KPMG Phoomchai Audit Ltd. Bangkok

26 February 2024

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of financial position

Assets	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
Current assets					
Cash and cash equivalents	5	173,723,933	116,411,833	170,760,890	115,772,683
Trade and other current receivables	6	305,409,368	452,418,247	312,477,501	467,444,970
Contract assets	7	1,010,807,256	589,247,429	1,010,807,256	589,247,429
Short-term loans to a related party	4	-	-	-	40,000,000
Inventories		17,586,507	46,968,865	17,504,137	46,936,458
Refundable withholding tax deducted at source		50,668,862	35,717,070	50,668,862	30,429,508
Other current assets		9,358,692	8,026,554	6,647,904	6,848,309
Total current assets		1,567,554,618	1,248,789,998	1,568,866,550	1,296,679,357
Non-current assets					
Restricted deposit at financial institution	10	7,761,964	7,726,076	7,761,964	7,726,076
Investment in a subsidiary	8	-	-	7,390,200	7,390,200
Property, plant and equipment	9, 10	554,697,464	536,922,639	528,770,543	526,787,942
Intangible assets		10,853,378	12,780,182	10,490,299	12,357,287
Retention receivables	7	102,354,260	220,292,848	102,354,260	220,292,848
Withholding tax deducted at source		55,980,565	57,978,877	36,193,208	50,311,682
Deposits		3,453,421	3,930,941	2,827,206	2,411,556
Deferred tax assets	16	3,988,550	2,938,191	3,779,614	2,855,763
Total non-current assets		739,089,602	842,569,754	699,567,294	830,133,354
Total assets		2,306,644,220	2,091,359,752	2,268,433,844	2,126,812,711

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
Current liabilities					
Short-term borrowings from financial institutions	10	100,000,000	175,300,000	100,000,000	175,300,000
Trade and other current payables		305,529,262	369,308,986	333,796,480	424,446,765
Contract liabilities	7	730,067,634	527,877,846	730,067,634	527,877,846
Current portion of long-term borrowings from financial institutions	10	8,620,000	77,760,000	8,620,000	77,760,000
Current portion of lease liabilities	10	30,197,106	22,701,591	24,382,743	19,061,533
Other current liabilities		52,691,198	43,009,452	44,852,159	39,287,377
Total current liabilities		1,227,105,200	1,215,957,875	1,241,719,016	1,263,733,521
Non-current liabilities					
Long-term borrowings from financial institutions	10	42,000,000	8,620,000	42,000,000	8,620,000
Lease liabilities	10	35,725,879	11,834,551	22,114,822	11,394,532
Retention payables		12,324,377	28,107,078	20,896,997	47,420,063
Non-current provisions for employee benefits		8,050,932	5,521,371	7,492,935	5,109,232
Total non-current liabilities		98,101,188	54,083,000	92,504,754	72,543,827
Total liabilities		1,325,206,388	1,270,040,875	1,334,223,770	1,336,277,348

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
<i>Equity</i>					
Share capital:					
Authorised share capital <i>(294,000 thousand ordinary shares, par value at Baht 0.5 per share)</i>		147,000,000	147,000,000	147,000,000	147,000,000
Issued and paid-up share capital <i>(294,000 thousand ordinary shares, par value at Baht 0.5 per share)</i>		146,999,876	146,999,876	146,999,876	146,999,876
Share premium on ordinary shares	11	246,105,067	246,105,067	246,105,067	246,105,067
Retained earnings					
Appropriated					
Legal reserve	12	14,700,000	14,700,000	14,700,000	14,700,000
Unappropriated		549,768,926	394,000,432	520,035,131	376,360,420
Other components of equity		8,452,827	8,452,827	6,370,000	6,370,000
Equity attributable to owners of the parent		966,026,696	810,258,202	934,210,074	790,535,363
Non-controlling interests		15,411,136	11,060,675	-	-
Total equity		981,437,832	821,318,877	934,210,074	790,535,363
Total liabilities and equity		2,306,644,220	2,091,359,752	2,268,433,844	2,126,812,711

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of comprehensive income

Note	Consolidated financial statements		Separate financial statements	
	For the year ended 31 December		For the year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			
Revenue				
Revenues from construction contracts	3,163,240,184	3,135,464,201	3,163,240,184	3,135,464,201
Costs of construction contracts	(2,762,459,359)	(2,770,315,579)	(2,794,644,721)	(2,798,305,586)
Gross profit	400,780,825	365,148,622	368,595,463	337,158,615
Other income	3,445,052	2,347,020	4,929,370	4,953,682
Administrative expenses	(113,225,424)	(96,958,194)	(104,248,442)	(88,777,358)
Profit from operating activities	291,000,453	270,537,448	269,276,391	253,334,939
Finance costs	(16,116,654)	(14,997,232)	(15,029,470)	(14,579,323)
Profit before income tax expense	274,883,799	255,540,216	254,246,921	238,755,616
Income tax expense	16 (55,964,903)	(50,648,984)	(51,772,269)	(47,243,747)
Profit for the year	218,918,896	204,891,232	202,474,652	191,511,869
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Gain on remeasurements of defined benefit plans	-	2,703,441	-	1,150,828
Income tax relating to items that will not be reclassified subsequently to profit or loss	16 -	(540,688)	-	(230,165)
Total items that will not be reclassified subsequently to profit or loss	-	2,162,753	-	920,663
Other comprehensive income for the year, net of tax	-	2,162,753	-	920,663
Total comprehensive income for the year	218,918,896	207,053,985	202,474,652	192,432,532

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of comprehensive income

	Note	Consolidated financial statements		Separate financial statements	
		For the year ended 31 December		For the year ended 31 December	
		2023	2022	2023	2022
(in Baht)					
Profit attributable to:					
Owners of the parent		214,568,435	201,379,532	202,474,652	191,511,869
Non-controlling interests		4,350,461	3,511,700	-	-
		218,918,896	204,891,232	202,474,652	191,511,869
Total comprehensive income attributable to:					
Owners of the parent		214,568,435	203,209,036	202,474,652	192,432,532
Non-controlling interests		4,350,461	3,844,949	-	-
		218,918,896	207,053,985	202,474,652	192,432,532
Basic earnings per share	17	0.73	0.68	0.69	0.65

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of changes in equity

Consolidated financial statements

	Other components of equity							Total equity
	Retained earnings	Changes in parent's ownership interest in subsidiary			Equity attributable to owners of the parent	Non-controlling interests	Total equity	
	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Unappropriated	Share-based payment	Share ownership interest in subsidiary	Total other components of equity	
(in Baht)								
For the year ended 31 December 2022								
Balance at 1 January 2022	146,999,876	246,105,067	14,700,000	237,815,712	6,370,000	2,082,827	8,452,827	661,289,208
Transactions with owners, recorded directly in equity								
<i>Distributions to owners of the parent</i>								
Dividends to owners of the Company	-	-	-	(47,024,316)	-	-	-	(47,024,316)
<i>Total distributions to owners of the parent</i>	-	-	-	(47,024,316)	-	-	-	(47,024,316)
Comprehensive income for the year								
Profit for the year	-	-	-	201,379,532	-	-	-	201,379,532
Other comprehensive income	-	-	-	1,829,504	-	-	-	1,829,504
<i>Total comprehensive income for the year</i>	-	-	-	203,209,036	-	-	-	203,209,036
Balance at 31 December 2022	146,999,876	246,105,067	14,700,000	394,000,432	6,370,000	2,082,827	8,452,827	821,318,877

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of changes in equity

Consolidated financial statements

	Retained earnings		Other components of equity					Total equity	
	Share premium on ordinary shares	Legal reserve	Unappropriated	Share-based payment	Changes in parent's ownership interest in subsidiary	Total other components of equity	Equity attributable to owners of the parent		Non-controlling interests
	(in Baht)								
For the year ended 31 December 2023									
Balance at 1 January 2023	146,999,876	246,105,067	14,700,000	394,000,432	6,370,000	2,082,827	8,452,827	11,060,675	821,318,877
Transactions with owners, recorded directly in equity									
<i>Distributions to owners of the parent</i>									
Dividends to owners of the Company	-	-	-	(58,799,941)	-	-	-	-	(58,799,941)
<i>Total distributions to owners of the parent</i>	-	-	-	(58,799,941)	-	-	-	-	(58,799,941)
Comprehensive income for the year									
Profit for the year	-	-	-	214,568,435	-	-	-	-	214,568,435
<i>Total comprehensive income for the year</i>	-	-	-	214,568,435	-	-	-	-	214,568,435
Balance at 31 December 2023	146,999,876	246,105,067	14,700,000	549,768,926	6,370,000	2,082,827	8,452,827	15,411,136	981,437,832

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of changes in equity

Separate financial statements

	Note	Retained earnings					Other components of equity			Total equity	
		Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Unappropriated	Share-based payment	Share-based payment	Share-based payment	Total other components of equity		
(in Baht)											
For the year ended 31 December 2022											
Balance at 1 January 2022		146,999,876	246,105,067	14,700,000	230,952,204	6,370,000	6,370,000	6,370,000		645,127,147	
Transactions with owners, recorded directly in equity											
<i>Distributions to owners of the parent</i>											
Dividends to owners of the Company	18	-	-	-	(47,024,316)	-	-	-	-	(47,024,316)	
<i>Total distributions to owners of the parent</i>		-	-	-	(47,024,316)	-	-	-	-	(47,024,316)	
Comprehensive income for the year											
Profit for the year		-	-	-	191,511,869	-	-	-	-	191,511,869	
Other comprehensive income		-	-	-	920,663	-	-	-	-	920,663	
<i>Total comprehensive income for the year</i>		-	-	-	192,432,532	-	-	-	-	192,432,532	
Balance at 31 December 2022		146,999,876	246,105,067	14,700,000	376,360,420	6,370,000	6,370,000	6,370,000		790,535,363	

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of changes in equity

Separate financial statements

	Note	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings			Other components of equity		Total equity
				Legal reserve	Unappropriated	Share-based payment	Share-based payment		
(in Baht)									
For the year ended 31 December 2023									
Balance at 1 January 2023		146,999,876	246,105,067	14,700,000	376,360,420	6,370,000	6,370,000	6,370,000	790,535,363
Transactions with owners, recorded directly in equity									
<i>Distributions to owners of the parent</i>		-	-	-	(58,799,941)	-	-	-	(58,799,941)
Dividends to owners of the Company	18	-	-	-	(58,799,941)	-	-	-	(58,799,941)
<i>Total distributions to owners of the parent</i>		-	-	-	(58,799,941)	-	-	-	(58,799,941)
Comprehensive income for the year									
Profit for the year		-	-	-	202,474,652	-	-	-	202,474,652
<i>Total comprehensive income for the year</i>		-	-	-	202,474,652	-	-	-	202,474,652
Balance at 31 December 2023		146,999,876	246,105,067	14,700,000	520,035,131	6,370,000	6,370,000	6,370,000	934,210,074

