



ANNUAL REPORT 2023

(Form 56-1 One Report)

DEXON Technology Public Company Limited

For all your inspection needs



We Are Dexon Technology
For All Your Inspection Needs



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Vision and Mission

Vision International leader in engineering inspection with petroleum pipeline technology and manufacturing equipment innovations.

Mission Determined to provide advanced technology services to increase effectiveness, reliability and to be environmentally friendly in energy business and every industry with a professional manner and business ethics.



Core Values



Diligence

Dexon is determined to deliver quality to customers through diligence and precise and professional development of technologies and inspection services.



Environment

Dexon values environmental protection as part of our work. We are committed to protecting the environment and resources for people today and tomorrow.



eXcellence

Dexon is committed to excellence to meet customer's needs with emphasis on personnel development and delivering excellent value and services to customers and stakeholders.



Openness

We operate business transparently and ethically. Dexon operates transparently and ethically in line with good governance principles.



Novelty

We create new innovations. Dexon is eager to develop innovations by coming up with novel ideas to responding of customer's needs while driving progress and making a difference in business.



Mr. Stuvik Stale Martin
Chairman of Executive
Committee
Nomination and Remuneration
Committee

Mr. Somchai Manopinives
Chairman of the Board of
Directors

Dr. Mallika Kaekla
Chief Executive Officer
Executive Committee
Risk Management Committee



Message from the Chairman of the Board of Directors

Dear Shareholders

2023 evidenced the great success of Dexon Technology Public Company Limited. After 28 years of business operation and constant and stable growth, on 31 March 2023 Dexon Technology was successfully listed in the Stock Exchange of Thailand. We received the warm welcome and massive support from investors, allowing capital raising to support endless corporate growth. The Company has set clear objectives on spending the raised capital, including market expansion, innovation and technology development to render the inspection service of manufacturing structure and devices in the energy industry and preparation for competition on the global level.

With the capital raising in the Stock Exchange of Thailand, the net assets of Dexon Technology in 2023 amounted to 1,035 million baht, increasing by 61%, of which shareholders' equity amounted to 859 million baht, increasing by 214% from 2022. We invested in the raised capital in accordance with the objectives stated in the prospectus and are confident that all spent capital would yield success through the performance of 2024 onward. Moreover, in 2023, we also generated revenues from the business operation amounting to 648 million baht, increasing by 6% from 2022, which was our highest revenue so far.

Thanks to the firm and strong business base in Thailand, Dexon Technology has set the growth strategy with emphasis on expansion into the global markets, especially in the regions with a high-valued petroleum sector. In the beginning of 2023, Dexon Technology established a subsidiary company in Houston, the United States, and increased the registered capital of its company in the Netherlands to affirm its inspection service capacity with cutting-edge technology on the global level. Evidence of our success as an innovative and technological leading company was the 2023 Outstanding Innovative Company Awards conferred by the Stock Exchange of Thailand in last November, for which the Company offered the Intelligent Crack Sizing In-Line Inspection System, invented by its research and development team. We regarded this as an "honorary award" proving that we have potential as a technological leading company of Thailand and can compete on the international level. In addition, we entered into the research and development cooperation contract with the international leading petroleum companies covering the technology used for the pipeline inspection as preparation for hydrogen transportation used as renewable energy in the future in line with our policy regarding contribution to environmental conservation and sustainable global consumption of renewable energy.

In the name of the Board of Directors, we would like to express our gratitude to all shareholders and stakeholders, including the Company's executives and employees who have dedicated themselves, supported and served as the main driving force of the Company's business. You can rest assured that the Board of Directors will operate the business based on corporate governance and social and environmental responsibility for its steady and sustainable corporate growth in the future.

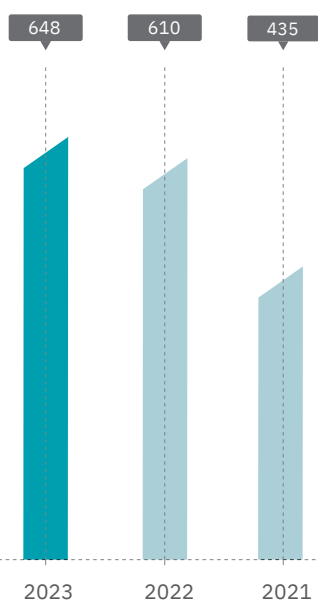
Mr. Somchai Manopinives
Chairman of the Board of Directors

Important Financial Information

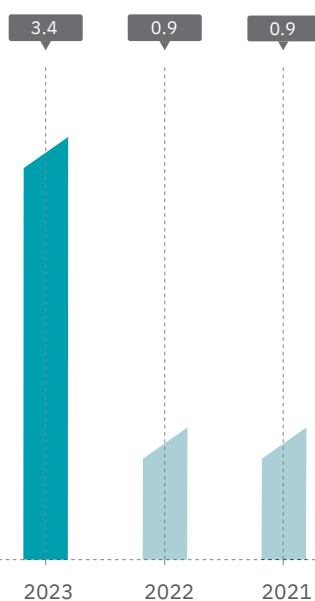
Consolidated Financial Statement	Unit	2023	2022	2021
Statement of Income				
Income from Sales and Services	million baht	648	610	435
Gross Profit	million baht	221	254	133
EBITDA	million baht	173	211	109
Earnings (Losses) - Net	million baht	50	105	18
Statement of Financial Position				
Total Assets	million baht	1,035	643	558
Total Liabilities	million baht	176	370	355
Shareholders' Equity				
Capital Stock				
- Registered Capital	million baht	238	238	76
- Issued and Paid-up Capital	million baht	238	177	76
Financial Ratios				
	Unit			
Liquidity Ratios				
Liquidity Ratio	times	3.4	0.9	0.9
Quick Ratio	times	2.9	0.7	0.8
Profitability Ratios				
Gross Profit Margin	%	34.9%	41.8%	30.6%
EBITDA Margin	%	25.4%	34.5%	25.0%
Net Profit Margin	%	7.8%	17.2%	4.2%
Return on Equity	%	8.9%	44.2%	9.6%
Efficiency Ratios				
Return on Assets	%	6.0%	17.5%	3.3%
Return on Fixed Assets	times	1.8	2.1	1.5
Financial Efficiency Ratios				
Debt-to-Equity Ratio	times	0.2	1.4	1.8
Financial Cost	times	4.0%	4.5%	4.0%
Performance per Share (baht per share)				
Net Earnings (Losses) per Share	baht	0.11	0.43	0.12



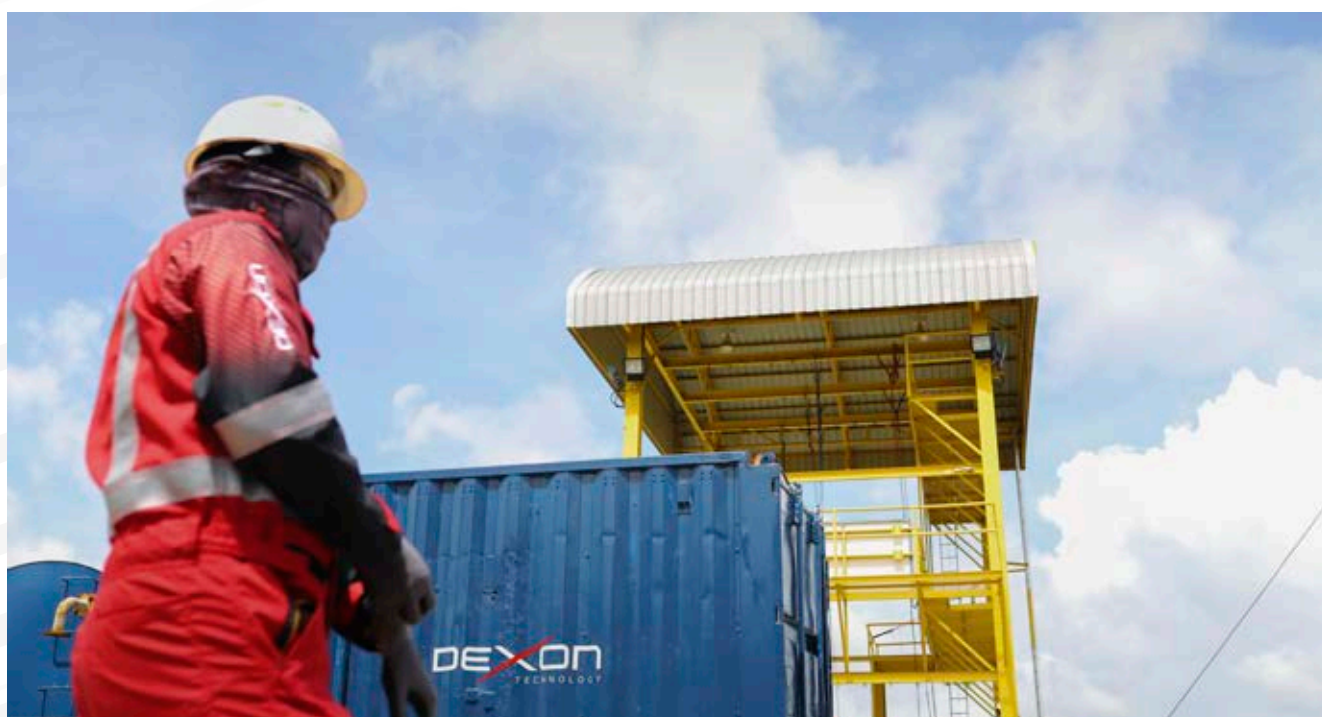
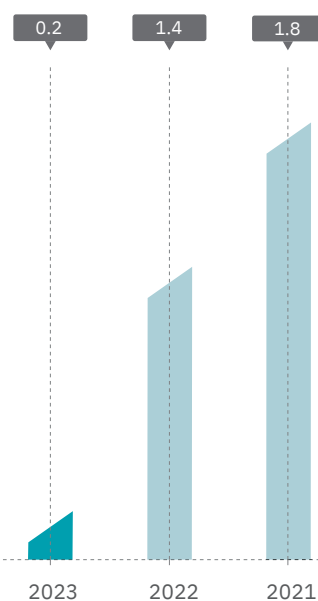
Sales and
Service Revenue
(Unit: million baht)



Liquidity Ratio
(Unit: times)



Debt-to-Equity
Ratio
(Unit: times)



Part 01

Business Operation and Performance

1. Company Structure and Performance	010
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1. Company Structure and Performance



1.1 Business Policy and Overview

1.1.1 Vision, Objectives and Business Strategies



Vision

International leader in engineering inspection with petroleum pipeline technology and manufacturing equipment innovations.



Mission

Determined to provide advanced technology services to increase effectiveness, reliability and to be environmentally friendly in energy business and every industry with a professional manner and business ethics.



Values of DEXON



D	Diligence: Commit to quality.	Dexon is determined to deliver quality to customers through diligence and precise and professional development of technologies and inspection services.
E	Environment: Protect the environment.	Dexon values environmental protection as part of our work. We are committed to protecting the environment and resources for people today and tomorrow.
X	eXcellence: Deliver excellent services.	Dexon is committed to excellence to responding of customer's needs with emphasis on personnel development and delivering excellent value and services to customers and stakeholders.
O	Openness: Operate business transparently and ethically.	Dexon operates transparently and ethically in line with good governance principles.
N	Novelty: Create new innovations.	Dexon is eager to develop innovations by coming up with novel ideas to responding of customer's needs while driving progress and making a difference in business.

Goals and Objectives

Business Objectives

Dexon is committed creating inspection innovations and technologies to deliver valuable and reliable services while adhering to the principles of integrity and ethics in our operation and protecting the environment in order to improve the quality of society and human lives for safety and sustainability. Dexon strives to develop service provision to meet international standards by humbly adopting the royal speeches of His Late Majesty the King about the Sufficiency Economy Philosophy as a guideline to operate business based on caution, reason and immunization while making use of knowledge and ethics in order to create sustainable growth today and in the future by developing innovations and technologies with consideration to providing service with integrity, transparency and fairness. This is to provide management to achieve our vision and mission and successfully operate maintain our business securely and sustainably in the midst of globalization and various changes in order to return sustainability to the environment and commit to protecting society and firmly adhering to good governance principles.

Goals and Objectives

1. Development of Technology

Dexon is committed creating inspection innovations and technologies to deliver valuable and reliable services while adhering to the principles of integrity and ethics in our operation and protecting the environment in order to improve the quality of society and human lives for safety



and sustainability. Dexon strives to develop service provision to meet international standards by humbly adopting the royal speeches of His Late Majesty the King about the Sufficiency Economy Philosophy as a guideline to operate business based on caution, reason and immunization while making use of knowledge and ethics in order to create sustainable growth today and in the future by developing innovations and technologies with consideration to providing service with integrity, transparency and fairness. This is to provide management to achieve our vision and mission and successfully operate maintain our business securely and sustainably in the midst of globalization and various changes in order to return sustainability to the environment and commit to protecting society and firmly adhering to good governance principles.

- 1.1 Developing a technology alliance. Today, Dexon has a project to sign a collaboration contract in research and development of technologies for inspection of transportation pipes pipeline to prepare for transporting hydrogen, which is planned to be used as a clean energy in the future. This strategy to create an alliance in developing technologies will serve as a driving force for Dexon to achieve rapid and significant business growth.
- 1.2 Ability to make changes and develop technologies to meet customers' needs (tool customization). By the nature of pipelines, their characteristics and conditions vary according to time of fabrication, fabrication procedure and installation, including the product inside the pipelines and the characteristics of the installation site, leading customers to require highly specific equipment. As a result, Dexon has a team of experts to especially meet the needs of customers in designing and developing inspection equipment. This is another one of our strategies.
- 1.3 Promotion of human resources skill development (up-skill and re-skill). Dexon is determined to develop the knowledge and capabilities of human resources to raise their levels to match international standards. The Company allocates budgets to provide technical and management training to enhance work performance and capabilities and prepare to meet customers' needs in a timely fashion.

2. Dynamic of Business Growth

After providing services for over 28 years, Dexon is experienced and has served over 40 countries worldwide. Our experience led to the Corporate Strategy Department performing market analysis to target market expansion, market penetration, market development, skill development and diversification. Our decision to expand investment and register a subsidiary in the United States and a certain country in Europe was made for the reason that these areas have some of the world's oldest and most complex pipeline systems, thus fulfilling safety, occupational health and environmental specifications and the needs of humanity.

3. Differentiation Leadership Strategy

Dexon is committed to the ideal of becoming a technological leader to comprehensively and diversely meet the needs of customers. This led to us engaging in competitive positioning by setting the differentiation leadership strategy to focus on developing advanced technologies and meeting the needs of customers differently from other service providers, who cannot do what we do, instead of focusing on a low-cost strategy. This is to create distinction and match the organization's values of D-Diligence, E-Environment, X-eXcellence, O-Openness, and N-Novelty to affirm the business commitment of Dexon.

4. Durability

In order to improve sustainability for secure growth, Dexon has prepared its personnel to be ready for technological developments and to respond to the future climate challenges of the world. These changes are key factors for Dexon to develop environmentally-friendly products such as by participating in a project to develop a collection process to reduce emissions of carbon dioxide into the world's atmosphere and supporting the energy transition from fossil fuels to renewable energy such as hydrogen to create benefits for the environment and society. In doing so, we cooperate with innovating institutions from outside agencies external parties to incubate and seek investments in startups involved in research and development activities that focus on sustainability to operate continuously alongside society in the country and abroad.



1.1.2 Significant Changes and Developments in 2023



March

On 31 March, the Company started selling the common stocks of DEXON in the MAI stock exchange of Thailand.



May

On 5 May, Board Meeting No. 2/2023 passed the following resolutions:

- Authorization of the founding of Dexon Technology USA Inc. in the United States with a registered capital of 1 million USD in which Dexon's head office holds a 100-percent share. The subsidiary was founded to expand the business of inspecting pipelines by using cutting-edge technology in the Americas.
- Authorization of increasing the registered capital of Dexon Technology Europe BV in the Netherlands by increasing registered capital from 1,000 euro to 651,000 euro in which Dexon's head office holds a 100-percent share. This increase was meant to expand the cutting-edge pipeline inspection technology and forge inspection businesses in Europe.



August

Dexon was awarded a hiring contract valuing over 150 million baht from a leading oil producer company located in Ecuador and Argentina to provide inspection service for the integrity of pipelines by use of ultrasonic techniques by using UT-Octopus In-Line Inspection (UT-Octopus ILI) equipment and inspecting pipe cracks by using ultrasound by using UT-Crack Sizing and Detection In-Line Inspection (UTCS) equipment.



September

Dexon recognizes the importance of protecting the environment and conserving electrical energy consumption. As such, we installed solar roof panels to generate electricity for our main head office building and the research and development building.



November

We invested in large machinery to increase the production capacity of workpieces for use to assemble smart pigging. This investment enhances and improves our production process to minimize errors and faults in production



November

Dexon was entrusted to provide inspection service for a large 44-inch pipeline in the Republic of Korea. Due the pipe size, it was necessary to manufacture a large magnetic flux leakage in-line inspection (MFL ILI) tool, for which there were few service providers with specialized expertise in this area. Service was fully provided as of Q4/2023.



November

Dexon received the 2023 Outstanding Innovative Company Awards from our innovation, the Intelligent Crack Sizing In-Line Inspection System, from the SET Awards 2023 that was organized by the Stock Exchange of Thailand and the Money & Banking Magazine. The award demonstrates Dexon's outstanding capabilities and reaffirmed our commitment to innovation and developing Dexon toward growth and sustainability.

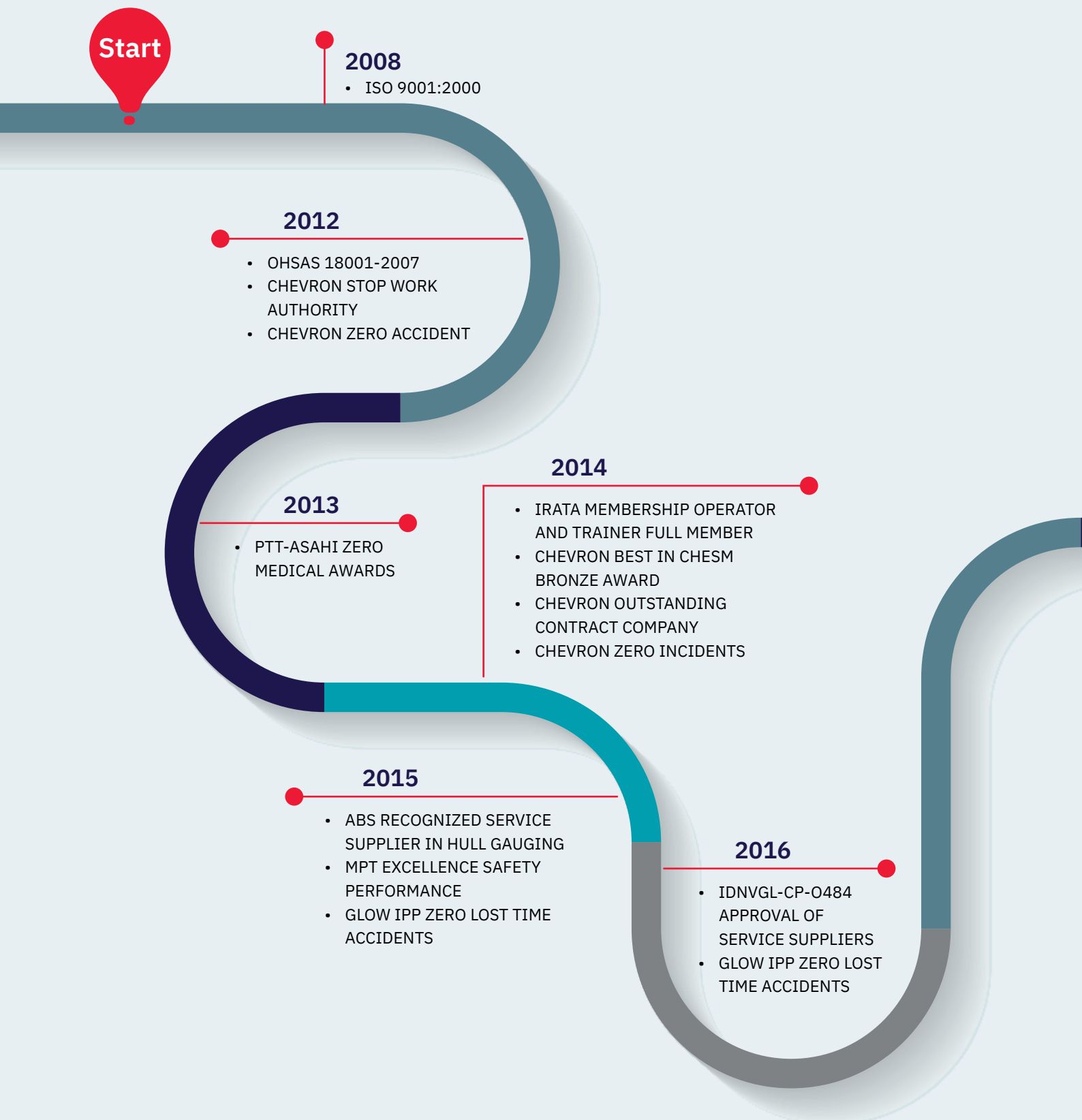


November

In order to support business growth, Dexon invested in the construction of Research and Development Building 2 to increase work space and better facilitate parts and equipment manufacturing while also modernizing. This effort receives supporting forces from increased demand for space to provide inspection technology services in the country and abroad.

1.13 Annual Awards

Overview of Success Path and Accolades





2019

- ACCREDITED AS “GREEN INDUSTRY” LEVEL 2
- FIELD CORE SHE AWARD.
- IRPC SHE AWARD
- IRPC SAFETY DAY ATTENDANT
- IRPC ZERO ACCIDENT
- SPRC INCIDENT AND INJURY FREE
- THAI OIL TOP TPX SHUTDOWN AWARD

2018

- GRANTED THE GWO SAFETY TRAINING: BASIC SAFETY TRAINING
- LEEA DEVELOPMENT MEMBER
- CITED TO EXTENT THE COMPANY’S CERTIFICATION SERVICES OF *R&D
- GLOW 10 MILLION MANHOURS WITHOUT LTA
- IRPC SHE AWARD
- PTTEP CONTRACTOR AWARD
- TPE SHUTDOWN

2020

- DROPS MEMBERSHIP
- CERTIFIED TO EXTENT THE COMPANY’S CERTIFICATION SERVICES OF ADVANCE RESCUE (ART) WITH GWO SAFETY TRAINING
- LABIX SHUTDOWN
- MOC TURNAROUND
- PTTEP CONTRACTOR AWARD

2021

- LEEA FULL MEMBER
- CHEVRON BRONZE AWARD
- TPCC ZERO LI & COVID-19 INFECTION RECOGNITION AWARD

2017

- BV CERTIFICATION HULL STRUCTURES
- GRANTED THE ISO/IEC 17025:2005 LABORATORY CALIBRATION
- ROC ECO TURNAROUND

2023

- ACCREDITED AS “GREEN INDUSTRY” LEVEL 3
- DEXON TRAINING CENTER CO., LTD. GRANTED THE ISO 9001:2015, ISO 14001:2015 AND ISO 45001:2017
- GC5 AROMATICS II PANT TURNAROUND-ON KPI SUCCESS & EXCELLENCE
- IRPC: EXCELLENCE SAFETY PERFORMANCE WITHOUT LTI
- VALEURA ENERGY: EXCELLENCE SAFETY PERFORMANCE
- SET AWARDS-BEST INNOVATIVE AWARDS
- CAC: THAILAND’S PRIVATE SECTOR COLLECTIVE ACTION COALITION AGAINST CORRUPTION

2022

- GRANTED THE 15014001:2015
- ZERO WASTE ACHIEVEMENT AND 3RS AWARD
- ROC PARTIAL SHUTDOWN
- THAI OIL SSHE EXCELLENCE

Awards and Accolades in 2023



Awards and Accolades in Innovation

1. **SET Awards 2023 in the category Best Innovative Award 2023**
by the Stock Exchange of Thailand and the Finance & Banking Magazine.

Awards in Anti-Corruption

2. **Thailand Private Sector's Collective Action Coalition Against Corruption membership declaration**
by the Thailand Private Sector's Collective Action Coalition Against Corruption Project.

Awards and Accolades in the Environment

3. **Green Industry Award Year 3 for 2023-2026 by the Ministry of Industry.**



Awards and Accolades in Occupational Health and Safety

Safety Awards from Trade Partners

4. **Safe Operation and Zero Work Accidents Award from the TURNAROUND 2023 event on the DIAMOND level**
In June 2023 by IRPC Public Company Limited.
5. **Excellence Safety Performance for over 3 Years without Recordable Injury Case and Outstanding Achievement in Delivering Operational Excellence** in October 2023 by Valeura Energy Inc.
6. **On KPI Success & Excellence in Safety, Operation and Quality for Work Projects from July to August 2023** by PTT Global Chemical Public Company Limited.
7. **Outstanding SSHE on 8 December 2023** by Thai Oil Public Company Limited.
8. **Over 88,087 work hours without Loss Time Accident** by GC Maintenance & Engineering Co., Ltd.

1.1.4 Use of Raised Funds

Dexon Technology Public Company Limited (“Company”) offered the sale of capital increase common shares in an initial public offering (IPO) on 24-27 March 2023 for a total of 123,183,200 shares at the price of 4.50 baht per share. In doing so, the Company was able to raise a total of 554.3 million baht from the capital increase along with additional net capital (after deducting the expenses in offering the securities for sale) totaling 536.0 million baht. A summary of the funds obtained from the capital increase as of 31 December 2023 is as follows:

Purpose	Spending Plan (Approximate)	Amount Spent (million baht)	Amount Remaining (million baht)
1. For business expansion	120.0	60.0	60.0
- in the Netherlands;	50.0	25.0	25.0
- in the United States.	70.0	35.0	35.0
2. Investment in R&D	60.0	40.0	20.0
3. Repayment of bank loans	110.0	110.0	-
4. For use as business current capital	246.0	226.5	19.5
Total	536.0	436.5	99.5

Details

1. We expanded business internationally by establishing subsidiaries in the United States and Europe through an investment totaling 120 million baht. The founding of the subsidiaries in these regions is aimed at creating new business opportunities for the Company, since the Company sees marketing opportunities in these regions. Another reason is that we aim to enhance our effectiveness to be able to more rapidly meet the needs of our customers according to their intentions.
2. We made a 60-million-baht investment in research and development because research and development are the important foundation that enables the Company to have modern innovations and tools to effectively serve customers. By using scientific and technological resources, the Company is able to offer superior innovations to better meet market requirements. Additionally, the development of high-efficiency tools allows the Company to be able to work more effectively and adapt to possible market changes. In any case, developed systems and technologies play an important role in making our services have the quality and effectiveness that are necessary to meet the needs of our customers.
3. The Company repaid bank loans by a total amount of 110 million baht.
4. The Company allocated funds for spending as current capital. The investment spending timeframe continues to follow the Company’s plan, which is for years 2023 and 2024.