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of cash flows

Note	Consolidated financial statements		Separate financial statements	
	For the year ended 31 December		For the year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			
<i>Cash flows from operating activities</i>				
Profit for the year	218,918,896	204,891,232	202,474,652	191,511,869
<i>Adjustments to reconcile profit to cash receipts (payments)</i>				
Finance costs	16,116,654	14,997,232	15,029,470	14,579,323
Depreciation and amortisation	80,601,941	75,146,144	71,936,730	67,806,719
Expected credit loss	301,194	-	301,194	-
Non-current provisions for employee benefits	2,529,561	1,052,183	2,383,703	526,895
(Gain) loss on disposal of equipment	234,628	(360,471)	503,627	(275,759)
Interest income	(159,859)	(65,182)	(1,487,500)	(2,185,072)
Tax expense	55,964,903	50,648,984	51,772,269	47,243,747
	374,507,918	346,310,122	342,914,145	319,207,722
<i>Changes in operating assets and liabilities</i>				
Trade and other current receivables	146,707,685	(128,273,316)	153,328,932	(95,844,194)
Contract assets	(421,559,827)	27,759,263	(421,559,827)	27,759,263
Inventories	29,382,358	(6,128,458)	29,432,321	(6,241,534)
Other current assets	(1,332,138)	2,776,706	200,405	1,974,238
Retention receivables	117,938,588	(123,315,442)	117,938,588	(123,315,442)
Deposits	477,520	478,829	(415,650)	(811,317)
Trade and other current payables	(69,125,615)	(7,510,345)	(95,996,175)	(12,166,130)
Contract liabilities	202,189,788	238,020,882	202,189,788	238,020,882
Other current liabilities	9,681,746	(1,387,094)	5,564,782	(2,131,314)
Retention payables	(15,782,701)	16,150,133	(26,523,066)	(3,204)
Employee benefits paid	-	(108,105)	-	-
Net cash generated from operations	373,085,322	364,773,175	307,074,243	346,448,970
Interest paid	(16,059,456)	(15,399,357)	(14,972,272)	(14,981,448)
Income tax paid	(69,968,742)	(109,758,920)	(58,817,000)	(98,604,353)
Net cash from operating activities	287,057,124	239,614,898	233,284,971	232,863,169

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

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of cash flows

Note	Consolidated financial statements		Separate financial statements	
	For the year ended 31 December		For the year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			
<i>Cash flows from investing activities</i>				
Increase in restricted deposit at financial institution	(35,888)	(38,102)	(35,888)	(38,102)
Proceeds from short-term loans to a subsidiary	-	-	40,000,000	25,000,000
Short-term loans to a subsidiary	-	-	-	(25,000,000)
Acquisition of property, plant and equipment	(32,250,570)	(46,951,109)	(31,361,885)	(45,042,610)
Acquisition of intangible assets	(108,230)	(2,345,540)	(108,230)	(2,345,540)
Proceeds from disposal of equipment	730,172	978,317	440,452	772,710
Interest received	159,859	65,182	2,824,842	1,788,661
Net cash from (used in) investing activities	(31,504,657)	(48,291,252)	11,759,291	(44,864,881)
<i>Cash flows from financing activities</i>				
Proceeds from short-term borrowings from financial institutions	1,227,791,386	520,641,000	1,227,791,386	520,641,000
Repayment of short-term borrowings from financial institutions	(1,303,091,386)	(718,843,000)	(1,303,091,386)	(718,843,000)
Repayment of lease liabilities	(28,380,426)	(32,216,719)	(20,196,114)	(28,707,036)
Proceeds from long-term borrowings from financial institutions	42,000,000	-	42,000,000	-
Repayment of long-term borrowings from financial institutions	(77,760,000)	(39,920,000)	(77,760,000)	(39,920,000)
Proceeds from short-term borrowings from related parties	75,000,000	100,000,000	75,000,000	100,000,000
Repayment of short-term borrowings from related parties	(75,000,000)	(100,000,000)	(75,000,000)	(100,000,000)
Repayment of short-term borrowings from other party	-	(20,000,000)	-	(20,000,000)
Dividends paid to owners of the Company	(58,799,941)	(47,024,316)	(58,799,941)	(47,024,316)
Net cash used in financing activities	(198,240,367)	(337,363,035)	(190,056,055)	(333,853,352)

CAZ (Thailand) Public Company Limited and its Subsidiary

Statement of cash flows (cont'd)

Note	Consolidated financial statements		Separate financial statements	
	For the year ended 31 December		For the year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			
Net increase (decrease) in cash and cash equivalents	57,312,100	(146,039,389)	54,988,207	(145,855,064)
Cash and cash equivalents at 1 January	116,411,833	262,451,222	115,772,683	261,627,747
Cash and cash equivalents at 31 December	173,723,933	116,411,833	170,760,890	115,772,683
<i>Supplement disclosures of cash flows information</i>				
Non-cash transactions				
Acquisitions of property, plant and equipment for which payments have not yet made	5,630,759	342,066	5,630,759	342,066
Acquisitions of right-of-use assets under leases	63,267,268	8,140,229	39,737,614	8,140,229

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

contents

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 26 February 2024.

01 General information

CAZ (Thailand) Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 3 May 2018. The Company’s registered office at 239 Huaipong-Nongbon Road, Tambol Huaipong, Amphur Muang-rayong, Rayong.

The immediate and ultimate parent companies were Takuni (Thailand) Company Limited and Takuni Group Public Company Limited. Both were incorporated in Thailand.

The principal activities of the Group are as follow:



EPC service

Engineering, Procurement, Construction, Construction management including pre-commissioning and commissioning for Industrial, Energy and Petrochemical/ Chemical Business



Structure Mechanic and Piping (SMP) services

Structure Erection, Piping fabrication & Erection, Equipment Erection, Electric and Instrument work including pre-commissioning and commissioning for Industrial, Energy and Petrochemical/ Chemical Business



Civil & Building services

Civil and Building construction works including engineering work for Industrial, Energy Petrochemical/ Chemical Business, and Infrastructure Business



General Construction services

Comprehensive of civil engineering and structural services which are provide work of foundation, infrastructure, and building. Including, steel structure works, piping erection, mechanical and equipment installation for Industry, Energy and Petrochemical/ Chemical Business.



Fabrication and other services

Mechanical Fabrication work (Structure, Vessel, Heat Exchanger, Tanks) including procurement of materials for Energy and Petrochemical/ Chemical Business

Details of the Company’s subsidiary as at 31 December 2023 and 2022 are given in note 8.

02 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies have been applied consistently to all periods presented in these financial statements.

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

03 Significant accounting policies

(a) Basis of consolidation

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

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

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree. In addition, when there is a change in the Group’s interest in a subsidiary that do not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received from the acquisition or disposal of the non-controlling interests with no change in control are accounted for as other surpluses/deficits in shareholders’ equity.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Investments in subsidiary

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

(c) Foreign currencies

Transactions in foreign currencies including balance of non-monetary assets and liabilities in foreign currencies at the end of reporting period are translated to the respective functional currency of each entity in the Group at the exchange rates at the dates of the transactions. Balance of monetary assets and liabilities denominated in foreign currencies at the end of reporting period are translated at the exchange rate at the reporting date. Foreign currency differences are generally recognised in profit or loss.

(d) Financial instruments

(d.1) Classification and measurement

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

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

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

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

(d.2) Derecognition and offset

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

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

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

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

(d.3) Impairment of financial assets other than trade receivables, other receivables and contract assets

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

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

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

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

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

The Group considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes action such as realising security (if any is held) or the financial asset is more than 90 days past due.

(d.4) Write offs

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

(d.5) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which has a maturity of three months or less from the date of acquisition. Bank overdrafts that are repayable on demand are a component of cash and cash equivalents for the purpose of the statement of cash flows.

(f) Trade and other receivables

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

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate for individual receivables with past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

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

(h) Property, plant and equipment

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

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

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

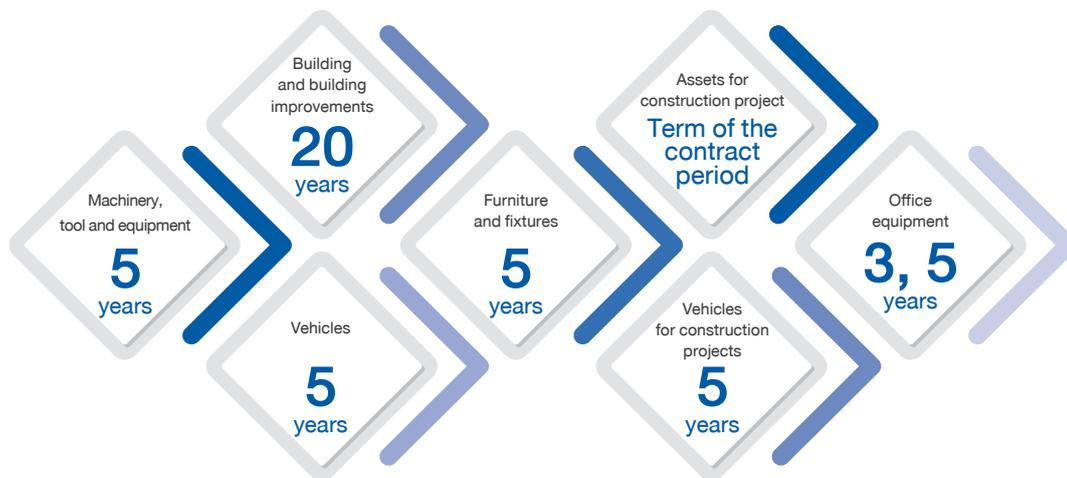
Subsequent costs

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

Depreciation

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

The estimated useful lives are as follows:



(i) Intangible assets

Intangible assets that have finite useful lives are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:



(j) Leases

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

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

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

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

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the interest rate implicit in the lease to discount the lease payments to the present value.

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

(k) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the recoverable amounts are estimated. An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount. Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount, but does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

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

(l) Employee benefits

Defined contribution plan

Obligations for contributions to the Group's provident fund are expensed in profit or loss as the related service is provided.

Defined benefit plans

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

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit

liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

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

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

(m) Provisions

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

Warranties

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

Onerous contracts

A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting the Group's obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Group recognises any impairment loss on the assets associated with that contract.

(n) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

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

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

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

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

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

(o) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effects.

(p) Revenue from contracts with customers

(1) Revenue recognition

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

Revenue from construction contracts is satisfied over time by reference the percentage of completion. The percentage of completion is measured by reference to the surveys of performance completed to date or using cost incurred relative to total cost estimation of each contract by using the best method to account for the transfer of work to the customer and considered the nature of work provided and the term of contract. The related costs are recognised in profit or loss when they are incurred.