1.2 Nature of Business

1.2.1 Revenue Structure

Dexon operates a business that provides service to different companies in the petroleum and petrochemical industries as well as the electricity generation, construction, shipping and renewable energy industries that make use of structures and production equipment to drive their work processes effectively and efficiently with the highest level of safety. As such, every structure and piece of equipment has international standard specifications for inspection and maintenance, and some pieces of equipment are legally required to be inspected to ensure that the equipment and structures are intact and ready for use according to their design and provide safety to both personnel and the environment. Therefore, Dexon's business provide support by developing inspection technologies and innovations for every industrial sector in Thailand and every region around the world. The nature of our business as divided by our revenue structure is provided as follows:

Revenues of Dexon and Subsidiaries by Type of Service Rendered for Years 2020-2023

Structure of Sales and Service Revenue by Service Type	2020		2021		2022		2023	
	million baht	%	million baht	%	million baht	%	million baht	%
Service Revenue								
1. Advanced and Conventional Non-Destructive Inspections								
- Advanced Non-Destructive Inspections	179.61	40.36	164.76	37.85	236.53	38.74	218.78	33.78
- Conventional Inspections	117.16	26.33	81.02	18.61	109.54	17.94	79.38	12.26
Total Advanced and Conventional Non-Destructive Inspections	296.77	66.69	245.78	56.46	346.07	56.69	298.16	46.03
2. Advanced In-line Inspections Services	115.01	25.84	114.57	26.32	229.57	37.60	245.27	37.87
3. Research and Development Innovation	9.51	2.14	44.36	10.19	3.08	0.50	42.99	6.64
4. Training Services	8.07	1.81	6.78	1.56	10.55	1.73	9.32	1.44
5. Asset Integrity Management Service	6.32	1.42	18.95	4.35	8.65	1.42	14.30	2.21
6. Engineering Design Fabrication and Installation Services	-	-	2.41	0.55	10.02	1.64	33.42	5.16
Total Service Revenue**	435.68	97.90	432.85	99.43	607.94	99.58	643.46	99.35
Revenue from Product Sales	3.29	0.74	0.62	0.14	0.57	0.09	0.74	0.11
Total Sale and Service Revenue	438.97	98.64	433.47	99.57	608.51	99.68	644.20	99.46
Other Revenues***	6.04	1.36	1.88	0.43	1.97	0.32	3.50	0.54
Total Revenues	445.01	100.00	435.35	100.00	610.48	100.00	647.70	100.00

Remarks: * Provision of services related to engineering work, design and structural assembly work such as structural work, pipe model construction and workpiece manufacturing service according to customers' needs are other revenues realized by Dexon Mechanical Solutions Co., Ltd., which, according to the financial statement notes, are shown in the revenue structure for conventional inspections.

** Service revenues are divided into each revenue structure according to the financial statement notes by deducting the amortization of the connected accounts of subsidiaries according to each revenue structure type.

*** Other revenues consist of financial incentives for operation based on customer evaluation results, refunds for training fees that fail to meet conditions, profit from asset sales and interest receivable, etc.



1.2.2 Information about Technologies, Services and Development of Business Innovations

The business operation of Dexon is divided into 7 categories as follow:

1. Research and Development

Because Dexon's business focuses on providing engineering inspection services to international clients, the use of advanced technology is necessary to effectively meet the needs of customers. Research and development are important factors for driving Dexon's business. Thus, in 2007, a research and development center was constructed by a Russian physicist, Dr. Konstantin E. Nikitin, PhD. Physics, an expert in ultrasonic testing, to work together with other team members specializing in research and engineering from a variety of fields. The service scope of the research and development center is divided into 2 categories as follows:

1.1 To Support the Business Needs of Dexon

Considering the rising inspection needs for pipelines and other equipment in the petroleum industry, the research and development center focuses on developing in-line inspection equipment and advanced non-destructive testing to create competitive edge in accurately meeting the needs of service users with speed, precision and reliability.

1.2 To Meet the Needs of External Customers

Based on the experience in developing technologies to support Dexon's internal businesses, we continuously improve our research expertise. Together with the resource readiness of our research and development center, Dexon has always been able to support and accommodate the needs of our customers. This led to an attraction and a recognition of our potential that eventually developed into research collaboration with leading companies in the petroleum industry and caused Dexon (Thailand) to successfully create commercial opportunities and raise the capabilities of our organization above those of our competitors.

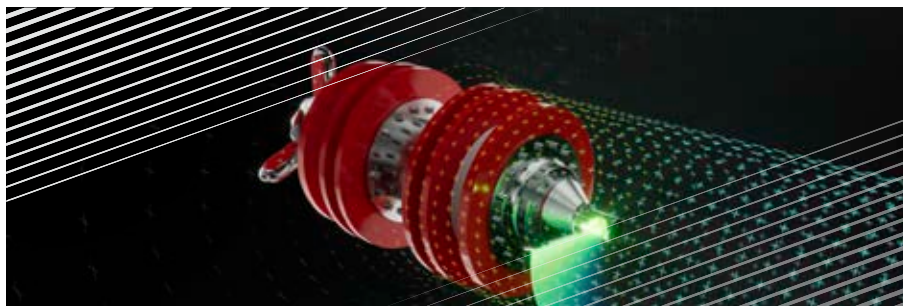
2. Inspection of Pipeline Integrity Using Advanced Technology (Pipeline Integrity Management System)

In the inspection of pipelines to assess the integrity of pipes that might be damaged due to internal or external corrosion, including pipe deformities and cracks created inside and outside the pipes, along with other defects that impact pipeline transportation effectiveness, Dexon (Thailand) has researched and developed an inspection technology and Inspection equipment known as the intelligent in-line inspection tools (intelligent ILI tools). ILI tools can be divided into 2 types according to the source of signals used to conduct inspection as follows:

2.1 Ultrasonic Testing In-Line Inspection Service

This is an ultrasonic method for inspecting the integrity of pipelines that can be used with pipes constructed from a variety of materials aside from pipes that have magnetic field generative properties, e.g., HDPE plastic pipes (high-density polyethylene pipelines), and it is particularly suitable for transportation pipelines for oil and other liquids. Today, there are 5 different types of ultrasonic testing in-line inspection tools to suit the different types of liquids present in the inspected pipes (inspection medium) and to suit the pipeline conditions in order to obtain the most accurate data. Accordingly, they are divided as follows:

1. Ultrasonic Testing Rotation In-Line Inspection Tool (UT-R)



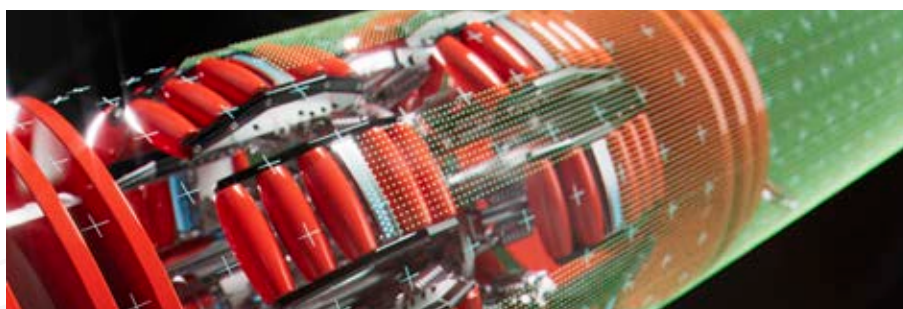
This intelligent ILI tool is used to inspect transportation pipelines that transport low to medium viscosity liquid products over a distance not exceeding 10 kilometers and can be used to inspect both internal and external metal loss, dents and ovality by producing high-resolution test results.

2. Ultrasonic Testing Multichannel Ring In-Line Inspection Tool (UT-MC Ring)



This intelligent ILI tool is suitable for inspecting pipeline that transport low to medium viscosity liquid products covering the entire pipeline length and can be used to inspect both internal and external metal loss, dents and ovality by producing high-resolution test results.

3. Ultrasonic Testing Multichannel Octopus In-Line Inspection Tool (UT-MC Octopus)



This intelligent ILI tool is suitable for inspecting pipeline that transport high-viscosity liquid products. A transducer has been developed to reduce the distance between the transducer and the pipe walls to improve signal reception in high-

viscosity pipelines such as in the case of pipes transporting high-density crude oil. The tool is appropriate for all the pipeline length and can be used to inspect both internal and external metal loss. We also recommend inspection to be done with the use of calipers to also check for dents and ovality. This tool can be used to inspect un-piggable pipelines such as multi-diameter transportation pipelines and produces high-resolution inspection results.

4. Ultrasonic Testing Crack Detection and Sizing In-Line Inspection tool (UT-CD)



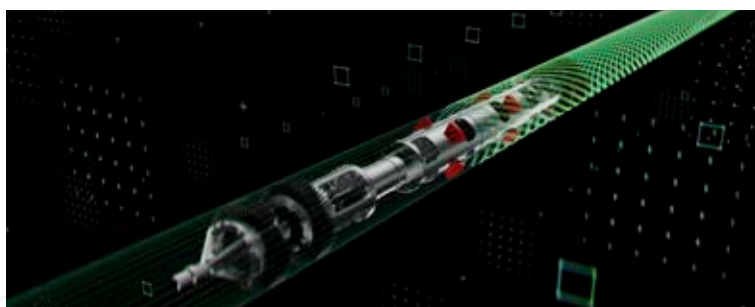
This intelligent ILI tool is suitable for pipeline for transporting liquid products. The tool has crack detection and crack sizing capabilities with a high inspection resolution of up to 1 millimeter (sizing up to 1 mm accuracy). The intelligent ILI tool can be used to inspect internal and external metal loss, dents and ovality and it can be used to inspect un-piggable pipelines such as multi-diameter transportation pipelines and produces high-resolution inspection results.

5. Ultrasonic Testing Furnace In-Line Inspection Tool (UT-F)



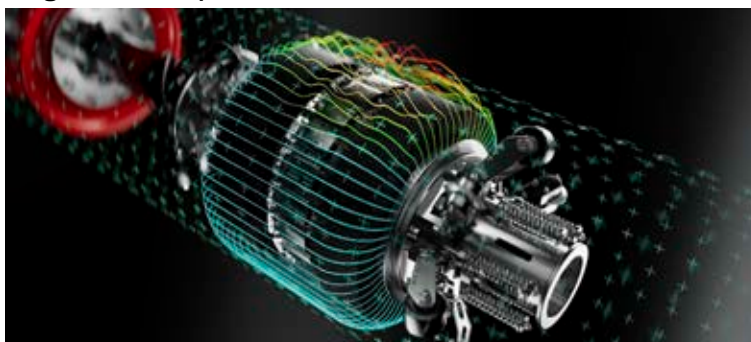
This intelligent ILI tool is capable of inspecting pipes inside high-temperature furnaces and heat exchangers with bend radiuses that equal pipe diameters. The tool can be used for pipes that transport liquid products only and can be used to inspect un-piggable pipelines such as multi-diameter transportation pipelines.

6. Ultrasonic Testing Well Casing In-Line Inspection Tool (UT-WC)



This intelligent ILI tool was especially designed for inspecting well casings, which are subterranean vertical pipes. The tool is capable of bidirectional movement and can be used to inspect internal and external loss with a maximum movement speed of 80 meters per minute.

2.2 Magnetic Flux Leakage In-Line Inspection Service



The Magnetic Flux Leakage In-Line Inspection Tool (MFL) is used to conduct this type of inspections. The inspections determine pipe integrity by measuring magnetic flux leakage from inside the walls of pipelines. The tool can be used with pipes with magnetizing properties such as carbon steel pipelines and can be used to inspect transportation pipelines of liquids and gases. The intelligent ILI tool is suitable for magnetizing pipelines to inspect transportation pipelines containing liquid and gas products. It can be used to detect metal loss, which we recommend to be conducted together with the use of a caliper to inspect for dents and ovality with a high inspection resolution.

1. Pipeline Dent and Ovality Inspection Service by Use of Mechanical Arms Caliper In-Line Inspection or Geometry In-Line Inspection (Caliper)



The inspection tool used is the Caliper In-Line Inspection or Geometry In-Line Inspection (Caliper). It can be used with liquid and gas transportation pipelines to inspect dents and ovality. Normally, it is used to conduct inspection before following up with UT and MFL ILI tools to provide preliminary information about the transportation pipeline.

2. Other Services Related to Transportation Pipeline Integrity Management

1. Pipeline cleaning.
2. Pipeline preparation for product changes.
3. Pipeline hydrostatic testing.
4. Corrosion-under-support testing.
5. Pipeline interior photography using high-resolution cameras.

3. Advanced Non-Destructive Testing

In performing engineering inspections, in addition to the skills of the inspector performing inspections, advanced inspection technologies, tools, software and standards, including special techniques for accessing inspection areas, are also needed to produce accurate, precise and reliable inspection results. The following are examples of advanced non-destructive testing services:

1. Phased Array Ultrasonic Testing (PAUT).
2. Time-of-Flight Diffraction Testing (TOFD).
3. Remote Field Testing (RFT).
4. Eddy Current Array Testing (ECA).
5. Partial Saturation Eddy Current Testing (PSEC).
6. Internal Rotating Inspection System Testing (IRIS).
7. Magnetic Flux Leakage Testing (MFL).
8. Long Range Ultrasonic Testing (LRUT).
9. Remote Visual Inspection (RVI).
10. Unmanned Aerial Vehicle.
11. UTM Unmanned Aerial Vehicle.
12. Safe Working on Wind Turbine (GWO) and Advanced Rescue.
13. Rope Access for Inspection.
14. Floating Production Storage and Offloading Hull Gauging.



4. Conventional Inspection



For conventional inspection technology services, Dexon provides inspection services by using widespread non-destructive inspection techniques by utilizing standard, criteria and procedure. In doing so, Dexon advises clients about the proper inspection techniques with primary consideration to the objectives and needs of customers, engineering standards and the condition of equipment to be inspected and the work site, including inspections and certification according to legal requirements or standards for manufacturing and maintenance and conventional non-destructive testing techniques that are widely used today.

5. Software Design and Development Using a Digital System for Database Management



Our department designs and develops software by using digital systems for database management (asset integrity management systems (AIMS)). Dexon's helps customers in management and facilitates their monitoring of the condition and integrity of structures and equipment used in the industry such as through the following:

1. AMS (Asset Management System) - Software is developed to manage assets or equipment according to customers' needs to allow customers to see the condition or integrity of their equipment.
2. IMS (Integrity Management System) - Risk assessments are conducted by using AIM software written by Dexon (Thailand) to assess potential damage in addition to analyzing potential impacts on business, safety and the environment. Assets or equipment are managed according to the standards of the American Petroleum Institute.

3. PMS (Project Management System) - Management software is written to support and enhance management effectiveness in the work processes of customers.
4. YMS (Yearly Maintenance Service) - Software maintenance service is provided for asset management, risk assessment and for the abovementioned management.



6. Training Services

Dexon Training Center is another business under Dexon (Thailand) Co., Ltd. whose purpose is to enhance the knowledge and capabilities of personnel inside and outside the organization to improve inspection performance in line with international standards and legal specifications because we view that knowledge and skill development do not end only inside the organization. Accordingly, we offer a wide variety of courses in line with international engineering standards as well as training courses to develop soft skills that are beneficial for work. The following training courses are offered at Dexon Training Center:

1. Rope access for inspection course.
2. API and ASME Standard Courses:
 - 2.1 API 510 Pressure Vessel Inspection
 - 2.2 API 570 Piping Inspection
 - 2.3 API 653 Aboveground Storage Tank Inspection
 - 2.4 API 580 Risk-Based Inspection (RBI)
 - 2.5 API 579 Fitness for Service
 - 2.6 ASME B31.3 Process Piping
 - 2.7 ASME IX: Welding Qualification
3. Training courses for working on wind turbine according to the standards of the Global Wind Organization (GWO) - Dexon provides safety training services for people who are required to work on wind turbine. In doing so, Dexon Training Center has officially been certified by GWO, which is a recognized organization in safety for the wind turbine industry, as a standard training center in terms of training infrastructure for practical exercises (GWO tower) and theoretical exercises. Accordingly, we offer the following training courses:

3.1 Basic Safety Training (BST) - This course is divided into sub-courses. Wind turbine operators have to complete training and receive certification as follows:

1. Working at Height (WAH).
2. Manual Handling (MH).
3. First Aid (FA).
4. Fire Awareness (FAW).

3.2 Advanced Rescue Training - This is a course that wind turbine operators can additionally complete after completing the Basic Safety Training course. The course focuses on advanced rescue techniques.

4. Non-Destructive Testing and Advanced Non-Destructive Training Courses (NDT and Advanced NDT):

- 4.1 Basic ASNT Training.
- 4.2 Penetrant Testing (PT).
- 4.3 Magnetic Particle Testing (MT).
- 4.4 Ultrasonic Testing (UT).
- 4.5 Visual Inspection (VT).
- 4.6 Eddy Current Testing (ET).
- 4.7 Radiographic Testing (RT).
- 4.8 Ultrasonic Thickness Measurement (UTM).
- 4.9 Phased Array Ultrasonic Testing (PAUT).

7. Engineering Design, Fabrication, Installation and Maintenance Service (DMS)

Dexon Mechanical Solutions Co., Ltd. (DMS) provides services to customers outside the organization starting with design services in engineering, assembly, structural work and services for mechanical and maintenance personnel in onshore and offshore. DMS has a business plan to become a leading service provider in specialized engineering work, design, structural mechanical and maintenance personnel services in every industry.



1.2.3 State of the Industry, Business Opportunities and Market Competition

State of the Industry

The Company operates business by providing service to its customers primarily in the petroleum industry, including oil and natural gas, power generation from petroleum and renewable energy sources such as wind energy in addition to expanding service to related downstream industries such as the petrochemical industry. Furthermore, the Company strives to develop services and invent design innovations and create tools and equipment for inspecting pipeline in order to facilitate the transition toward clean energy and to reduce environmental pollution in the country and abroad in every region worldwide.

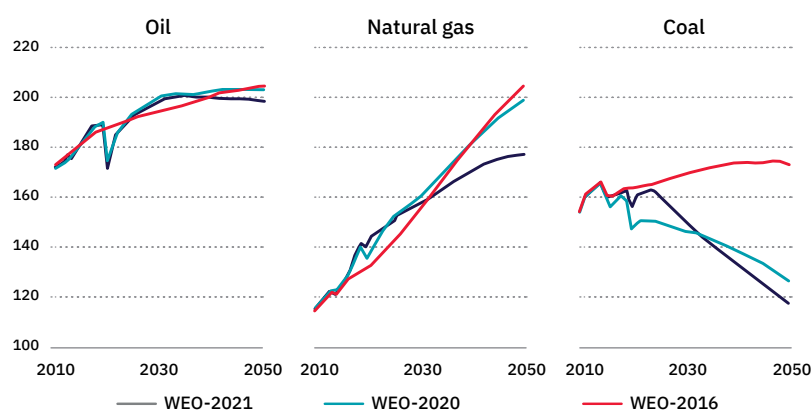
The trends and growth potential of the petroleum industry and petrochemical industry along with changes leading to clean energy consumption or reduction or environmental impacts in manufacturing processes in the petroleum industry will naturally affect the growth potential of the Company in line with the work plans or competitive strategies created by the Company.

Furthermore, the market size of the pipeline integrity management industry and the growth direction toward the transition in favor of greater use of clean energy will cause the Company to have the capability to expand the market base from current customers to new customers in the future.

World Energy Outlook

The overall global energy outlook for the future is increasing transition toward clean energy. In the World Energy Outlook 2021 (WEO-2021) report published by the International Energy Agency, IEA), which analyzed energy consumption from 2021-2050, shows that oil consumption demand will decline starting in year 2030 before gradually and continuously declining until year 2050. On the other hand, natural gas demand will continue to increase successively until year 2027 before gradually declining. Meanwhile, it is expected that the demand for coal will start to decline in year 2025 before rapidly decreasing due to the transition to using clean energy and efforts to reduce greenhouse gas emissions.

World Energy Outlook for Years 2021-2050



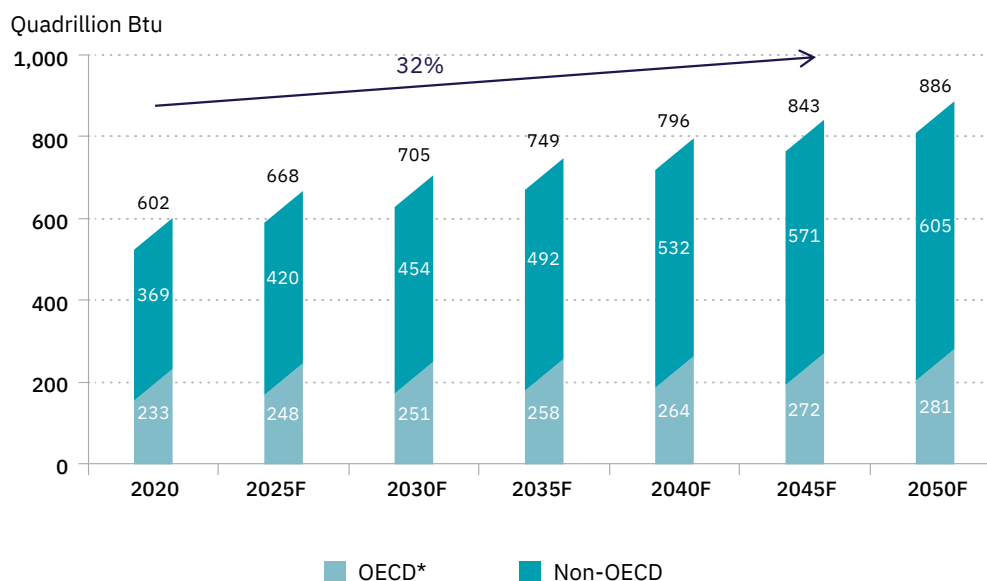
Graphs of the World Energy Outlook by Energy Type and Comparison of the World Energy Outlook in 2021, 2020 and 2016

Source: World Energy Outlook 2021 (WEO-2021), IEA

The global demand for energy will continue to rapidly increase by increasing from 601 quadrillion British thermal units (BTU) in 2020 to 886 quadrillion BTU by year 2050 or by about 32%. The increase in energy demand from developing countries (Non-OECD countries) would account for 68% of the growth due to strong economic growth, increased access to the energy market and rapid population growth.



World Energy Outlook for Years 2020-2050



Petroleum Industry

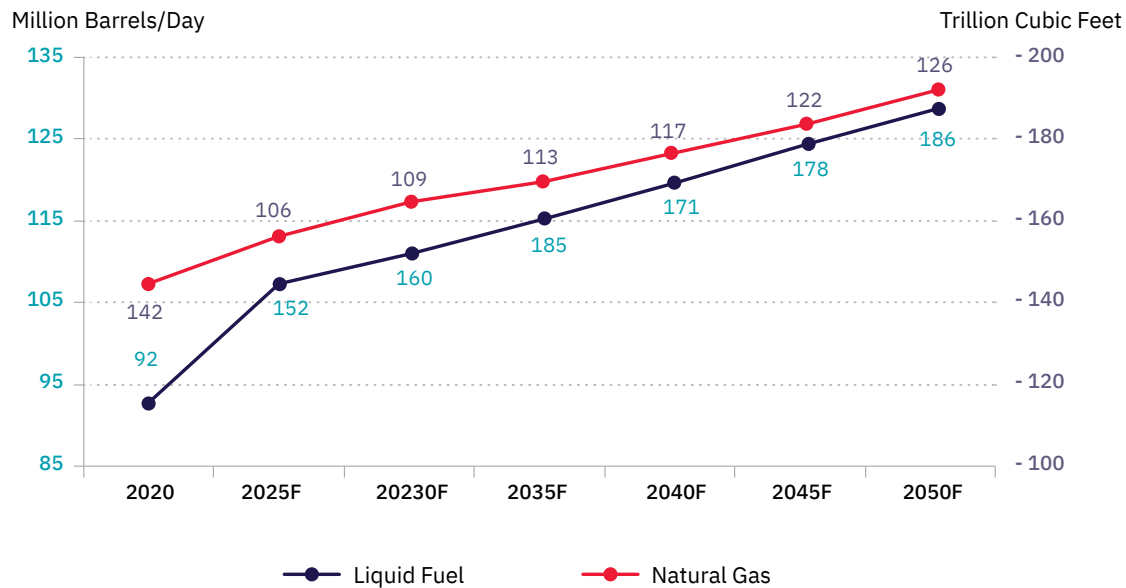
For the most part, the energy consumption demand of Thailand exists on the form of petroleum (oil and natural gas). After the Covid-19 situation began to resolve and the government eased lockdown measures, economic activity increased. In Q1/2022, the Thai economy grew by 2.2%, continuing from 1.8% growth in Q4/2021, with a 9.4% increase in the use of finished oil products and 6.7% increase in electricity consumption.

Meanwhile, the global oil demand in 2021 increased by 5.7 million barrels per day due to economic recovery following improving Covid-19 situations in many countries. The gross commercial energy consumption of Thailand (excluding renewable energy) in 2021 was at an average of 2 million barrel of oil equivalents per day or an increase of 0.4% from 2020. At the same time, oil consumption decreased by 5.5% while natural gas consumption increased by 0.6%.

Petroleum prices are likely to continue to increase according to rapid increases in petroleum demand. Accordingly, the IEA predicts that the demand for liquid fuels (crude oil, vehicle fuels and other liquid fuels) will increase to 125 million barrels/day by 2050 from 92 million barrels/day in 2020, with 60% of the increase in liquid fuel consumption resulting from developing countries in Asia (Non-OECD Asia) such as China and India.

Concurrently, natural gas demand will also continuously increase in line with the increasing need for liquid fuel and energy. The IEA predicts that the demand for natural gas would increase from 141 trillion cubic feet in 2020 to 186 trillion cubic feet in 2050. The increase in consumption would result from both developed countries (OECD countries) and developing countries (Non-OECD countries) by 40% and 60%, respectively. The consumption of natural gas in developing countries would grow by an average of 1.2% per year, higher than developed countries, which would grow by an average of 0.5% per year. For the most part, the increased demand would come from the industrial and electricity generation sectors.

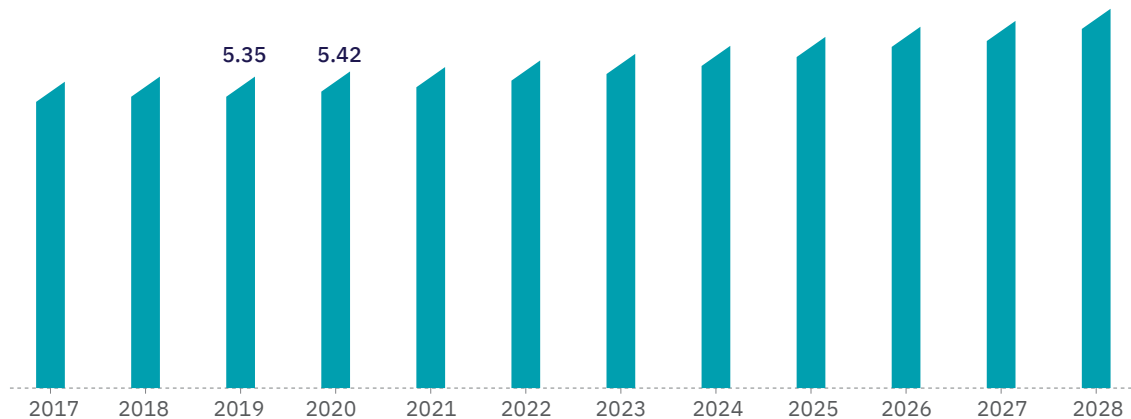
World Liquid Fuel and Natural Gas Consumption Trend 2020-2050



Pipeline Integrity Management Industry

In 2020, the pipeline integrity management industry was valued at 8.65 billion USD, and this industry is likely going to continue experiencing growth. Although its growth rate decreased to by about 1.5% in 2021 due to impacts from the Covid-19 virus, with a market value of about 8.80 billion USD, it is expected that by year 2028, its market size would grow to reach 11.26 billion USD.

North America Pipeline Integrity Management Market Size, 2017 - 2028 (USD Billion)



Source: www.fortunebusinessinsights.com

The major factors for market growth in the pipeline integrity management industry are increasing demand for energy consumption, construction of new pipeline systems, aging service life of existing pipeline system and stringency in the enforcement of specifications and legal requirements related to the safety of pipeline systems and basic energy infrastructure. The country with the longest combined pipelines in the world is the United States, followed by Europe. At the same time, countries experiencing growth in this industry are India and China. In the United States, 70% of crude oil and petroleum products are transported by use of pipelines, while Canada transports up to 97% of its natural gas and petroleum products by pipelines.