(2) Contract balances

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

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

(q) Income tax

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

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

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

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

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

(r) Earnings per share

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

(s) Related parties

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

(t) Segment reporting

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

04 Related parties

Related parties that the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation	Nature of relationships
Takuni Group Public Company Limited	Thailand	The ultimate parent company
Takuni (Thailand) Co., Ltd.	Thailand	The parent company
Ratchaphruek Engineering Co., Ltd.	Thailand	Related party
G Gas Logistics Co., Ltd.	Thailand	Related party

Relationship with parent and subsidiary is described in notes 1 and 8.

The pricing policies for transactions with related parties are explained further below:

Transactions	Pricing policies
Rental income	Contractual price
Service income	Agreed prices
Costs of construction contracts	Contractual price
Interest income and interest expense	Interest rates determined in intercompany loan agreements

<i>Significant transactions with related parties</i> <i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Ultimate parent				
Interest expense	296	-	296	-
Parent				
Interest expense	-	1,526	-	1,526
Subsidiary				
Rental income	-	-	380	416
Service income	-	-	68	189
Interest income	-	-	1,329	2,120
Costs of construction contracts	-	-	539,424	382,420
Key management personnel				
Key management personnel compensation				
Short-term employee benefits (including director remuneration)	25,158	25,352	20,972	21,711
Post-employment benefits	412	69	412	69
Total key management personnel compensation	25,570	25,421	21,384	21,780
Other related parties				
Rental income	174	180	174	180
Service income	58	65	58	65
Costs of construction contracts	23,312	29,646	23,312	29,646
Interest expense	22	-	22	-

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

<i>Balances with related parties</i> <i>As at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
<i>Other current receivables</i>				
Subsidiary	-	-	91	1,609
Other related parties	29	44	29	44
Total	29	44	120	1,653
<i>Advance payments to subcontractor</i> <i>(included in other current receivables)</i>				
Subsidiary	-	-	11,821	15,124
<i>Trade payables</i>				
Subsidiary	-	-	23,414	19,930
Other related parties	955	3,615	955	3,615
Total	955	3,615	24,369	23,545

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Balances with related parties				
As at 31 December (at 'd)	(in thousand Baht)			
<i>Accrued expenses (included in other current payables)</i>				
Subsidiary	-	-	56,526	69,859
Other related parties	3,116	12,536	3,116	12,536
Total	3,116	12,536	59,642	82,395
<i>Retention payables</i>				
Subsidiary	-	-	8,573	19,313

	Interest rate	Separate financial statements			
	At 31 December (% per annum)	1 January	Increase	Decrease	31 December
Loans to		(in thousand Baht)			
2023					
Subsidiary	-	40,000	-	(40,000)	-

	Interest rate	Consolidated / Separate financial statements			
	At 31 December (% per annum)	1 January	Increase	Decrease	31 December
Loans from		(in thousand Baht)			
2023					
Ultimate parent	-	-	70,000	(70,000)	-
Key management personnel	-	-	5,000	(5,000)	-
Total		-	75,000	(75,000)	-

05 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Cash on hand	437	545	155	215
Cash at banks - current accounts	172,924	95,624	170,247	95,318
Cash at banks - savings accounts	361	240	357	237
Highly liquid short-term investments	2	20,003	2	20,003
Cash and cash equivalents in the statement of financial position and statement of cash flows	173,724	116,412	170,761	115,773

The effective interest rate on short-term bank deposits was 0.50% to 1.10% per annum (2022: 0.10% to 1.05% per annum).

06 Trade and other current receivables

Note	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Trade receivables				
Other parties	271,008	431,027	271,008	431,027
Total	271,008	431,027	271,008	431,027
<i>Less allowance for expected credit losses</i>	(301)	-	(301)	-
Net	270,707	431,027	270,707	431,027
Other current receivables				
Subsidiary	4	-	91	1,609
Other related parties	4	29	44	44
Other parties		58	292	115
Prepaid expenses		12,806	6,782	8,214
Advance payments for goods		12,490	3,396	12,243
Advance payments to subcontractor - related party	4	-	-	11,821
Advance payments to subcontractors		9,319	10,877	9,315
Total		34,702	21,391	41,771
Total trade and other current receivables		305,409	452,418	312,478

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Allowance for expected credit loss	(in thousand Baht)			
At 1 January	-	-	-	-
Addition	301	-	301	-
At 31 December	301	-	301	-

Information of credit risk is disclosed in note 19 (b.1).

07 Contract assets and contract liabilities

The Group has outstanding contract assets and contract liabilities with customers as follow:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Contract assets				
Total project value	5,635,859	4,707,627	5,635,859	4,707,627
Accumulated amount recognised as revenue on percentage of completion basis	3,526,952	3,141,932	3,526,952	3,141,932
Less value of total billed	(2,516,145)	(2,552,685)	(2,516,145)	(2,552,685)
Total contract assets	1,010,807	589,247	1,010,807	589,247
Retention receivables	102,354	220,293	102,354	220,293
Contract liabilities				
Total project value	4,711,051	4,011,871	4,711,051	4,011,871
Value of total billed	3,984,229	3,629,479	3,984,229	3,629,479
Less Accumulated amount recognised as revenue on percentage of completion basis	(3,499,234)	(3,146,355)	(3,499,234)	(3,146,355)
	484,995	483,124	484,995	483,124
Advance received from construction contracts	245,073	44,754	245,073	44,754
Total contract liabilities	730,068	527,878	730,068	527,878

Revenue recognition from contract balance

During the year 2023, the Group and the Company recognised contract liabilities balance at the beginning of the year as revenue from construction contract of Baht 517.91 million (2022: Baht 260.22 million).

Revenue to be recognised for the future related to performance obligations that are unsatisfied

As at 31 December 2023, the Group has revenue to be recognised in the future related to performance obligations that are unsatisfied amounting to Baht 3,320 million (2022: Baht 2,431 million) which expected to be recognised in 2024-2025 (2022: 2023-2024).

08 Investment in a subsidiary

Subsidiary	Type of business	Separate financial statements										Dividend income for the year	
		Ownership interest		Paid-up capital		Cost		Impairment		At cost - net		2023	2022
		2023	2022	2023	2022	2023	2022	2023	2022	2023	2022		
		(%)				(in thousand Baht)							
JKEC Co., Ltd.	Construction services	73.17	73.17	10,100	10,100	7,390	7,390	-	-	7,390	7,390	-	-
Total						7,390	7,390	-	-	7,390	7,390	-	-

The subsidiary was operated in Thailand and is not publicly listed. Consequently, there is no published price quotations.

09 Property, plant and equipment

Consolidated financial statements

	Land and right-of-use on land	Building and building improvements	Machinery, tools and equipment	Furniture and fixtures	Office equipment	Vehicles	Vehicles for construction projects	Assets under construction	Total
	(in thousand Baht)								
Cost									
At 1 January 2022	263,162	140,087	306,477	6,285	20,902	19,373	25,074	20	781,380
Additions	3,111	-	35,197	408	2,040	5,137	-	7,091	52,984
Disposals	(2,840)	-	(2,705)	(12)	(1,045)	(2,555)	(930)	-	(10,087)
At 31 December 2022 and									
1 January 2023	263,433	140,087	338,969	6,681	21,897	21,955	24,144	7,111	824,277
Additions	8,644	5,693	57,692	240	1,918	942	17,247	4,930	97,306
Transfer	-	11,513	-	-	-	-	-	(11,513)	-
Disposals	-	-	(6,040)	(279)	(180)	-	(900)	-	(7,399)
At 31 December 2023	272,077	157,293	390,621	6,642	23,635	22,897	40,491	528	914,184
Accumulated depreciation									
At 1 January 2022	2,533	26,336	155,274	2,435	11,568	11,950	13,523	-	223,619
Depreciation charge for the year	1,631	7,127	52,372	1,034	3,820	2,849	4,661	-	73,494
Disposals	(2,840)	(20)	(2,453)	(4)	(1,006)	(2,555)	(881)	-	(9,759)
At 31 December 2022 and									
1 January 2023	1,324	33,443	205,193	3,465	14,382	12,244	17,303	-	287,354
Depreciation charge for the year	3,952	7,699	53,281	1,031	3,602	3,397	5,663	-	78,625
Disposals	-	-	(5,154)	(279)	(180)	-	(879)	-	(6,492)
At 31 December 2023	5,276	41,142	253,320	4,217	17,804	15,641	22,087	-	359,487

Consolidated financial statements

	Land and right-of-use on land	Building and building improvements	Machinery, tools and equipment	Furniture and fixtures	Office equipment	Vehicles	Vehicles for construction projects	Assets under construction	Total
	(in thousand Baht)								
<i>Net book value</i>									
At 31 December 2022	260,322	106,644	104,110	3,216	7,515	305	591	7,111	489,814
Owned assets	1,787	-	29,666	-	-	9,406	6,250	-	47,109
Right-of-use assets	262,109	106,644	133,776	3,216	7,515	9,711	6,841	7,111	536,923
At 31 December 2023	260,322	110,654	81,629	2,425	5,831	824	14,924	528	477,137
Owned assets	6,479	5,497	55,672	-	-	6,432	3,480	-	77,560
Right-of-use assets	266,801	116,151	137,301	2,425	5,831	7,256	18,404	528	554,697

Separate financial statements

	Land and right-of-use on land	Building and building improvements	Machinery, tools and equipment	Furniture and fixtures	Office equipment	Vehicles	Vehicles for construction projects	Assets under construction	Total
	(in thousand Baht)								
<i>Cost</i>									
At 1 January 2022	263,162	142,542	297,186	6,285	19,122	17,147	1,937	72	747,453
Additions	3,111	-	33,422	408	1,906	5,137	-	7,091	51,075
Disposals	(2,840)	-	(2,399)	(12)	(693)	(2,555)	-	-	(8,499)
At 31 December 2022 and 1 January 2023	263,433	142,542	328,209	6,681	20,335	19,729	1,937	7,163	790,029
Additions	8,644	5,693	51,620	240	1,558	203	-	4,930	72,888
Transfer	-	11,513	-	-	-	-	-	(11,513)	-
Disposals	-	-	(5,829)	(280)	(180)	-	-	-	(6,289)
At 31 December 2023	272,077	159,748	374,000	6,641	21,713	19,932	1,937	580	856,628

Separate financial statements

	Land and right-of-use on land	Building and building improvements	Machinery, tools and equipment	Furniture and fixtures	Office equipment	Vehicles	Vehicles for construction projects	Assets under construction	Total
	(in thousand Baht)								
<i>Accumulated depreciation</i>									
At 1 January 2022	2,533	26,379	151,098	2,435	10,453	10,729	1,692	-	205,319
Depreciation charge for the year	1,631	7,127	50,065	1,034	3,459	2,487	121	-	65,924
Disposals	(2,840)	-	(1,944)	(4)	(659)	(2,555)	-	-	(8,002)
At 31 December 2022 and 1 January 2023	1,324	33,506	199,219	3,465	13,253	10,661	1,813	-	263,241
Depreciation charge for the year	3,952	7,720	50,894	1,031	3,287	3,028	107	-	70,019
Disposals	-	-	(4,943)	(279)	(180)	-	-	-	(5,402)
At 31 December 2023	5,276	41,226	245,170	4,217	16,360	13,689	1,920	-	327,858
Net book value									
At 31 December 2022	260,322	109,036	99,324	3,216	7,082	305	124	7,163	486,572
Owned assets	1,787	-	29,666	-	-	8,763	-	-	40,216
Right-of-use assets	262,109	109,036	128,990	3,216	7,082	9,068	124	7,163	526,788
At 31 December 2023									
Owned assets	260,322	113,025	73,158	2,424	5,353	201	17	580	455,080
Right-of-use assets	6,479	5,497	55,672	-	-	6,042	-	-	73,690
	266,801	118,522	128,830	2,424	5,353	6,243	17	580	528,770

The gross amount of the Group and the Company's fully depreciated of machinery, tools and equipment and office equipment that were still in use as at 31 December 2023 amounted to Baht 123.09 million and Baht 109.66 million, respectively (2022: Baht 78.95 million and Baht 75.14 million, respectively).