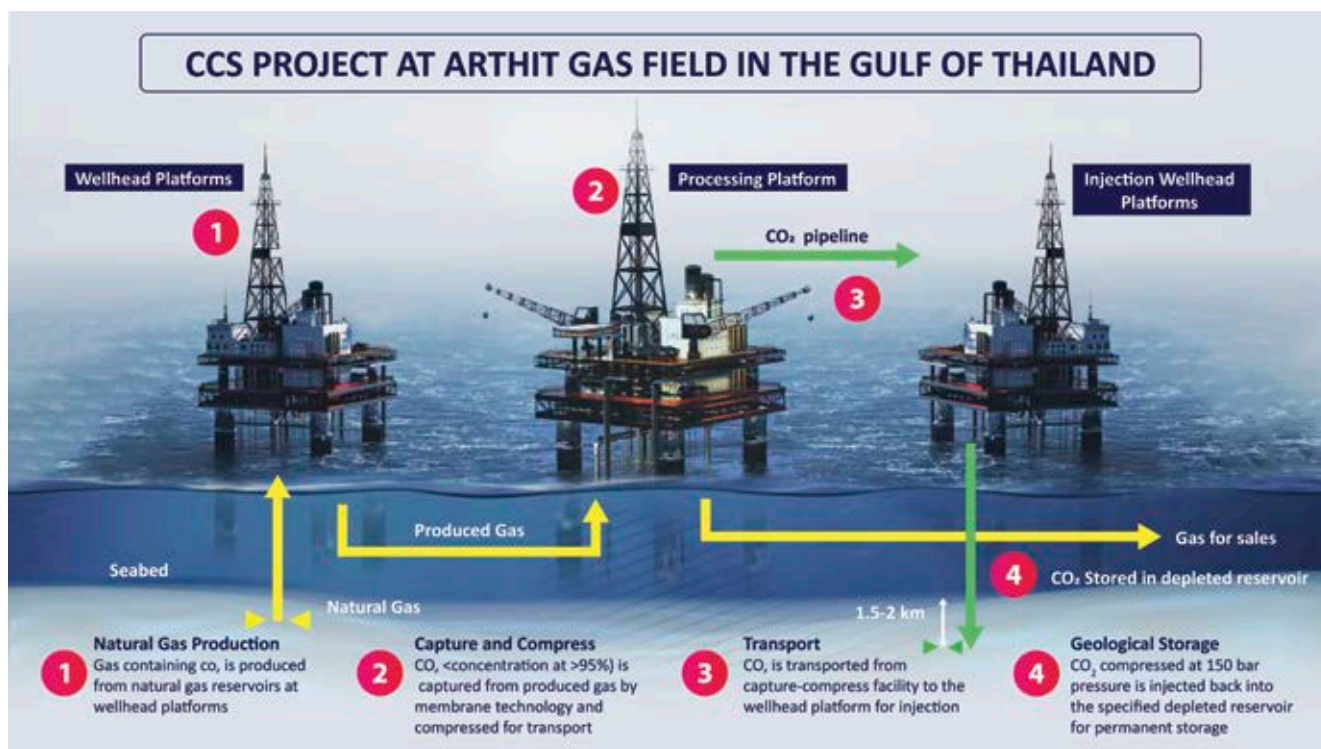
Source: World Transportation Pipeline Map from <http://www.snamatlas.it/>

Energy Reform

At the United Nations Framework Convention on Climate Change Conference of the Parties (UNFCCC COP) (COP26) on 1 November 2021, top priority was given to solving the problem of climate change with the goals of achieving carbon neutrality and net zero emission in many countries around the world. For example, India has a goal to achieve net zero emission by year 2070; China has a goal to achieve carbon neutrality by year 2060; Turkey has a goal to achieve net zero emission by year 2053; while Europe, Brazil and the United States have a goal to achieve net zero emission by year 2050.

Carbon Capture and Storage

The Intergovernmental Panel on Climate Change (IPCC) of the United Nations, which has governmental representatives from different countries, and the International Energy Agency mutually agree that one of the most important technologies capable of reducing greenhouse gas emissions is carbon capture and storage (CCS) technology. For Thailand, PTT Exploration and Production Public Company Limited (PTTEP) has started a project to develop CCS in the Gulf of Thailand (as pictured below). Accordingly, PTTEP is undergoing preliminary engineering studies (pre-FEED study), and it is expected that the CCS technology will start to be usable in year 2026. This is a technology that many countries plan to be the chief technology for reducing atmospheric carbon dioxide emissions than other technologies. For example, ExxonMobil has also announced a plan to invest 3 billion USD toward reducing emissions and developing emissions reduction technology by year 2025. Accordingly, Acumen Research and Consulting (ARC) estimates the CCS market size in year 2021 to equal 2,784 million USD and that this figure would grow to 8,636 million USD by year 2030, under the leadership of companies like Aker Solutions, General Electric, Exxon Mobil, Fluor Corporation, Honeywell International Inc., Halliburton, Linde Plc., NRG Energy, Inc., Mitsubishi Heavy Industries, Ltd., Schlumberger Limited, Shell Cansolv and Siemens.



Source: Picture of the CCS Project of PTTEP undergoing a Preliminary Engineering Study (Pre-FEED Study)

Energy Transition Toward Hydrogen (H₂)

One of the major limits of clean energy used today is energy storage and transportation. As a result, converting energy into hydrogen is a major option for storing and transporting energy, since it has similar properties to natural gas, which makes it possible to transport it by use of transportation pipeline systems, although there are current infrastructure limitations today to do this. Nevertheless, transportation problems can be solved by modifying existing transportation pipelines to save up to 20-60% of what would have otherwise been spent on the development of new pipeline systems. That being said, it is necessary to inspect the integrity of transportation pipelines, especially in the United States and Germany, which is prioritizing this transition. Furthermore, as of 2020, the United States has 1,608 miles of hydrogen transportation pipelines and over 300,000 miles of natural gas transportation pipelines.



Map of Hydrogen Pipelines in the United States



Petrochemical Industry

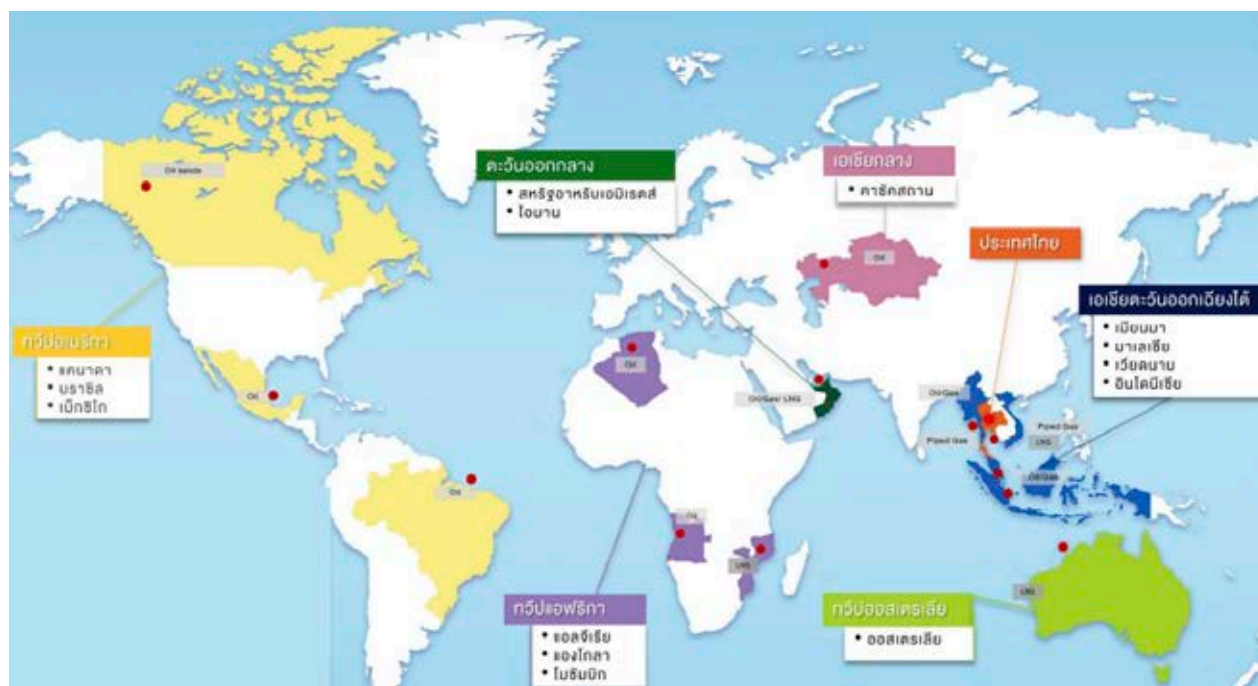
Petrochemical products are made with petroleum as their primary raw material, which exists in many different forms, ranging from energy sources like oil and gas to the principle raw materials in industrial factories such as gases and plastic pellets, synthetic fiber and others, all of which are derived from petroleum. It is possible to say that all of these products are petrochemical products.

Overall, the Thai petrochemical industry in 2021 experienced a slight growth compared to the previous year with supporting factors coming from 1) the recovery in domestic demand and the manufacturing sector following the culmination of the Covid-19 situation; 2) growth in the export of various industrial products; and 3) large economic stimulus measures from many countries such as the United States, Europe and even Thailand.

As for the trend of the petrochemical industry in Thailand in 2022, the Office of Industrial Economics projects that productivity would increase by 5-10% and that petrochemical product exports would increase in by 10-15% when compared to year 2021 due to the government's investment promotion policy and various measures to stimulate the national economy, including the return of domestic goods manufacturing. At the same time, however, there are factors that affect the growth of the petrochemical industry, including oil prices and changes in the direction of the value of the baht.

Investment from Major Thai Businesses

PTT Exploration and Production Public Company Limited or PTTEP is the country's largest petroleum producer that carries out activities in the country and abroad in over 40 projects across 15 countries, with up to 1,350 million barrel of oil equivalents and up to 773 million barrel of oil equivalents of probable reserves. Said company has expanded investment quite significantly abroad, especially in Middle Eastern countries such as by holding 20% share in a project in Oman in Plot 61 in the Sultanate of Oman, which is a major land-based natural gas source with a large reserve and natural gas production of up to 35% of the country. In doing so, the company spent as much as 2,450 million USD and signed in a contract to purchase rights for purchasing 25% investment share in Concession Area C in Sharjah, the United Arab Emirates (UAE) from ENI Sharja B.V., an affiliate of Eni, a major energy company of Italy. Previously, PTTEP cooperated with Eni in an investment in Abu Dhabi Offshore 1 Project, Abu Dhabi Offshore 2 Project and Abu Dhabi Offshore 3 Project in the UAE. All three projects are currently in the exploration stage. Furthermore, PTTEP has a 5-year investment plan from 2022 to 2026 totaling 16,534 million USD, of which the investment spending in 2022 totaled 3,217 million USD in order to increase future production. Focus is being placed on the 3 main projects under development, namely, Mozambique Area One, Malaysia Sarawak SK410 B and Algeria Hassi Bir Rekaiz (Phase 2), while the rest of the budget is being spent to speed up exploration activities to find resources to support long-term growth. For the most part, funds are spent in drilling exploration wells and assessment wells for exploration projects in Malaysia and the United Arab Emirates (Source: 2021 Annual Report of PTT Exploration and Production Public Company Limited and Manager Online on 13 December 2021).



Map Showing the Petroleum Exploration and Production Projects of PTTEP; Source: www.pttep.com

Meanwhile, PTT Public Company Limited, a major shareholder of PTTEP has a 5-year investment plan from 2022 to 2026 totaling 102,165 million baht in value (including joint ventures and companies in which PTT has a share) to mostly invest in natural gas businesses by a proportion of 44% or 45,551 million baht, which is the highest proportion, followed by natural gas pipeline businesses at 20% or 20,547 million baht. Furthermore, PTT plans to invest in 2022 the most at 46,589 million baht, divided into 13,232 million baht investment in natural gas businesses and 9,305 million baht investment in natural gas pipeline businesses (Source: 2021 Annual Report of PTT Public Company Limited).

Market Competition

There are few operators in the non-destructive testing service industry (NDT) that provide specialized service to various other industries. This is because this is a business that requires specialized knowledge and skills along with modern technologies to provide service, particularly advanced inspection services. For the most part, the composition of customers and main customers of each operator vary. For example, the Company's main customers are leading national or international companies in the petroleum and petrochemical industries that require in-depth data to support decision-making, inspection planning, and maintenance of technologically complex and high-value equipment. Accordingly, these are industries in which structures and equipment involved in production require a high level of maintenance.

Although there are many international competitors in the transportation pipeline inspection service market, the Company stands apart from the rest by being one of only a few transportation pipeline inspection service providers in the world to be able to provide in-line inspections covering all types and sizes ranging from 3 inches to 64 inches, whether they are aboveground or subsea pipelines, with the capability to detect cracks as small as 1 millimeter with a high level of detail and precision (Dexon Technology Crack Sizing ILI - Dexon Hawk 2.0). We are one of only a handful of companies in the world to be able to do all of this and be recognized for it. Moreover, we cooperate with leading petroleum companies to research and develop inspection equipment and techniques (project development and collaboration), and this has allowed the Company to develop specialized technologies to continuously meet customers' needs.



Business Opportunities

Dexon primarily derives its revenues from engineering inspection services in the petroleum and petrochemical industries along with the electricity generation and renewable energy industries and those related to the basic infrastructure industry. Each year, the need for equipment integrity inspection increases due to growth in every industrial sector and basic public utility systems to improve quality of life in line with increasing demand. Moreover, transportation pipeline and equipment require regular inspections, with their standards being controlled by government policy. At the same time, there are needs coming from the owners of the transportation pipelines themselves for inspection based on international standards.

Furthermore, according to the strategic plans of Dexon (Thailand) that aims to develop technologies and expand the transportation pipeline inspection market to every region worldwide, in 2023 the Company proceeded to expand business to penetrate international markets covering North America, South America, Europe, Oceania, Africa, and the Asia-Pacific regions, including challenging and remote areas away from the Asia-Pacific Region such as Surinam, Malta, the Northern Marianas, Madagascar and others. By expanding our business to these areas, Dexon (Thailand) is continuously expanding transportation pipeline inspection services to consistently meet increasing demand. Additionally, Dexon (Thailand) is also developing the capabilities to enter into a new market in Oceania by providing well casing inspection services by using special equipment researched and developed together with advanced ultrasonic inspection techniques.