During the year 2023, the Group and the Company leased property, plant and equipment for 1-5 years and made fixed payments during the lease term. The Group and the Company recognised right-of-use assets amounting to Baht 63.27 million and Baht 39.74 million, respectively (2022: Baht 8.14 million and Baht 8.14 million, respectively).

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
<i>For the year ended 31 December</i>				
	(in thousand Baht)			
<i>Amounts recognised in profit or loss</i>				
Depreciation of right-of-use assets:				
- Land and right-of-use on land	3,952	1,787	3,952	1,787
- Building and building improvements	111	-	111	-
- Machines, tools and equipment	16,832	8,325	16,832	8,325
- Vehicles	2,974	2,244	2,721	1,882
- Vehicles for construction projects	2,770	2,770	-	-
Interest on lease liabilities	2,107	2,076	1,020	1,658
Expenses relating to short-term leases	284,421	230,107	211,864	184,222
Expenses relating to leases of flow-value assets	4,687	2,470	3,960	2,095

In 2023, total cash outflow for the leases of the Group and the Company were Baht 317.49 million and Baht 236.02 million, respectively (2022: Baht 265 million and Baht 215 million, respectively).

10 Interest-bearing liabilities

	Consolidated financial statements					
	2023			2022		
	Secured	Unsecured	Total	Secured	Unsecured	Total
	(in thousand Baht)					
Short-term borrowing from financial institutions						
- Promissory notes	70,000	30,000	100,000	145,300	30,000	175,300
Long-term borrowing from financial institutions	50,620	-	50,620	86,380	-	86,380
Lease liabilities	59,853	6,070	65,923	32,772	1,764	34,536
Total interest-bearing liabilities	180,473	36,070	216,543	264,452	31,764	296,216

	Separate financial statements					
	2023			2022		
	Secured	Unsecured	Total	Secured	Unsecured	Total
	(in thousand Baht)					
Short-term borrowing from financial institutions						
- Promissory notes	70,000	30,000	100,000	145,300	30,000	175,300
Long-term borrowing from financial institutions	50,620	-	50,620	86,380	-	86,380
Lease liabilities	40,428	6,070	46,498	28,692	1,764	30,456
Total interest-bearing liabilities	161,048	36,070	197,118	260,372	31,764	292,136

<i>Assets pledged as security for liabilities as at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
		(in thousand Baht)		
Deposit at financial institution	7,762	7,726	7,762	7,726
Property, plant and equipment	419,145	431,856	415,276	424,963
Total	426,907	439,582	423,038	432,689

As at 31 December 2023, the Group and the Company had unutilised credit facilities totalling Baht 1,620 million (2022: Baht 760 million).

Borrowings from a financial institution

In May 2023, the Company issued a new promissory note to replace existing promissory note to a local financial institution amounting to Baht 42 million according to the condition in the revolving loan agreement. Such promissory note had term of 2 years, maturing in May 2025 and bore interest rate at 4% - 6% per annum. The loan was secured by Thai Credit Guarantee Corporation.

The Company has to comply with certain conditions under right and duty of borrowers such as the maintenance of Debt to Equity ratios and Debt Service Coverage ratio (DSCR).

11 Share capital

Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

12 Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

13 Segment information and disaggregation of revenue

Geographical segments 	Business segments 	Timing of revenue recognition 	Major customers 
The Group is operated principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries.	Management considers that the Group operates in a single line of business, namely construction business, therefore, only one reportable segment.	Total revenues of the Group has timing of revenue recognition by over time.	Revenues from 3 customers of the Group's segment represents approximately Baht 2,729.75 million in 2023 (2022: Baht 2,864.72 million) of the Group's total revenues.

14 Employee benefit expenses

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Salary, bonus and wages	1,308,061	1,070,285	1,012,623	857,560
Defined benefit plan	2,530	1,052	2,384	527
Defined contribution plan	2,027	1,782	1,669	1,528
Termination benefits	40,582	25,211	40,177	25,036
Total	1,353,200	1,098,330	1,056,853	884,651

Defined contribution plan

The defined contribution plan comprises provident fund established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates ranging from 2% to 15% of their basic salaries and by the Group at rates ranging from 3% to 5% of the employees' basic salaries. The provident fund is registered with the Ministry of Finance as a juristic entity and is managed by a licensed Fund Manager.

15 Expenses by nature

Note	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Raw material used	572,097	671,175	541,769	646,510
Subcontractor costs	329,282	591,675	829,812	951,179
Depreciation and amortisation	80,602	75,146	71,937	67,807
Employee benefit expenses	14	1,353,200	1,056,853	884,651
Lease-related expenses	289,108	232,577	215,825	186,317

16 Income tax expense

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
<i>Income tax recognised in profit or loss</i>	(in thousand Baht)			
Current tax expense				
Current year	57,015	51,423	52,696	47,936
Deferred tax expense				
Movements in temporary differences	(1,050)	(774)	(924)	(692)
Income tax expense	55,965	50,649	51,772	47,244

Consolidated financial statements

	2023			2022		
	Before tax	Tax benefit	Net of tax	Before tax	Tax benefit	Net of tax
<i>Income tax</i>	(in thousand Baht)					
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gains	-	-	-	2,703	(541)	2,162
Total	-	-	-	2,703	(541)	2,162

Separate financial statements

	2023			2022		
	Before tax	Tax benefit	Net of tax	Before tax	Tax benefit	Net of tax
<i>Income tax</i>	(in thousand Baht)					
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gains	-	-	-	1,151	(230)	921
Total	-	-	-	1,151	(230)	921

Consolidated financial statements

Separate financial statements

	2023		2022		2023		2022	
	Rate (%)	(in thousand Baht)						
<i>Reconciliation of effective tax rate</i>								
Profit before income tax expense		274,884		255,540		254,247		238,756
Income tax using the Thai corporation tax rate	20.00	54,977	20.00	51,108	20.00	50,849	20.00	47,751
Expenses not deductible for tax purposes		675		463		467		324
Additional deductible expenses		(62)		(301)		(62)		(246)
Others		375		(621)		518		(585)
Total	20.36	55,965	19.82	50,649	20.36	51,772	19.79	47,244

	Consolidated financial statements			
	(Charged) / Credited to			
	At 1 January	Profit or loss	Other comprehensive income	At 31 December
Deferred tax	(in thousand Baht)			
2023				
<i>Deferred tax assets</i>				
Right-of-use assets	101	330	-	431
Trade receivables	-	60	-	60
Provision for warranties of construction work	885	60	-	945
Provision for litigation	849	93	-	942
Non-current provisions for employee benefits	1,103	507	-	1,610
Total	2,938	1,050	-	3,988
2022				
<i>Deferred tax assets</i>				
Right-of-use assets	35	66	-	101
Provision for warranties of construction work	823	62	-	885
Provision for litigation	741	108	-	849
Non-current provisions for employee benefits	1,106	538	(541)	1,103
Total	2,705	774	(541)	2,938

	Separate financial statements			
	(Charged) / Credited to			
	At 1 January	Profit or loss	Other comprehensive income	At 31 December
Deferred tax	(in thousand Baht)			
2023				
<i>Deferred tax assets</i>				
Right-of-use assets	101	233	-	334
Trade receivables	-	60	-	60
Provision for warranties of construction work	885	60	-	945
Provision for litigation	849	93	-	942
Non-current provisions for employee benefits	1,021	478	-	1,499
Total	2,856	924	-	3,780

	Separate financial statements (cont'd)			At 31 December
	(Charged) / Credited to			
	At 1 January	Profit or loss	Other comprehensive income	
<i>Deferred tax</i>	(in thousand Baht)			
2022				
<i>Deferred tax assets</i>				
Right-of-use assets	34	67	-	101
Provision for warranties of construction work	823	62	-	885
Provision for litigation	741	108	-	849
Non-current provisions for employee benefits	796	455	(230)	1,021
Total	2,394	692	(230)	2,856

17 Basic earnings per share

The calculations of basic earnings per share were based on the profit for the year attributable to ordinary shareholders of the Company and the number of ordinary shares outstanding during the year.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
<i>For the year ended 31 December</i>	(in thousand Baht / thousand shares)			
Profit attributable to ordinary shareholders of the Company (basic)	214,568	201,380	202,475	191,512
Number of ordinary shares outstanding (basic)	294,000	294,000	294,000	294,000
Earnings per share (basic) (in Baht)	0.73	0.68	0.69	0.65

18 Dividends

The dividends paid by the Company to the shareholders are as follows:

	Approval date	Payment schedule	Dividend rate per share	Amount
			(in Baht)	(in million Baht)
2023				
2022 Annual dividend	21 April 2023	19 May 2023	0.20	58.80
2022				
2021 Annual dividend	22 April 2022	20 May 2022	0.16	47.02

19 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Consolidated / Separate financial statements				
	Carrying amount	Fair value			Total
		Level 1	Level 2	Level 3	
		(in thousand Baht)			
<i>At 31 December 2023</i>					
Long-term borrowings from financial institutions	50,620	-	-	48,793	48,793
<i>At 31 December 2022</i>					
Long-term borrowings from financial institutions	86,380	-	-	85,979	85,979

Valuation technique of financial instruments measured at fair value

Type	Valuation technique
Long-term borrowings from financial institutions	<i>Discounted cash flows: The fair value is estimated considering a net present value of future cash flows calculated using discount rates at the market rate of loans.</i>

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group's, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group's audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

(b.1.1) Trade receivables and contract assets

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 13.

The management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's commercial terms and conditions are offered.