Analysis of marketing opportunities in America and nearby areas found that these regions have some of the world's largest, most complicated and old transportation pipeline systems. Thus, the analysis demonstrates the business opportunities of Dexon (Thailand). To keep with the strategic plan for growth, in 2023 Dexon (Thailand) was authorized by the Board of Directors to register the founding of Dexon Technology USA Inc. with a registered capital of 1 million USD with the purpose of meeting demand and expanding the customer base in the United States, Canada and Mexico. From the performance in the past year, Dexon Technology USA Inc. was recognized and entrusted to inspect transportation pipelines for leading customers such as ExxonMobil, Javelin Energy, etc. In order to emphasize business growth opportunities, Dexon (Thailand) moved ahead to register a registered capital increase for a subsidiary in the Netherlands, and we are in the process of establishing Dexon Technology Europe GmbH in Germany according to our strategy and objective to expand marketing opportunities and serve customers in Europe.

Referencing the information disclosures by the United States Department of Energy (ENERGY.GOV), information has been announced reporting an investment capital of 7,000 million USD to support the use of hydrogen energy as an alternative energy source in the future. Leading oil companies in America have supported the policy, leading Dexon (Thailand) to be invited to become a partner with leading petroleum companies in the United States in projects to develop and research transportation pipeline inspection technologies to prepare for transporting hydrogen in the future.

Referencing the strategic plans of Thailand from 2018 to 2037 for creating growth based on quality of life and environmental friendliness, many government agencies have responded to said master plan by releasing environmental policies, for example, pollution reduction campaigns, carbon neutrality projects, net zero emission project and green factory projects. This has also led the private sector to have increased awareness of the importance of and to cooperate by participating in these projects. At the same time, additional measures and policies have been set regarding environmental conservation. With these measures, Dexon is a major mechanism for driving public and private sector policy toward achieving their objectives, since Dexon's engineering inspection services and submission of inspection reports ensure that every equipment in manufacturing factories is effective in controlling pollution emission and protecting the environment. Therefore, we are at the heart of creating sustainable business growth and this is reflected in the long-term success of the organization.

Accordingly, Dexon (Thailand) recognizes the importance of operating business according to the principles of good corporate governance with transparency and without corruption according to the primary objectives of the Thailand Private Sector's Collective Action Coalition Against Corruption (CAC). Thus, Dexon (Thailand) declared its intention to be a member of Thailand Private Sector's Collective Action Coalition Against Corruption on 17 July 2023 and has specified policies, risk assessment and practice guideline planning to prevent corruption and help create a transparent work environment while striving toward business sustainability.

Energy Transition

The governments of many countries are increasingly showing interest in clean energy over the past several years, and some countries have already started the energy structure transition from fossil fuel toward a higher proportion of clean energy.

Furthermore, the European Union plans to seriously support use of clean energy via various laws to solve problems and sustainably protect the environment. For example, Germany has a goal to reduce greenhouse gas emissions and use clean energy to produce 100% of its electricity by year 2050.

As for Asia, Thailand is currently in the process of drafting its energy operation plan for 2023-2037 (Draft of the National Energy Plan) or the National Energy Plan (NEP) with the primary goal of reducing carbon dioxide emissions (CO₂) in the energy sector by year 2050. The NEP draft is sub-divided into 5 smaller plans as follows:

- Power Development Plan of Thailand (PDP).
- Alternative and Renewable Energy Development Plan (AEDP).
- Energy Efficiency Development Plan (EEP).
- Natural Gas Plan.
- Oil Plan.

With the current global trend toward giving increasing importance to global warming and climate change problems, Thailand's public and private sectors are trying to adapt in a changing world to keep up with the trend such as through the Sustainability Expo 2023, which is an exposition of a future world of sustainability in food, health, lifestyle, energy, climate change, biodiversity, environmentally-friendly packaging and sustainability models in different dimensions.

Furthermore, the 2nd Thailand Climate Action Conference (TCAC 2023) was held to exchange opinions and expectations to lead to clear actions to reaffirm the stance and target of achieving carbon neutrality by year 2050 and to achieve net zero greenhouse gas emission by year 2065. Accordingly, the results of this meeting was reported at the COP28 in Dubai, the United Arab Emirates, which is inclined to push the topic of energy transition and enhancing the economy toward climate-friendly trade and investment.

The aforementioned trends show that every sector from the macro to the micro levels are recognizing the importance of the energy transition, which is significantly consistent with the business direction of Dexon.



1.2.4 Business Assets

Assets	Book Value (million baht)	Obligations
Land	31,475,800	Used as guarantee with a bank.
Building	42,334,829	One of Bank
Tools and Equipment	290,664,779	No obligations.
Office Furniture	3,408,632	No obligations.
Office Supplies	2,919,226	No obligations.
Computers	3,575,163	No obligations.
Vehicles	1,139,426	No obligations.
Construction In Progress	51,134,486	No obligations.
Right-of-Use Assets - Net ¹	20,877,072	No obligations.
Intangible Assets ² - Computer Software	43,695,559	No obligations.
Intangible Assets ² - Assets under Development	17,414,754	No obligations.
Total	508,639,726	

Remarks

¹ Right-of-Use Assets: Lease contracts of computer devices and vehicles used in business.

² Intangible Assets: Assets consisting of computer software and computer software under development for serving customers.

Investment Policy in Subsidiaries and Joint Companies

The investment policy in subsidiaries and joint companies that have objectives in operating business to support the Company's business can increase the Company's returns or profits or create business synergies for the Company by more comprehensively supporting the Company's main business operation.

Investments in subsidiaries and joint companies require the consideration of the Board of Directors, and, in supervising subsidiaries and joint companies, the Company will appoint representatives to become directors or executives in the subsidiaries or joint companies according to the Company's share ratio in order to control work management and important policies of the subsidiaries and joint companies to align with the Company's policies.

The Board of Directors has the duty and responsibility of supervising business management and the operation of the Company as well as the management of subsidiaries and joint companies in line with the Company's main business plans in line with shareholders' resolution with honesty in accordance with the law and objectives and regulations of the Company, and this includes supervising the Company, subsidiaries and joint companies to comply with the regulations of the Stock Exchange of Thailand. The activities of the Board of Directors in supervising, controlling, managing and taking responsibility for the operation of the Company, subsidiaries and joint companies can be summarized into the important topics as follows:

1. The Board of Directors has the duty to authorize the appointment of representatives who will serve as directors or executives in subsidiaries and joint companies in order to oversee the management of said companies effectively in line with the Company's policies.
2. The Board of Directors must regularly monitor and oversee the operation of subsidiaries and joint companies in which the Company made investment and must deliver policies to be implemented by the people appointed by the Company to serve as directors or executives in the aforementioned companies.

3. The Board of Directors has the duty to supervise and oversee the business operation of subsidiaries and joint companies in line with the business policies, goals, work plans, strategies and budgets that are considered and authorized.
4. The Board of Directors has the duty to consider the structure of the organization and management of subsidiaries and joint companies to ensure effectiveness and facilitation of business operations.
5. The Board of Directors has the duty to review the performance reports of subsidiaries and joint companies and consider performance regularly in order to set operating policies and goals.

1.2.5 Dividend Payment Policy

Dexon Technology Public Company Limited (“Company”) has a policy to pay dividends to shareholders by at least 40% of its net profit according to the Company’s consolidated financial statement after deducting corporate income tax and legal reserves. However, the payment of dividends is subject to changes depending on the performance, financial position, liquidity and need of the Company to spend current capital in operations, investment plans and future business growth, not to mention market conditions, suitability and other factors related to the performance and management of the Company, with the condition that the Company must have sufficient cash to operate business and that these activities must create the best interest for shareholders as deemed fitting by the Board of Directors and/or shareholders of the Company. Accordingly, board resolutions that authorize dividend payments must be presented to a shareholder meeting for authorization, unless they are payments of interim dividends, as the Board of Directors has the power to pay interim dividends and subsequently report to general shareholders at a subsequent meeting.

Dividend Payment Policy of Subsidiaries

As for the dividend payment policies of subsidiaries, each company will consider the payment of dividends based on the remaining cashflow compared with the investment budget of each subsidiary. If there is sufficient remaining cashflow for operating business and the legal reserve has already been allocated, each subsidiary will consider dividend payments on a case-per-case basis. Accordingly, board resolutions authorizing dividend payments must be presented for authorization at a shareholder meeting, except for interim dividends, as the Board of Directors has the power to pay interim dividends and subsequently report to general shareholders at a subsequent meeting.



2. Risk Management



2.1 Risk Management Policy and Plan

Risk Management Policy

Dexon Technology Public Company Limited (“Company”) recognizes the importance of good organization management to drive the organization toward stable business growth and expansion with financial security and the ability to generate appropriate returns for shareholders. Thus, the Company deemed it fitting to adopt a risk management system by having an operational framework and risk management procedures that conform to the criteria of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is an international standard, to ensure that related parties understand risk management principles and implement them appropriately. In doing so, the Risk Management Committee has been appointed to control the Company’s work operation to keep with the organization’s risk management policy as follows:

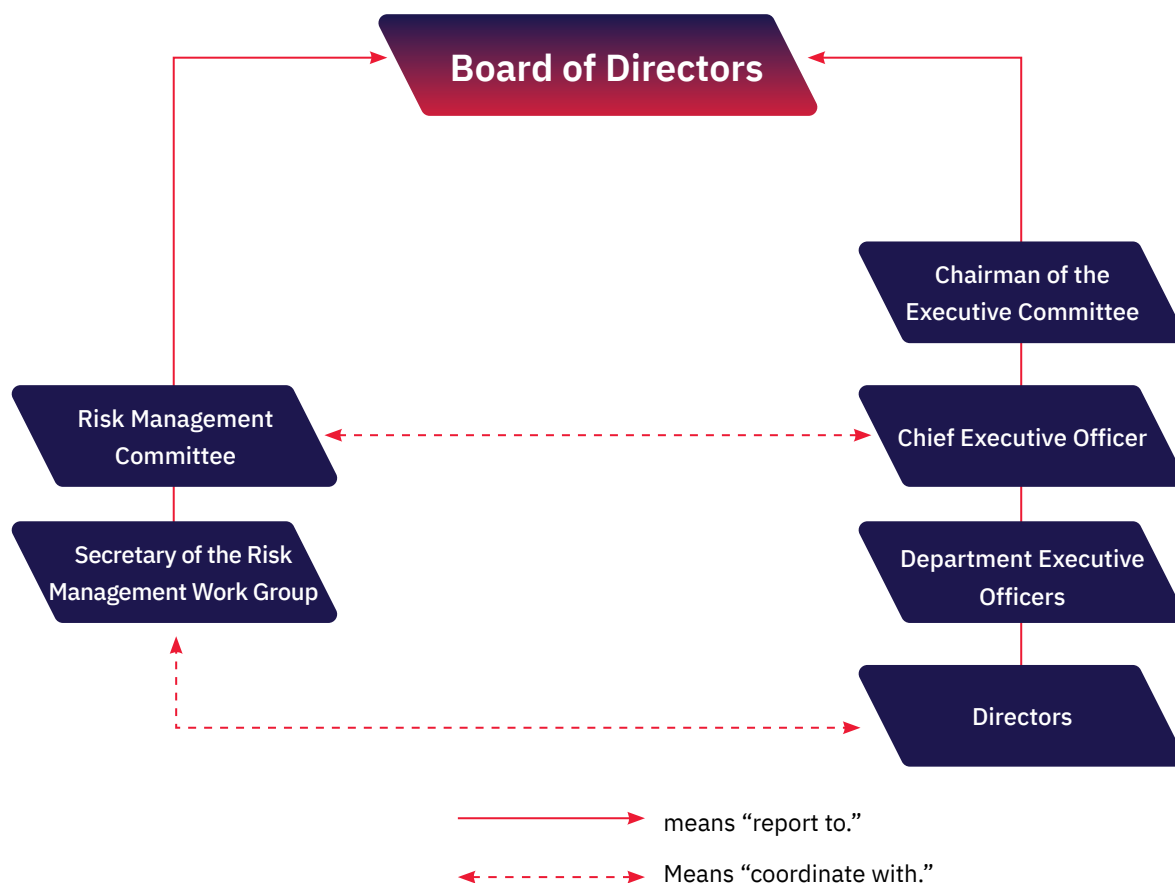
1. Risk management processes are specified as part of decision-making in setting strategies, making work plans and the operation of the Company on the overall level of the organization to reflect the management policies and corporate governance of the organization and achieve the organization’s objectives in terms of work effectiveness and efficiency.

2. Risk management processes are specified as a responsibility for employees on every level of the organization, who must keep aware of the risks that exist in the work inside their own agencies and the overall risks of the organization and manage different risk areas to remain within an appropriate level or the risk appetite in order to achieve the organization's objectives according to the organization's vision and mission.
3. Risk management is specified as part of the creation of the organization's internal environment to form the key basis for work operations, starting with providing knowledge to employees in the organization to learn about, understand and remain aware of risks and to contribute to thinking, analyzing and predicting potential situations or risks to remain within an appropriate level or the risk appetite.
4. Continuously support executives and employees and provide them with knowledge and understanding about risk management processes and guidelines to create a habit for personnel on every level to recognize the importance of and contribute to the responsibility of carrying out the organization's risk management as part of the organization's culture in order to lead to value creation.
5. Every agency has the duty and responsibility of assessing risks and setting risk indicators from internal and external factors and consider prioritizing the existing risks by conducting assessment based on the opportunities for creating risk prevention and mitigation guidelines and potential impacts or losses in addition to monitoring or evaluating risk management outcomes regularly in order to obtain insights on whether actions are appropriate and can effectively manage risks. This includes preparing risk reports according to the operation framework and risk management procedure.
6. Employees are required to report risks that they encounter or come into knowledge of to related persons immediately in order to take actions to manage the risks.
7. The organization is required to have an information system to compile past data and events to create a database for enterprise risk management. In doing so, personnel on every level are supported to have access to information according to their access privileges in order to analyze and assess potential situations and specify the likelihood of impacts as appropriate in addition to creating an effective risk management reporting system for executives, the Risk Management Committee, the Audit Committee and the Board of Directors.
8. Budgets are allocated on the department level and the overall organization level to support corrective actions for actionable risks with consideration to their priority primarily based on impacts on the organization to lower risks to be below or within the risk appetite.