The Group limits its exposure to credit risk from trade receivables by establishing a maximum payment period of 30 days or 45 days. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade receivables and contract assets are disclosed in notes 6 and 7.

The following table presents the exposure to credit risk and expected credit loss for trade receivables and contract assets.

	Consolidated / Separate financial statements							
	Trade receivables	Contract assets	Total carrying amounts	Allowance for expected credit loss	Trade receivables	Contract assets	Total carrying amounts	Allowance for expected credit loss
	2023				2022			
<i>At 31 December</i>	(in thousand Baht)							
Within credit terms	269,085	1,010,807	1,279,892	-	430,382	589,247	1,019,629	-
Overdue:								
Less than 3 months	1,622	-	1,622	-	-	-	-	-
3 - 6 months	-	-	-	-	301	-	301	-
6 - 12 months	-	-	-	-	344	-	344	-
More than 12 months	301	-	301	(301)	-	-	-	-
Total	271,008	1,010,807	1,281,815	(301)	431,027	589,247	1,020,274	-
Less allowance for expected credit loss	(301)	-	(301)		-	-	-	
Net	270,707	1,010,807	1,281,514		431,027	589,247	1,020,274	

(b.1.2) Cash and cash equivalents

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows through an adequate amount of committed credit facilities.

The following table is the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross are included contractual interest payments which are undiscounted and exclude the impact of netting agreements.

Consolidated financial statements

	Carrying amount	Contractual cash flows				Total
		1 year or less	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
At 31 December						
(in thousand Baht)						
2023						
<i>Non-derivative financial liabilities</i>						
Trade and other current payables	305,529	305,529	-	-	-	305,529
Loans from financial institutions	150,620	112,005	42,976	-	-	154,981
Lease liabilities	65,923	33,588	18,741	20,771	-	73,100
Total	522,072	451,122	61,717	20,771	-	533,610
2022						
<i>Non-derivative financial liabilities</i>						
Trade and other current payables	369,309	369,309	-	-	-	369,309
Loans from financial institutions	261,680	255,463	8,694	-	-	264,157
Lease liabilities	34,536	25,493	10,589	2,181	-	38,263
Total	665,525	650,265	19,283	2,181	-	671,729

Separate financial statements

	Carrying amount	Contractual cash flows				Total
		1 year or less	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
At 31 December						
(in thousand Baht)						
2023						
<i>Non-derivative financial liabilities</i>						
Trade and other current payables	333,796	333,796	-	-	-	333,796
Loans from financial institutions	150,620	112,005	42,976	-	-	154,981
Lease liabilities	46,498	26,811	12,276	12,745	-	51,832
Total	530,914	472,612	55,252	12,745	-	540,609
2022						
<i>Non-derivative financial liabilities</i>						
Trade and other current payables	424,447	424,447	-	-	-	424,447
Loans from financial institutions	261,680	255,463	8,694	-	-	264,157
Lease liabilities	30,456	19,241	10,208	2,112	-	31,561
Total	716,583	699,151	18,902	2,112	-	720,165

(b.3) Market risk

The Group is exposed to normal business risks from changes in market interest rates, currency exchange rates and from non-performance of contractual obligations by counterparties. The Group does not hold or issue derivatives for speculative or trading purposes.

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases which are denominated in foreign currencies. However, the purchases is not material during the year so the Group did not utilise forward exchange contracts to hedge such financial liabilities denominated in foreign currencies.

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows. Because loan interest rates are mainly fixed, so the Group has low interest rate risk. The sensitivity impact to the increase or decrease in interest expenses from borrowings, as a result of changes in interest rates is immaterial on financial statements of the Group.

Exposure to interest rate risk at 31 December	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Financial instruments with fixed interest rates				
Financial assets	-	-	-	40,000
Financial liabilities	207,923	251,836	188,498	247,756
Financial instruments with variable interest rates				
Financial liabilities	8,620	44,380	8,620	44,380

Fair value sensitivity analysis for fixed-rate instruments

The Group does not account for any fixed-rate financial assets or financial liabilities, at FVTPL, and the Group does not designate derivatives (interest rate swaps) as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

Cash flow sensitivity analysis for variable-rate instruments

A reasonable possible change of 1% in interest rates at the reporting date; this analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

	Consolidated / Separate financial statements			
	2023		2022	
	1% increase in interest rate	1% decrease in interest rate	1% increase in interest rate	1% decrease in interest rate
Impact to profit or loss	(in thousand Baht)			
Financial instruments with variable interest rate	(14)	14	(293)	293

20 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, which the Group defines as result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

21 Commitments with non-related parties

Other commitments

Purchase orders for construction materials
Bank guarantees
Total

Consolidated / Separate financial statements

2023	2022
(in thousand Baht)	
115,647	10,692
1,372,878	1,085,129
1,488,525	1,095,821

22 Contingent liabilities

The Company has been sued for a damage case by a company ("plaintiff") for breach of service contract in amount of Baht 18.31 million. The Company received a subpoena from the Civil Court on 30 November 2019. In this regard, the Company submitted a petition requesting and counterclaims on 27 January 2020. The Company sued to plaintiff seeking compensation of Baht 17.1 million for losses resulting from breach of service contract. The Court of the First Instance's judgement dated on 23 December 2020 considered that the termination from both parties have voluntarily terminated the contract since 27 September 2019. The Company has liable for payment of service contract to the plaintiff plus interest rate at 7.5% per annum starting from 3 November 2019 and the plaintiff has to return advance payment to the Company. The remaining liability that the Company has to paid to plaintiff amounting to Baht 3.12 million. As a result, the Company has recorded the provision followed by the Court of the First Instance's judgement.

Subsequently, the Appeal Court announced the judgement dated on 30 November 2021 agreed with the Court of the First Instance and considered the plaintiff and the Company have the voluntarily terminated the contract which either parties cannot claim damages from each other. Resulting to, the plaintiff has to return an advance payment after off-setting the contract value which the Company has to pay to the plaintiff amounting to Baht 2.57 million including interest until the payment is complete to the Company.

On 26 May 2022 and 4 August 2022, the plaintiff submitted a request for appeal to the Supreme Court and a request for stay of execution. The Supreme Court has its order to suspend the execution according to the Appeal Court's judgement during appeal on 24 August 2022 and the Supreme Court has an order to consider the plaintiff's request for appeal to the Supreme Court on 28 March 2023. Currently, the case is the process of consideration by the Supreme Court. Therefore, the Company remained the provision followed by the Court of the First Instance's judgement.

23 Event after the reporting period

The Board of Director's meeting held on 26 February 2024, the Board approved the dividend payment from the operating results for the year ended 31 December 2023 at the rate of Baht 0.2114 per share, amounting to Baht 62.17 million. The dividend will be presented to the annual general meeting of the shareholders of the Company held in April 2024.

Section 4

Certification of the correctness of the information

The company reviewed the content and information in this annual report and certified that such content and information are complete and correct. There is no omission of any material facts that should have been stated therein. The company certified that

(1) The financial statements and all financial information which form part of this annual report have been truly, accurately, and completely disclosed and contain all material facts concerning the financial status, business operation and the cash flows of the company and the subsidiaries.

(2) The company provided good information disclosure system to ensure that the company disclosed information that contain all material facts of the company and the subsidiaries truly, accurately and completely including overseeing the practices in accordance with the mentioned system.

(3) The company provided good internal control and controlled the practices in accordance with the mentioned system. The company informed the information related to internal control system evaluation as at 26 February 2024 to the auditor and the company audit committee which cover defects and significant changes in the internal control system including malfeasance that may have an effect on the preparation of the company financial statements and the subsidiary financial statements.

To serve as evidence that all documents are the same ones that the company certified correctness, the company assigned Mr. Somyos Tiranawattananun to sign her name on every page of the documents. Any documents do not contain Mr. Somyos Tiranawattananun's signature, the company shall consider they are not information that the company certified the correctness as mentioned above.

Name	Position	Signature
Mr. Chung Sik Hong	Director / Chairman of Executive Committee / Chief Executive Officer	
Mr. Somyos Tiranawattananun	Director	

Attorney

Name	Position	Signature
Mr. Somyos Tiranawattananun	Director	





Attachment



Attachment 1

Detail on Directors, Executives, Controlling Interest, and Company Secretary

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
1.	Mr. Narongrit Tavornvisitporn - Chairman of the Board of Directors - Audit Committee Member - Independent Director - Nomination and Remuneration Committee Member	72	- Bachelor's Degree from the Faculty of Engineering in Electrical Engineering (2nd class honors), Chulalongkorn University - Executive Master of Business Administration (MBA), Thammasat University - Post Graduate Diploma in Electrical Power Generation and Distribution System, The Norwegian Institute of Technology, University of Trondheim, Norway - General Member of the Council of Engineers in Electrical Engineering (Sor.For.Gor. 1489) - Director Certification Program (DCP) Batch of 166/2012 - National Director Conference 2019 - Director Leadership Certification Program (DLCP) of 3/2021	-None-	-	2018 - Present	- Independent Director - Chairman of the Board of Directors - Audit Committee Member	- Successmore Being Public Company Limited
						2017 - Present	- Independent Director - Chairman of the Board of Directors - Audit Committee Member - Nomination and Remuneration Committee Member - Independent Director	- CAZ (Thailand) Public Company Limited
						2016 - Present	- Chairman of the Audit Committee - Chairman of Nomination and Remuneration Committee	- DEXON Technology Public Company Limited.
						1984 - 2012	- Assistant Managing Director	- Thai Oil Public Company Limited

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
1.	Mr. Narongrit Tavornvisitpoom (Cont'd)		<ul style="list-style-type: none"> - Supply Chain Management, KPMG - Agile Organization and Enterprise Architecture, Mahidol University 					
2.	Mr. Natie Tabmanie <ul style="list-style-type: none"> - Chairman of the Audit Committee - Independent Director - Nomination and Remuneration Committee Member 	65	<ul style="list-style-type: none"> - BBA and MBA International Business, Schiller International University, London, England - MSc in Economics, University of Strathclyde, Glasgow, Scotland - Governing Executive, Higher Level, Ministry of Interior Batch of 55 - National Defense College, Batch of 54 - Training Course preparing Thai government officials to the ASEAN Community for executive positions budget of the year 2012 in Singapore - Inspector General in Ministry level - Ethics, Governance and Anti Corruption, Korean Development Institution School (KDI) School of Public Policy 	-None-	-	<ul style="list-style-type: none"> 2019 - Present 2020 - 2019 2013 - 2019 	<ul style="list-style-type: none"> - Chairman of the Audit Committee - Independent Director - Nomination and Remuneration Committee Member - Disclosure Information Committee, Social Branch, Government Administration and Law Enforcement - Committee on the Safety of Product and Service - Chief Inspector General, Ministry of Energy - Deputy Director of the Energy Policy Office 	<ul style="list-style-type: none"> - CAZ (Thailand) Public Company Limited - Government Information System - Office of The Consumer Protection Board