Risk Management Structure

The Company's enterprise risk management structure is as follows:



Risk Management Plan

In 2023, the Company carried out actions covering enterprise risk management topics set by the Company and has specified the enterprise risk management plan for 2024 as follows:

Year 2024	Details
February	1st Risk Management Committee Meeting - Summary of risk management in the past year. - Risk management planning for the current year. 1st Risk Management Committee Report to the Board of Directors
May	2nd Risk Management Committee Meeting - Progress monitoring in enterprise risk management. - Acknowledgement of risk management progress on the operations level in the important topics of each department. - Review of the Risk Management Committee's charter. 2nd Risk Management Committee Report to the Board of Directors

Year 2024	Details
August	• 3rd Risk Management Committee Meeting - Progress monitoring in enterprise risk management. - Acknowledgement of risk management progress on the operations level in the important topics of each department. • 3rd Risk Management Committee Report to the Board of Directors
November	• 4th Risk Management Committee Meeting - Progress monitoring in enterprise risk management. - Acknowledgement of risk management progress on the operations level in the important topics of each department. • 4th Risk Management Committee Report to the Board of Directors
Quarterly	• The related persons from each department took the following actions: - Each department analyzed, assessed and identified risks and planned risk management on the department level (operations level). - The related persons from each department implemented the risk management plans.

2.2 Risk Factors in the Company's Business Operation

The Company analyzes internal and external environmental factors as well as economic, social, political, technological, industrial and competitive trends along with other related factors in order to specify the enterprise risk factors. An overview of the important risk factors that affect the Company's business operation is detailed as follows:

Risk Factors in the Company's Business Operation

1. Risk from Dependency on Customers in the Petroleum Industry

Throughout the past, the Company's primary customer base is in the petroleum industry (oil and natural gas), and business is operated in the form of service dependency and mutual coexistence, since customers in the petroleum industry require engineering inspection services in order to comply with specifications and laws and ensure confidence that oil and natural gas production and transportation equipment continue to be safe for use without causing ecological impacts. However, because the Company still has a number of competitors who provide engineering inspection services in Thailand and abroad, the Company faces risk from losing our existing customer base if the Company is unable to develop technologies and/or new innovations to meet requirements in the future business plans of the Company's existing customer base.

Therefore, the Company gives importance to conducting customer service satisfaction surveys in order to build positive relations with customers and has an annual budget plan to develop human capital for expertise in specialized fields and to jointly develop technologies and invent inspection innovations that can meet needs and conform to the future business plans of our customer base. At the same time, we also have a research and development agency to offer development services and invent engineering inspection technologies, and we have a policy and measures to protect customer secrets to ensure confidence that customers' future business plans are not disclosed by the Company.



2. Risk from Non-Renewal of Contracts or Service Postponement

The Company provides a variety of services according to customers' needs, covering unplanned inspection, minor inspections, project inspections according to long-term contracts (preventive measures) and inspections during customer major shutdowns. As a result, the contracts that we have with our customers are varied in nature. Because most customer contracts are short-term contract, the Company faces risk from inconsistency of income if customers do not renew their contracts with the Company.

Furthermore, as the Company provides services in long-term contracts, the Company perceives income gradually according to the services and work performed by the Company. Even after the Company has already signed in a contract, the Customer might occasionally partially postpone services due to the customers' own lack of readiness such as in cases where equipment or facilities are not in a condition that is ready for service, as well as due to current capital procurement capabilities and liquidity issues. Accordingly, service postponement can affect the Company's revenues and returns.

The Company is aware about risk from non-renewal of contracts and service postponement. Therefore, the Company prepares annual budget plans to allow executives to analyze and plan marketing to accept work continuously and consistently according to the completion time of various short-term work and projects. In doing so, we have an agency responsible for tracking work progress and contract completion. Furthermore, the Company's Sales Department allocates personnel to closely look after customers with emphasis on directly meeting with customers and continuously observing the actual work sites to determine whether or not equipment should receive inspection. Accordingly, in 2023, the Company still has a higher ratio of older customers than new customers. The old customers are customers with whom the Company has continuously received contract renewals, so the Company faces no risk in this area, and, in addition to meeting customers to make service offers, the Company reduces risk by expanding services to providing advanced technological services developed by the Company to demonstrate to customers our service potential continuously, in addition to creating plans to expand the customer base abroad and by establishing subsidiaries in the Netherlands and the United States to develop the customer base in Europe and South America.

3. Risk from Cost Overrun

In providing services for high-value projects or turnkey projects, or work that require significant operation time, the estimate or assumptions for service provision created by the Company, such as the time for providing service or cost of personnel, equipment, transportation and accommodations may deviate from the actual service timeframe of the Company. This can cause the Company to have to bear a higher cost than estimates (cost overrun), which may significantly impact the Company's performance.

The Company is well-aware of this risk, and every work project of the Company has to be inspected and assessed by knowledgeable, competent and experienced personnel, such as personnel certified by ASNT Level 3, API-certified personnel or other experts specified by the Company to ensure that work plans, estimates and assumptions deviate or are incorrect from reality by as little as possible. Furthermore, the Company makes non-conformity reports (NCR) to the Executive Committee by at least once every month for acknowledgement and to correct problems. Throughout the past, the Company has been able to effectively control service cost, and there has been no situations involving service cost overruns.

4. Risk from Dependency on Expert Personnel: If the Company loses personnel or faces a shortage of competent personnel, service continuity or the growth potential of the Company can be hindered.

The Company's business relies upon specialized knowledge and expertise to provide engineering inspection and service work according to the specifications of various quality certification institutions and the law. If the Company loses personnel or suffers from a shortage of competent personnel, then the service continuity or growth potential of the Company can be hindered.

The Company gives great importance to personnel recruitment and development by emphasizing recruitment of knowledgeable, competent and experienced personnel and testing knowledge relevant to work operations and setting goals and objectives jointly with individual personnel in key positions in order to have guidelines in place for monitoring and developing the performance of personnel. Furthermore, the Company supports the knowledge development of personnel by having policies in place to sponsor employees to receive training in the country and abroad and to study and complete assessment in various inspection standards. Additionally, the Company has the DEXON Omnia System (DOS) that is used to track and have personnel receive training to renew their certificates at appropriate times, and the Company also has enough certified personnel to provide service in each revenue structure. At the same time, the Company also has a training institution to provide training in courses related to non-destructive testing and other courses related to the Company's services to have a competitive edge, because customers recognize the Company's service capabilities. Throughout the past, the Company has never experienced a personnel shortage, and the Company currently has enough personnel to provide services and has a plan in place to recruit additional quality personnel to continuously support future growth. The Management and Human Resources Department themselves have also created personnel development plans and succession plans for key positions.

5. Risk from Operating Business Inconsistently with Regulations or Laws of Countries in which the Company Operates Business

Because the Company has to follow related laws in the country and other countries where the Company operates, as well as countries where the Company establishes international subsidiaries, such as in the case of Company businesses related to safety and the environment, in providing services the Company must comply with the specifications of various agencies or organizations related to safety and the environment or agencies that regulate various industries such as the Department of Energy Business, which governs the petroleum industry that makes up the Company's main customers. Additionally, the Company's main personnel are diverse in ethnicity and nationality and must comply with the laws of each country in which they operate, particularly regarding work permit applications. Accordingly, if there are changes to the related laws and regulations of related laws in the country and abroad, and the Company fails to comply with the various specifications, requirements or laws in the country and abroad where the Company provides service due to legal changes, then there can be significant impacts on the continuity of service work or business operation of the Company.

The Company manages this risk by arranging for the monitoring of related laws in the country and abroad where the Company provides service as well as in countries where the Company establishes subsidiaries. In doing so, the Company has the "Government Affairs" agency that has the responsibility of overseeing practices according to various specifications and laws to ensure compliance to related laws in the country and abroad as they exist and are in force today in addition to monitoring changes to said specifications and laws. Furthermore, the Company has hired lawyers specializing in international business laws and third-party experts to survey and report changes to regulations and laws related to the Company's operation to ensure that the Company follows existing specifications and laws. Throughout the past, the Company has faced no issues relating to failure to comply with related specifications and laws in the country and abroad.

6. Economic Fluctuations and Stability of Countries in which the Company Operates Business

In addition to Thailand, the Company operates business abroad. Thus, economic, political and national security in the countries in which the Company operates may fluctuate or change significantly. This can impact the Company's work activities in these countries, leading to risks from operating business outside of Thailand such as the following:



- lack of political stability due to changes in political leaders and impacts from government policies and laws may negatively impact the economy of countries where the Company operates and might significantly affect the business, performance and opportunities of the Company;
- armed conflicts in regions where the Company conducts business or provides services to customers.
- disputes in Southeast Asia such as disputes and conflicts resulting from overlapping claims to islands and geographically-important areas in the South China Sea;
- military operations to combat terrorism;
- economic cycle differences and non-facilitative economic conditions;
- risk from credit rating institutions lowering the credibility rating of governments in different countries;
- risk related to foreign currency exchange rates in cases where the currencies of different countries fluctuate relative to foreign currencies such as the USD and the baht;
- unexpected changes to environmental regulations;
- differences in tax and import duty systems along with specifications for withholding tax for remitting funds or any payments of the subsidiaries, joint companies or business partnerships of the Company, including those related to import duties on goods;
- control of foreign currency exchanges and restrictions on sending funds internationally;
- sensitivity to natural disasters;
- impacts from government interference in the economy and risk of asset expropriation;
- inability to collect payments or compensation or to comply with trade or other laws whose provisions are ambiguous or unclear;
- differences in licensing and license-granting systems that may create difficulties in maintaining and obtaining licenses and permits in each country where the Company conducts business;
- lack of stability, certainty and transparency in the legal system and lack of protection to private sector businesses when compared to markets in many developed countries;
- lack of sufficient protection for personal data related to products or intellectual property rights violations;
- data violations or severe business disruptions due to illegal access to the Company's information technology networks such as cyber-attacks;
- credit rating institutions lowering the credit ratings of related countries; and
- difficulty in attracting and retaining competent management and employees or in improving work effectiveness.

The overall success of the Company in operating business in a particular region depends on the Company's capabilities in effectively predicting and managing issues relating to legal specifications, politics, society and regulations as well as different economic situations and unexpected situations. The Company may not be able to fully comply with all effective regulations of every country in which the Company operates business without incurring unexpected expenses and if the Company is unable to manage these factors or other risks related to the Company's business within the region, the Company's business, financial position and performance can be significantly impacted. Therefore, the Company reduces risk by conducting feasibility studies and analyzing the risks of various countries before delivering price quotations and terms of service.

Financial Risks

1. Risk from Fluctuations in Foreign Currency Exchange Rates

Because the Company operates a comprehensive engineering inspection service business that serves customers in the country and abroad, the Company may be exposed to risk from fluctuations in foreign currency exchange rates from revenues and costs incurred in foreign currencies and in cases where the baht weakens in value, which can increase cost. Therefore foreign currency exchange rate fluctuations naturally affect the financial position and performance of the Company. Nevertheless, because the Company has work plans to expand business increasingly internationally, this risk will continue to increase as well.

Because the Company's revenues and costs are in foreign currencies, there is some natural hedging against risks from foreign currency exchange rates. However, the Company also has a policy to protect against foreign currency exchange rate risks whereby the Company gradually exchanges foreign currencies at different times when the Company requires foreign currencies to operate or when the Company believes that the exchange rates are appropriate, and the Company closely tracks and studies the basic direction of currency values. If it appears likely that a currency value would change in a direction that could severely impact the Company or if the Company has a significant increase in the proportion of foreign currency due to the Company having a work plan to expand the market increasingly internationally, the Company might consider purchasing forward contracts to partially reduce potential risks. Additionally, the Company has made hedging facility contracts with banks according to the Company's policy to prevent foreign currency exchange rate risks.

2. Risk from the Investment of Securities Holders

-None.-

3. Risk from Investments in Foreign Securities

-None.-



3. Driving Business Sustainability

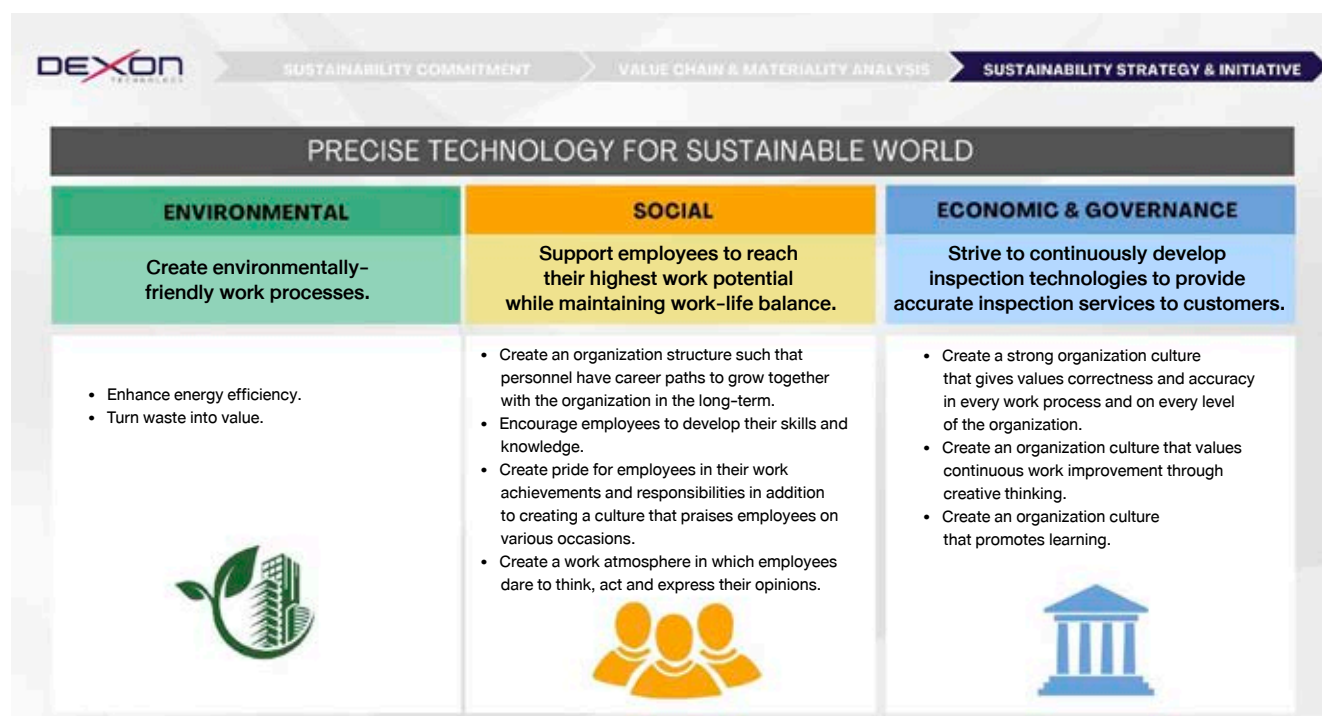


3.1 Sustainable Development Policy and Goals

Dexon Technology Public Company Limited (“Company”) and its subsidiaries give importance to operating business and creating growth in a sustainable manner with consideration to economic, environmental and social impacts under good governance with integrity and mindfulness toward impacts on all related stakeholders across the entire business value chain. As such, the Company has created a policy and practice guidelines for the Company and subsidiaries for sustainable development in line with the sustainable development goals of Thailand and the United Nations (UN Sustainable Development Goals: SDG) and all other related contractual obligations with environmental, social and governance metrics (ESG metrics) that follow the recommendations of the Stock Exchange of Thailand in a structured manner. Furthermore, we disclose and report sustainability information in a transparent, quality and standardized manner in the Form 56-1 One Report to provide information to aid the decision-making of investors and raise the confidence of stakeholders regarding the Company’s long-term business potential, thus leading the Company and subsidiaries toward secure and sustainable growth.