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
2.	Mr. Natie Tabmanie (Cont'd)		<ul style="list-style-type: none"> - Training Course on Security Management Professional in an Advanced level , Batch of 6 Leadership Development Program III (LDP III) Batch of 2/2015 - Strategic Administrator for the Prevention and Suppression of Corruption, Higher Level Batch of 7 - Course Top Management in Industrial Business Development and Investment Batch of 6, Institute of Business and Industrial Development - Course Top Management for Nation-Building Batch of 9 in Nation-Building Institute - Director Certification Program (DCP) Batch of 168/2020 			<ul style="list-style-type: none"> 2007 - 2013 2009 - 2011 	<ul style="list-style-type: none"> - Director, office of petroleum and petrochemical policy, energy policy and planning division ministry of energy - Specialist in energy strategy planning - Director of the office of policy and strategy, office of the permanent secretary - Energy Policy and Planning Office, Ministry of Energy - Director of Public Communications and Public Acceptance Nuclear Power Plant Project Development Office - Spokesperson for the Ministry of Energy 	<ul style="list-style-type: none"> - Ministry of Energy - Ministry of Energy
3.	Mr. Yingyong Techarunhirun - Audit Committee Member - Independent Director	43	<ul style="list-style-type: none"> - Bachelor's Degree from the Faculty of Commerce and Accountancy in Accounting, Thammasat University - Master of Business Administration (MBA), University of Connecticut, USA 	-None-	-	<ul style="list-style-type: none"> 2017- Present 2017 - Present 	<ul style="list-style-type: none"> - Audit Committee Member - Independent Director - Director 	<ul style="list-style-type: none"> - CAZ (Thailand) Public Company Limited - Klang Kao Klang Mai Company Limited

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
3.	Mr. Yingyong Techarunghirun (Cont'd)		<ul style="list-style-type: none"> - Certified Public Accountant (CPA) - Director Accreditation Program (DAP) Batch of 145/2018 - National Director Conference 2019 			2011- Present	- General Manager	- Thaibrass Company Limited
4.	Mr. Chung Sik Hong	65	<ul style="list-style-type: none"> - Bachelor's Degree from the Faculty of Engineering, in Mechanical Engineering, Ajou University, Korea - Director Accreditation Program (DAP) Batch of 146/2018 	9.76%	-	2014 - Present	<ul style="list-style-type: none"> - Director - Chairman of the Executive Committee - Chief Executive Officer - Chairman of the Risk Management Committee 	- CAZ (Thailand) Public Company Limited
	<ul style="list-style-type: none"> - Director (Authorized Director) - Chairman of the Executive Committee - Chief Executive Officer - Chairman of the Risk Management Committee - Chairman of the Anti-Fraud and Corruption Committee 					2022 - Present	<ul style="list-style-type: none"> - Chairman of the Anti-Fraud and Corruption Committee 	
						2017 - Present	- Director	- JKEC Company Limited
						2004 - 2013	- Chief Executive Officer	- Thai Woo Ree Engineering Company Limited
						1987 - 2004	<ul style="list-style-type: none"> - Piping Engineering Team Leader - Construction Manager - Project Manager 	- SK Engineering & Construction
						1984 - 1987	- Piping Engineer	- Hyundai Engineering

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
5.	Mr. Somchai Kanbuakaew ^{1/} - Director (Authorized Director) - Executive Committee Member - Risk Management Committee Member - Chairman of the Nomination and Remuneration Committee	75	- Bachelor's Degree from the School of Engineering in Mechanical Engineering, Sripatum University - Bachelor's Degree from the Faculty of Engineering in Industrial Engineering, the Institute of Technology and Vocational Education and Director Accreditation Program (DAP) Batch of 129/2016	0.00	-	2015 - Jan 2024	- Director - Executive Committee Member - Risk Management Committee Member - Chairman of the Nomination and Remuneration Committee - Executive Director	- CAZ (Thailand) Public Company Limited
						2016 - Present	- Executive Director	- Takuni Group Public Company Limited
						2022 - Present	- Chairman of the Nomination and Remuneration Committee - Director	- Takuni (Thailand) Company Limited
						2015 - Present	- Director	- G Gas Logistics Company Limited
						2015 - Present	- Director	- Ratchapruengk Engineering Company Limited
						2015 - Present	- Director	- Takuni Land Company Limited

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
5.	Mr. Somchai Kanbuakaew ^{1/} (Cont'd)					2018 - Present 2019 - 2023 1972 - 2008	- Director - Director - Specialist	- Exact Real Estate Company Limited - Department of Energy Business
6.	Mr. Yeong Cheol Choi - Chief Operating Officer - Engineering and Procurement Division Manager	60	- Bachelor's Degree from the Faculty of Engineering, Chung-Ang University Director Accreditation Program (DAP) Batch of 146/2018	2.55%	-	2018 - Present 2014 - Present	- Director - Chief Operating Officer - Engineering and Procurement Division Manager	- CAZ (Thailand) Public Company Limited
7.	Mr. Somyos Tiranawatananun ^{2/} - Director (Authorized Director) - Executive Committee Member	62	- Bachelor of Business Administration (Accounting), Srinakharinwirot University (Prasarnmit Campus) - Master of Business Administration (Management), Kasetsart University - Ph.D., Doctor of Marketing, Eastern Asia University - Director Accreditation Program (DAP) Batch of 134/2017	-None-	-	Dec 2022 - Present Mar - Sep 2023 Apr 2023 - Present Mar 2023 - Present Jun 2023 - Present	- Director /Executive Director - Acting Chief Executive Officer - Acting Chief Financial Officer - Director - Executive Director	- Takuni Group Public Company Limited - CAZ (Thailand) Public Company Limited

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
7.	Mr. Somyos Tiranawatananun ^{2/} (Cont'd)					Jan 2024 - Present	- Chairman of the Nomination and Remuneration Committee	- G Gas Logistics Company Limited
						Mar 2023 - Present	- Managing Director	- Takuni (Thailand) Company Limited
						Mar 2023 - Present	- Director	- Food Orderly Co., Ltd.
						Apr 2023 - Present	- Director	- Takuni Intertrade Co., Ltd.
						Mar 2023 - Present	- Director	- SMEGOM Co., Ltd.
						2017 - 2019	- Managing Director	- Mintech laboratory Co., Ltd.
						2020 - 2022	- Chief Executive Officer	- SCG Grand Co., Ltd.
8.	Mr. Prapas Kong-led - Director - Executive Committee Member	63	- Bachelor of Laws (2nd class honors), Ramkhamhaeng University	-None-	-	Mar 2023 - Present	- Director - Chairman of the Risk Management Committee	- Takuni Group Public Company Limited
						2023 - Present	- Chairman of the Board	- Food Orderly Co., Ltd.

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
8.	Mr. Prapas Kong-led (Cont'd)		<ul style="list-style-type: none"> - Barrister at the Thai Bar Association International Tax Program Certificate and Master of Laws (ITP/L.L.M.), Harvard Law School, Harvard University, Massachusetts, U.S.A. by Ministry of Finance Scholarship - Anti Corruption : The Practical Guide (ACPG) Class 32/2016, Thai Institute of Directors Association (IOD) - Risk Management Program for Corporate Leaders (RCL) Class 5/2016, Thai Institute of Directors Association (IOD) - Corporate Governance for Executives (CGE) Class 4/2015, Thai Institute of Directors Association (IOD) - Director Certification Program (DCP) Class 172/2013, Thai Institute of Directors Association (IOD) - Audit Committee Program (ACP) Class 44/2013, Thai Institute of Directors Association (IOD) 			<ul style="list-style-type: none"> - 2023 - Present - 2021 - Present - 2021 - Present - 2020 - Present - 2020 - Present - 2018 - Jan 2021 - 2018 - Jan 2021 - 2017 - 2018 - 2017 - 2019 	<ul style="list-style-type: none"> - Director / Executive Committee Member - Comptroller General - Chairman of the Board - Independent Director - Chairman of the Corporate Governance Committee - Member of the Audit Committee - Independent Director - Audit Committee Member - Managing Director - Director - Managing Director - Chairman 	<ul style="list-style-type: none"> - CAZ (Thailand) Public Company Limited - Ministry of Finance - Thai Credit Guarantee Corporation - Dhipaya Group Holding Public Company limited - PTT Global Chemical Public Company Limited - State Enterprise Policy Office - The Siam Commercial Bank Public Company Limited - Public Debt Management Office - National Credit Bureau

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
8.	Mr. Prapas Kong-led (Cont'd)		<ul style="list-style-type: none"> - Financial Institutions Governance Program (FGP) Class 6/2013, Thai Institute of Directors Association (IOD) - Financial Statements for Directors (FSD) Class 20/2013, Thai Institute of Directors Association (IOD) - Role of the Nomination and Governance Committee (RNG) Class 4/2013, Thai Institute of Directors Association (IOD) - Role of the Compensation Committee (RCC) Class 16/2013, Thai Institute of Directors Association (IOD) - The Executive Program in Energy Literacy for a Sustainable Future, Class 6, Thailand Energy Academy (TEA) - The Executive Program in Capital Market, Class 21, Capital Market Academy 			<ul style="list-style-type: none"> 2017 - 2020 2015 - 2017 2015 - 2017 2012 - 2018 2015 - 2017 2013 - 2015 2012 - 2015 2001 - 2012 1998 - 2001 	<ul style="list-style-type: none"> - Director - Director - Member - Director - Deputy Permanent Secretary Office - Chairman - Legal Advisor - Judge of the Central Tax - Judge of the Ministry 	<ul style="list-style-type: none"> - Law Reform Commission of Thailand - Don Muang Tollway Public Company Limited - National Reform Steering Assembly - Government Savings Bank - Permanent Secretary for Finance, Ministry of Finance - The Erawan Group Public Company Limited - Ministry of Finance - Court Central Tax Court - Central Tax Court Ministry of Justice

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
8.	Mr. Prapas Kong-led (Cont'd)		<ul style="list-style-type: none"> - Diploma, National Defence College, The National Defense Course, Class 56, Thailand and National Defense College (NDC) - Senior Executive Certificate in Anti-Corruption Strategic Management Class 9, SanyaDharmasakti National Anti-Corruption Institute (SDI), The National Anti-Corruption Commission Institute - The Program of Senior Executive of Justice Administration, Class 21, National Justice Academy, Judicial Training Institute, Office of Courts of Justice - Advanced Master of Management, Graduate School of Public Administration, National Institute of Development Administration - Finance and Fiscal Management Program for Senior Executive (FME), Class 3, The Comptroller General's Department 					

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
8.	Mr. Prapas Kong-led (Cont'd)		- Senior Executive Program for Nation-Building, Class 3, The Nation-Building Institute					
9.	Mr. Kritapong Orachaipunlap ^{1/} - Director (Authorized Director) - Executive Committee Member - Risk Management Committee Member	40	- Doctor of Science, Chulalongkorn University. - Master of Science, Chulalongkorn University. - Bachelor of Science, King Mongkut's Institute of Technology Ladkraban.	-None-	-	Sep 2023 - Present Jun 2023 - Present Jan 2024 - Present Jan 2024 - Present Apr 2023 - Present 2021 - Present 2016 - 2023	- Chief Executive Officer / Managing Director - Director / Executive Committee / Chief Operating Officer - Director - Director - Executive Director - Risk Management Committee Member - Director - Assistant Dean of Alumni Affairs - Human Resource Assistant Manager	- Takuni Group Public Company Limited - TTS Connect Co., Ltd. - CAZ (Thailand) Public Company Limited - Food Orderly Co., Ltd. - King Mongkut's Institute of Technology Ladkrabang - KGI Securities Thailand Public Company Limited
10.	Mr. Porn-in Manmalai ^{3/} - Director - Risk Management Committee Member	70	- Master's degree in Engineering Burapha University	-None-	-	2024 - Present	- Director - Risk Management Committee	- CAZ (Thailand) Public Company Limited

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
10.	Mr. Porn-in Manmala ³⁹ (Cont'd)		<ul style="list-style-type: none"> - Bachelor's degree in Engineering Chulalongkorn University - Professional License: Senior Professional Electrical Engineer (Power): License ID. 449 Degree of Engineer, Electrical Engineering, Electrical Power Branch - Director Accreditation Program (DAP) Course 2020 			<ul style="list-style-type: none"> 2020 - 2022 2017 - 2022 2016 - 2017 	<ul style="list-style-type: none"> - Director - Chief Operating Officer - Chairman of the Board of Directors / Chief Executive Officer - Project Director 	<ul style="list-style-type: none"> - United Power of Asia Public Company Limited - Myanmar UPA Company Limited - Andaman Power and Utility Company Limited
11.	Ms. Phornthiphat Khantheevit - Chief Financial Officer - Executive Committee Member	50	<ul style="list-style-type: none"> - Bachelor's Degree in Business Administration (Accounting), Rajamangala University of Technology - Master of Business Administration (MBA), Srinakharinwirot University (Prasarnmit Campus) - Master of Business Administration (MBA), Virginia International University, USA 	-None-	-	<ul style="list-style-type: none"> 2017 - Present 2014 - 2016 1997 - 2011 	<ul style="list-style-type: none"> - Chief Financial Officer - Tax and Accounting Advisor - Finance Manager 	<ul style="list-style-type: none"> - CAZ (Thailand) Public Company Limited - Won Solutions Company Limited - Internet Thailand Public Company Limited
12.	Mrs. Wimol Wehanarat - Support Division Manager	52	<ul style="list-style-type: none"> - Bachelor's Degree in Accounting, Rambhai Barni Rajabhat University - Master's Degree from the Graduate School of Commerce in Managerial Accounting, Burapha University 	-None-	-	<ul style="list-style-type: none"> April 2561 - Present 2004 - 2018 	<ul style="list-style-type: none"> - Support Division Manager - Accounting Department Manager 	<ul style="list-style-type: none"> - CAZ (Thailand) Public Company Limited - Thai Woo Ree Engineering Company Limited

No.	Name-Surname / Position	Age (years)	Education / Training	Proportion of shares holding in the company (%) as of 13 Mar 2024	Family relations between Directors and Executives	Experience		
						Period	Position	Division / Company
13	Mr. Wang Youp Jhee - Executive Committee Member - Construction Division Manager - Chief Operating Officer	52	- Bachelor's Degree from the Faculty of Engineering in Civil Engineering, Sungkyunkwan University, Korea	2.77%	-	Jun 23 - Present 2014 - Present 2023 - Present 2005 - 2014	- Executive Committee - Construction Division Manager - Chief Operating Officer - Project Manager	- CAZ (Thailand) Public Company Limited - Thai Woo Ree Engineering Company Limited
14	Ms. Maliwan Sriwasasom - Accounting Department Manager	44	- Bachelor's Degree from the Faculty of Management and Tourism in Accounting, Burapha University	0.00	-	2014 - Present 2017 - Present 2001 - 2012	- Accounting Department Manager - Director (Authorized Director) - Accounting Officer	- CAZ (Thailand) Public Company Limited - JKEC Company Limited - Thai Woo Ree Engineering Company Limited
15	Ms. Nattiya Charusombat - Company Secretary - Planning Officer	41	- Bachelor's Degree from the School of Business Administration in Industrial Management, Sripatum University - Company Secretary Program (CSP) Batch of 88 / 2018 - Anti-Corruption: The Practical Guide (ACPG 60/2022)	0.00	-	2015 - Present 2011 - 2015	- Company Secretary - Planning Officer - Planning Officer	- CAZ (Thailand) Public Company Limited - Thai Woo Ree Engineering Company Limited

Detail on Directors, Executives, Controlling Interest, and Company Secretary

List of directors and executives	C/AZ (Thailand) PCL.	Takuni Group PCL.	Takuni (Thailand) Co.,Ltd.	G Gas Logistics Co.,Ltd.	Ratchapruok Engineering Co.,Ltd.	Takuni Land Co.,Ltd.	Food Orderly Co.,Ltd.	SMEGOM Co.,Ltd.	TTS Connect Co., Ltd.
1. Mr. Narongrit Tavornvisitporn	I, III, IV, VII								
2. Mr. Natie Tabmanie	II, III, V, VII								
3. Mr. Yingyong Techarungnirun	III, IV, V								
4. Mr. Chung Sik Hong	V, VIII, IX, XII, XIII								
5. Mr. Somchai Kanbuakaew ^{1/}	V, VI ² , X, XI	XI	V, VI	V	V	V			
6. Mr. Yeong Cheol Choi	V, IVX								
7. Mr. Somyos Tiranawatananun ^{2/}	V, XI, VI ²	V, XI, IVX	V	XII			V	V	
8. Mr. Prapas Kong-led	V, XI	V, IX					I		
9. Mr. Krittapong Orachaipunlap ^{1/}	V, XI, X	XII, V, XI, IVX					V		V
10. Mr. Porn-in Manmalai ^{3/}	V, X								
11. Ms. Phornthiphat Khantheevit	XI, IVX								
12. Mrs. Wimol Wehanarat	IVX								
13. Mr. Wang Youp Jhee	IVX, XI								
14. Ms. Maliwan Sriwasasom	IVX								
15. Ms. Nattiya Charusombat	XV								

Remark: ^{1/} Resigned from a director in the Board Meeting no.1/2024 on 16 January 2024 and appointed Mr. Krittapong Orachaipunlap to be the Director/Executive Committee Member/ Risk Management Committee Member. With effect from 17 January 2024.

^{2/} Appointed to be the Chairman of the Nomination and Remuneration Committee in the Board Meeting no. 1/2024 on 16 January 2024. With effect from 17 January 2024.

^{3/} Appointed to be the Director/ Risk Management Committee Member in the Board Meeting no.1/2024 on 16 January 2024. With effect from 17 January 2024.

Remark: I = Chairman of the Board of Directors
 XIII = Chairman of the Anti-Fraud and Corruption Committee
 X = Risk Management Committee Member
 VII = Nomination and Remuneration Committee Member
 IV = Audit Committee
 V = Director
 II = Chairman of the Audit Committee
 IVX = Executive
 XI = Executive Committee Member
 VIII = Executive Committee
 IX = Chairman of the Risk Management Committee
 VI = Chairman of the Nomination and Remuneration Committee
 III = Independent Director
 XV = Company Secretary
 XII = Chairman of the Executive Committee /

Attachment 2

Detail on Directors, Executives of the subsidiaries (JKEC Company Limited)

Detail on Directors, Executives

Name-Surname / Position	Age (years)	Education/ Training	Proportion of shares holding in the company (%)	Family relations between Directors and Executives	Experience		
					Period	Position	Division / Company
1. Mr. Chung Sik Hong - Director	65	- Bachelor's Degree from the Faculty of Engineering in Mechanical Engineering, Ajou University, Korea - Director Accreditation Program (DAP) Batch of 146/2018	0.00	-	2014 - Present	- Director - Chairman of the Executive Committee / - Chief Executive Officer - Chairman of the Risk Management Committee	- CAZ (Thailand) Public Company Limited
					2017 - Present	- Director	- JKEC Company Limited
					2004 - 2013	- Chief Executive Officer	- Thai Woo Ree Engineering Company Limited
					1987 - 2004	- Piping Engineering Team Leader - Construction Manager - Project Manager	- SK Engineering & Construction
					1984 - 1987	- Piping Engineer	- Hyundai Engineering
2. Ms. Maliwan Sriwasasom - Director (Authorized Director)	44	- Bachelor's Degree from the Faculty of Management and Tourism in Accounting, Burapha University	0.00	-	2014 - Present	- Accounting Department Manager	- CAZ (Thailand) Public Company Limited
					2017 - Present	- Director (Authorized Director)	- JKEC Company Limited
					2001 - 2012	- Accounting Officer	- Thai Woo Ree Engineering Company Limited

Name-Surname / Position	Age (years)	Education/ Training	Proportion of shares holding in the company (%)	Family relations between Directors and Executives	Experience		
					Period	Position	Division / Company
3. Mr. Jeong Kyu Choi - Director (Authorized Director) - Chief Executive Officer	50	- Kum-Oh National Institute of Technology, Korea	26.83	-	2016 - Present	- Director	- JKEC Company Limited
					2011 - 2015	- Construction Manager	- Thai Woo Ree Engineering Company Limited
4. Mr. Wang Youp Jhee - Construction Division Manager - Chief Operating Officer	52	- Bachelor's Degree from the Faculty of Engineering in Civil Engineering, Sungkyunkwan University, Korea	0.00	-	2014 - Present	- Construction Division Manager	- CAZ (Thailand) Public Company Limited
					2023 - Present	- Chief Operating Officer	
					2005 - 2014	- Project Manager	- Thai Woo Ree Engineering Company Limited



Attachment 3

The detail on the Head of Internal Audit (Compliance)

Detail on Directors, Executives

Name - Surname/ Position/ Appointed date	Age (Years)	Education/Training	Experiences		
			Periods	Positions	Organization/ Company/ Business
1. Ms. Anutsaya Raksasorn	38	<p>Education</p> <ul style="list-style-type: none"> • Master's Degree from the Faculty of Commerce and Accountancy in Insurance Statistics, Chulalongkorn University • Bachelor's Degree from the Faculty of Management Sciences in Accountancy, Prince of Songkla University <p>Certificate</p> <ul style="list-style-type: none"> • Dharmniti Young Executive, Batch No. 1 • Certified Professional Internal Auditors of Thailand (CPIAT) • Preparation Course for Certified Internal Auditor (Pre-CIA), Batch No. 26 • CAC SME IA Certification <p>Training</p> <ul style="list-style-type: none"> • COSO 2013 Course: Theory and Practice • IA Standards and Internal Audit Process Improvement • Anti-Corruption Section • Preparation Course for Certified Internal Auditor (Pre-CIA) Course, Batch No. 26 • IA Clinic: Corruption Fraud • Asian Confederation of Institutes of Internal Auditors (ACIIA) Japan • Internal Audit Comprehensive: IAC • The Convergence of Security 2021 • Fraud Prevention and Detection 2021 • CAC SME • IA Academy _Top Risk 2021 • Internal Audit Modernization 2021 • Current Situation and Future Direction of TFRSs • Preparation of One Report (56-1) • Thailand's Personal Data Protection Act "PDPA" • Agile Auditing 2022 • Analysis Thinking after COVID-19 2022 • Future Trends Cybersecurity in Internal Audit 2022 • Financial Accounting Guideline • IT Audit for Non-IT Audit 	<p>2017 - Present</p> <p>2015 - 2017</p> <p>2010 - 2015</p> <p>2008 - 2010</p>	<ul style="list-style-type: none"> • Executive Director • Deputy Director • Senior Internal Audit • Internal Audit 	<ul style="list-style-type: none"> • Dharmniti Internal Audit Company Limited / Internal Audit Services

Name - Surname/ Position/ Appointed date	Age (Years)	Education/Training	Experiences		
			Periods	Positions	Organization/ Company/ Business
		<ul style="list-style-type: none"> • The Institute of Internal Auditors of Thailand's Seminar for the Year • IA Clinic: Digital Transformation of Internal Audit and Change • IA Clinic TOP Risk for Internal Audit 2023 • IA Clinic: Information Technology System (ST.38/2565) • Cyber Security Risk Management • Internal auditing Guidelines for PDPA • Risk management for corruption. • COSO ESG • QUALITY ASSESSMENT REVIEW: QAR 			
2. Ms. Nutthiyakorn Pasarak	28	<p>Education</p> <ul style="list-style-type: none"> • Bachelor of Accountancy, Mahidol University <p>Certificate</p> <ul style="list-style-type: none"> • Listening and Speaking Certificate, Ramkhamhaeng Institute of Languages (RIL) • Essential Grammar for Writing and Speaking Certificate, Chulalongkorn University • Exploring Digital Technology Landscape by Chula Mooc. • Prototyping Applications by Chula Mooc. • Data Protection Principles for Mahidol University's Student and Staff. <p>Training Course</p> <ul style="list-style-type: none"> • IA Standards and Internal Audit Process Improvement • IA standard and internal audit process 	<p>2020 - Present</p> <p>2018 - 2020</p>	<ul style="list-style-type: none"> • Senior Internal Audit • Internal Audit 	<ul style="list-style-type: none"> • Dharmniti Internal Audit Company Limited / Internal Audit Services

Attachment 4

Assets used in business operation and details of the property appraisal

Assets used in business operation

As at 31 December 2023, the Group has property, plants, and equipment used in the operation as follows:

Description	Net Book Value (Million Baht)	Ownership	Commitments
Property Plant and Equipment			
1. Land are follows; 1.1 Title Deed number 111802, 111803, 111804, (Nor Sor 3 Kor). Located on 239 Huaypong-Nongbon Road, Huaypong Sub-district, Muangrayong District, Rayong Province. 1.2 Title Deed Nor Sor 3 Kor number 68, 226,1278,1295,12280. Located on 69, Lahan Sub-district, Pluakdang District, Rayong Province.	266.80 ^{2/}	CAZ	Used as assets collateral for the Company's credit facilities such Letter of Guarantee and working capital. ^{1/}
2. Building and improvement ^{4/}	116.15	CAZ	Used as assets collateral for the Company's credit facilities such Letter of Guarantee and working capital. ^{1/}
3. Machinery, tools and equipment ^{3/}	137.30	CAZ	-none-
4. Furniture and fixtures	2.43	CAZ	-none-
5. Office equipment	5.83	CAZ	-none-
6. Vehicles	7.26	CAZ	-none-
7. Vehicles for construction projects	18.40	CAZ	-none-
8. Assets under installation	0.53	CAZ	-none-
Total Property Plant and Equipment	554.70		
Intangible assets			
9. Program computer	10.85	CAZ	-none-
Total Intangible assets	565.55		

Note : ^{1/} In 2016, the Company mortgage land and building with a financial institute, amounting of Baht 1,713.16 million. And In 2021, has another mortgage amounting to Baht 813 million with another financial institute as well.

^{2/} Including, right-of-use of land amounting to Baht 6.48 million.

^{3/} Including, right-of-use of machinery, tools and equipment, amounting to Baht 63.27 million.

^{4/} Including, right-of-use of Building and improvement to Baht 5.5 million.

Investment Policy in Associated Company or Subsidiary

The Company has a policy to invest in businesses that are related to the Company's core business and beneficial or support the Company's operations. To increase earn, profitability, and competitive advantage of the Company. For the associated Company or a subsidiary operation, the Company assigns the company's representatives to be committee and directors according to the size of shareholding. To supervise the operations of the subsidiary to go in the right direction and strategic, including to get the highest benefit and achievement for the Company's target.

Currently, the company has invested in a subsidiary, JKEC Company Limited ("JKEC"). Holding 73.17% of the subsidiary. And appointed the Company's executives to be directors in the said subsidiary to monitor the operating of the subsidiaries. Moreover, to supervise the collection of the subsidiary's information and accounting records for auditing as well.

Detail of the property appraisal

- None -

Attachment 6

Report of the Audit Committee

Dear Shareholders,

The Audit Committee of CAZ (Thailand) Public Company Limited, by the appointment of the Company's Board of directors. Consists of three independent directors, namely, Mr. Natie Tabmanie, Chairman of the Audit Committee, Mr. Narongrit Tavornvisitporn and Mr. Yingyong Techarungnirun serving as members with Ms. Nattiya Charusombat as secretary of the Audit Committee. The Audit Committee has performed the engagements independently under Audit Committee Charter to oversee and support the company so that the company has sufficient and effective corporate governance. This is consistent with the rules and guidance for the Audit Committee of a public company, specified by the Securities and Exchange Commission and the Stock Exchange of Thailand.

In year 2023, the Audit Committee held 5 meetings, held four meeting with the management, internal auditors, including a private meeting with independent auditors, to discuss on relevant issues, as summarized below.

Review of the Financial Statements

The Audit Committee has reviewed quarterly and annually the consolidated and company financial statements for the year 2023 of CAZ (Thailand) Public Company Limited. All of which were prepared and conducted according to Thai Financial Reporting Standards (TFRSs) and Thai Accounting Standards (TASs) with accuracy and the information therein was adequately disclosed. In addition, the Audit Committee had held one private meeting with the independent auditors in the absence of the management so as to freely discuss important issues in preparing the financial statements, adjusting entries materially affecting the statements, reviewing suitability of accounting entry methods and auditing scope, disclosing information beneficial for the intended users, as well as the independence of auditors. This is to ensure that the preparation of the financial statements is complied with the company's legal compliance, TFRSs, TASs and generally accepted accounting principles. The Audit Committee has eventually approved that the Audited Financial Statements, with unqualified audit opinion, is free of material misstatements.

Review of the Risk Assessment

The Audit Committee has reviewed risk assessment and risk management report and followed up its results on quarterly basis by considering both internal and external risk factors, their likelihood and impacts, as well as risk appetite, to ensure that the Company mitigated risks to an acceptable level. The Audit Committee found that the Company clearly institutionalized appropriate risk management process and communicate same to relevant supervisors in the organization so as to embed risk management culture that management and employees were well aware that risk management was collectively everyone's responsibility.

Review of the Internal Control and Audit System

The Audit Committee has reviewed the internal auditor's report regarding the assessment of internal control system and found that all respective controls are appropriate for the business operations, capable to cope with significant risk factors and supportive to effective performance of the Company. The Audit Committee also reviewed the performance of the internal auditor and found that the audit quality had continuously been improved, audit operation was carried out according to international standards and auditor's skills had regularly been developed.

In addition, the Audit Committee has considered and approved the internal audit plan for the year 2024 which would be conducted in line with respective risk assessment. The Audit Committee also indicated scope of the internal audit to cover all significant business transactions and operations.

Review of the Corporate Governance and Regulatory Compliance

The Audit Committee has reviewed business execution against the Company's code of conduct and corporate governance which revealed that the Company has complied with all related laws, regulations and requirements of The Stock Exchange of Thailand. In addition, the Company has strictly adhered to good governance practices and aimed to operate its business towards sustainability development direction. To raise awareness of people concerned on business ethics, the Board of Directors already set Company's anti-corruption policy in writing and always encourage management and employees at all levels to adhere to the written ethical conducts.

Appointment of the Certified External Auditors

The Audit Committee was satisfied with the independence, professionalism, expertise and quality of work done by the current Independent Auditors, namely, KPMG Phoomchai Audit Limited. Thereby, the Committee proposed to the Board of Directors to verify and passed the resolution to seek approval from Shareholders to appoint Ms. Vipavan Pattavanvivek Certified Public Accountant (Thailand) No. 4795; and/or Ms. Nawarat Nitikeatipong, CPA Registration No. 7789; and/or Ms. Chanarat Chanwa, CPA Registration No. 9052, under KPMG Phoomchai Audit Limited, to be independent auditors for the Company and its subsidiary for the fiscal year 2024, including approval of respective audit fee totaling THB 3.40 million.

Review of the Connected Transactions or Transactions with Potential Conflicts of Interest

The Audit Committee has considered relevant transactions which may potentially lead to conflicts of interest according to the conditions of fairness, transparency, and adequate disclosure for the greatest benefits of the company, as specified by the Stock Exchange of Thailand. The Audit Committee concluded that the Company's connected transactions were fair, transparent, not leading to conflicts of interest, strictly complied with the stipulated business conditions and reasonable pricing, to optimize benefits of the shareholders.

In 2023, the Audit Committee has performed their assigned duties as specified in the Audit Committee Charter of which approved by the Company's Board of Directors. The Audit Committee exercised its expertise, knowledge, prudence and adequate independence for the interests of stakeholders equally. The Audit Committee agreed that the 2023 Financial Reports of the Company were accurate, reliable, sufficiently disclosed and prepared in accordance with generally accepted accounting principles. The Company's risk management process was proper and overall internal control system was effective and appropriate for the business operations. The Company transactions complied with relevant laws, regulations, and obligations as well as sufficiently integrated corporate governance therein, leading to transparency and reliability. The Audit Committee also agreed that the Company had continuously improved its operation systems, aiming for higher productivity, quality and appropriate for business environment.

(Mr. Natie Tabmanie)

Chairman of the Audit Committee



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