Sustainability Management Goals (Economy, Social, Environmental and Governance)

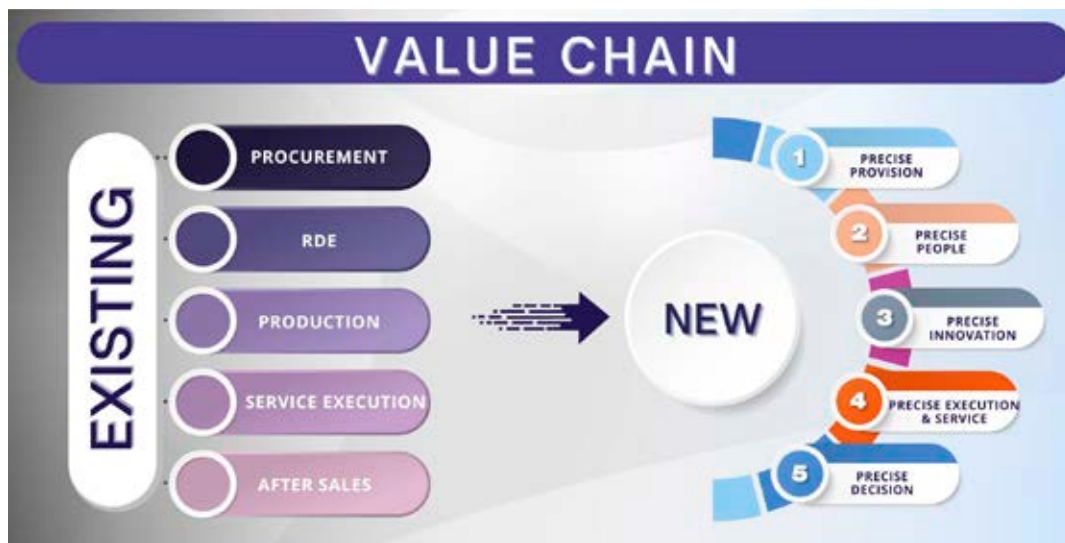
Sustainability management is part of the strategic plans for operating our business. Therefore, the Company strives to maintain balance between the business operations of the Company and subsidiaries while considering economic, social and environmental value and impacts across the entire business value chain in addition to disseminating knowledge obtained from business operation among all stakeholders with emphasis on transparency and sustainable business development. In order to support the Company's vision, mission, operating strategies and sustainable development goals, the Company has specified sustainability commitments along with strategies and goals for sustainable development covering environmental, social and governance (ESG) activities for 2023-2024 in addition to specifying a carbon footprint policy. In doing so, the Company has begun collecting data on the Company's greenhouse gas emissions for years 2022-2023 to use as the base year for setting greenhouse gas emission reduction goals for year 2024 as follows:



3.2 Stakeholder Impact Management in the Business Value Chain

3.2.1 Business Value Chain

The Company recognizes the enormous importance of working with stakeholders and managing the sustainability of every activity in the business value chain by analyzing activities that occur in service processes, whether in the economic, social and environmental dimension, from the process of recruitment and selection of trade partners and capable business partners that operate business responsibly under the good governance framework to meet the needs and expectations of every group of stakeholders to creating balance between the worth and value obtained from business for all stakeholders and creating positive relations and confidence in the activities between the Company and stakeholders. Thus, the Company has specified a new business value chain to ensure that every activity occurs precisely across the entire business value chain to lead to accurate inspection technologies and services and sustainability in the world as follows:



3.2.2 Analysis and Assessment of Stakeholder Expectations in the Business Value Chain

This is in order to ensure business success and fulfill the Company's sustainability mission and ensure understanding and awareness about the needs and expectations of stakeholders and the ability to meet those needs while creating satisfaction in the stakeholders.

Accordingly, the Company has divided stakeholders into 8 groups comprising shareholders or investors, employees, customers, trade competitors, trade partners or business partners, creditors or financial institutes, communities, society and the environment and regulatory or government agencies based on their relevance to the Company's activities, the sustainability impacts of stakeholders on the Company and the Company's business impacts on stakeholders along with the goals and direction of the organization and the trends and sustainable development goals of the world, and we have a guideline to respond to materiality topics as follows:



Stakeholders	Related Topics	Response to Stakeholders	Communication Channels
Shareholders or Investors 	• Risk management. • Continuous business growth. • Good corporate governance. • Business Sustainability.	• Transparency and verifiability in business management, including anti-corruption. • Risk assessment on the level of the organization and operations. • Tangible and continuous investment returns. • Business management within the sustainable development framework of the business covering the economic, social and environmental dimensions.	• Annual shareholder meetings. • Responding to inquiries by telephone and email via Investor Relations.
Employees 	• Appropriate welfare and remunerations. • Training and work knowledge and skill development. • Opportunities for growth and professional development. • Opportunities for engagement and appropriate expression of opinions. • Safe and appropriate work environment.	• Provision of appropriate remunerations that are similar to other companies in the same industry. • Creation of succession plans to give employees opportunities for professional growth. • Provision of training to provide knowledge and develop capabilities in employees according to their work positions through in-house and outsourced trainers. • Heeding employee opinions through annual evaluations and consider making improvements based on the opinions. • Providing regular news and information about safety in the workplace.	• Weekly meetings departmental employee meetings. • Opportunity day activities where executives meet employees. • Annual performance evaluations.
Customers 	• Provision of quality and standard equipment and services to customers at appropriate prices. • Provision of accurate services and on-time work deliveries. • Priority to customer safety during provision of services along with environmental impact reduction.	• Delivery of quality equipment and services according to schedule and established standards. • Taking responsibility for equipment safety and service provision. • Developing equipment and service innovations that pay attention to environmental impacts.	• Customer satisfaction surveys. • Customer activities. • Meetings and educational seminars about equipment. • Heeding opinions and complaints.



Stakeholders	Related Topics	Response to Stakeholders	Communication Channels
Trade Competitors 	- Fair, just and equitable competition. - Compliance with related laws, regulations and requirements.	- Operating business fairly without interfering in the businesses of trade competitors. - Operating business with integrity and business ethics.	- Whistleblowing and complaints. - Good governance and integrity manual and business ethics.
Trade Partners or Business Partners 	- Operating business with honesty, integrity and ethics. - Complying with trade agreements and contracts. - Protecting mutual business interest. - Making payment on time according to agreements.	- Transparent and fair purchase contracts or business cooperation contracts. - Strict compliance with agreements and contracts. - Promoting and developing the potential of the Company and trade partners or business parties for mutual growth. - Making payment on time without defaulting.	- Meetings with trade partners. - Training or educational seminars. - Communication through various channels such as telephone, email and online social media.
Creditors or Financial Institutes 	- Factually accurate financial and accounting information disclosures. - On-time payment of both loan interest and principal amounts according to contract specifications. - Financial risk management.	- Providing accurate and reliable financial and accounting information. - Following loan contract terms with stringent guidelines and practices. - Financial risk management from related agencies and reporting to the Executive Committee and the Risk Management Committee for acknowledgement.	- Meetings with creditors or financial institutes. - Regular contacts and communication with the personnel of creditors or financial institutes by phone and email.

Stakeholders	Related Topics	Response to Stakeholders	Communication Channels
Community, Society and Environment 	• Considering impacts on communities, society and the environment in areas in which the Company is established or involved. • Promotion of community, social and environmental impact reduction. • Heeding the recommendations and opinions of communities, society and environmental agencies. • Adhering to human rights principles.	• Supporting activities that help improve the quality of life of communities, society and the environment. • Setting measures and developing innovations to reduce community, social and environmental impacts. • Assigning agencies to receive the recommendations and complaints of communities and society. • Setting policies to operate according to human rights principles.	• Holding activities together with communities and society. • Participating in community and social development. • Communicating through the Company's website, email and online social media.
Regulatory Agencies or Government Agencies 	• Following related laws, announcements, requirements, criteria and regulations. • Operating business on based on justice, integrity and good governance. • Supporting the governmental policies and duties. • Developing the organization toward sustainability.	• Operating business within the framework of related laws, announcements, requirements, criteria and regulations. • Setting good governance guidelines and policies and announcing them for the Board of Directors, executives and employees adhere to and use them as a practice guideline. • Cooperating and participating in the government's various activities. • Creating guidelines for developing the organization in a sustainable manner.	• Communicating via various channels such as telephone, email and online social media. • The Company's website. • Cooperating with the government in organizing various activities. • Heeding recommendations and complaints.



3.3 Sustainability Management in the Environmental Dimension



3.3.1 Environmental Policy and Practice Guideline

The Company recognizes the importance of the environment and is ready to commit to reducing environmental impacts and creating environmentally-friendly processes in addition to improving and developing environmental management systems continuously while being responsible for communities and society as a whole as follows:

- Promote worthwhile energy and natural resource consumption.
- Enhance energy efficiency.
- Turn waste into value.
- Reduce greenhouse gas emissions in the organization.

The practice guideline is detailed as follows:

1. Strictly comply with laws and other specifications related to the Company's operating activities.
2. Prioritize waste management by gathering, sorting and disposing waste appropriately and improving the Company's environment to prepare to respond to emergencies.
3. Protect the environment by focusing on preventing pollution caused by the Company's operating activities, whether directly or indirectly.
4. Promote and support employees to be conscious about environment and to reduce consumption of resources, energy and consumable materials in an effective manner by disseminating communication about environmental management to every employee, including contractors and related external agencies.
5. The Company will cooperate and promote safety activities along with environmental conservation with stakeholders and support the procurement of environmentally-friendly products and services.
6. Monitor and review set objectives appropriately and effectively to continuously improve the environmental management system.

3.3.2 Environmental Performance

With awareness about the importance of taking care of the environment and managing pollution that might result from the Company's activities, the Company has set in place the following practice guideline:

Worthwhile and Efficient Energy and Resource Utilization

Energy Management: Electricity is a major business resource. Therefore, the Company has energy conservation measures such as by maintaining air conditioners according to manufacturer standards, appropriately setting air conditioner temperatures (25 degrees Celsius), turning off lights in areas that are not currently in use, replacing traditional lightbulbs with LED lightbulbs and installing solar panels in 2 of the Company's main office buildings in 2023.

Paper Reduction and Reuse: The Company reduces use of paper by supporting the use of paper on both sides, replacing paper with electronic files and developing software systems to control the internal processes of the organization with the goal of reducing use of paper, fuel and water, to ensure that they are appropriate to various related activities.

Waste Disposal

The Company sorts trash and waste before transporting them for disposal by a legally licensed external service provider. Furthermore, the Company complies with related legal standards, and the Company gives importance to making the most efficient use of natural resources by having a project to create environmentally-friendly bricks, which is a project that transforms PET plastic waste into raw materials for the manufacturing of bricks that are later used as raw materials for renovating areas inside the Company. The objective of this project is for it to serve as a starting point for proper waste sorting in the Company.



Data Update : 28 Dec 2023

Plastic waste from employee's separation

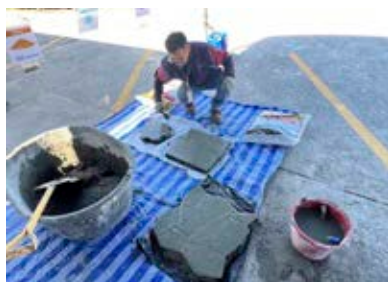
PET type of plastic = 21 kg.
GHG Reduction* = 526.26 kg. CO₂ e

Brick Block (Pilot project to study and evaluate)

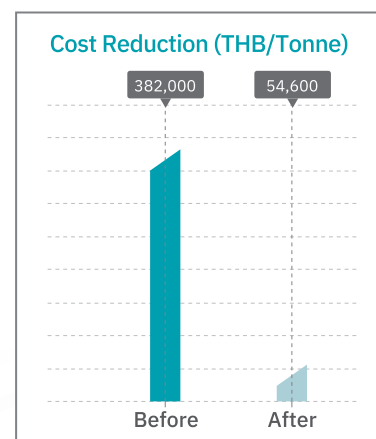
PET type of plastic recycle = 5 kg.
Renewable to brick block = 1 Sq.m.
GHG Reduction = 125.3 kg. CO₂ e

*Greenhouse gas emissions from plastic disposal by recycling

Remark: The project will continue in 2024.



The Company is also certified according to the ISO 14001:2015 standard, which is an environmental management standard that is recognized internationally, and the Company has adopted the 3Rs waste management concept (Reduce, Reuse, Recycle) by implementing projects to enhance the efficiency of industrial waste management. Furthermore, the Company has Level 3 Green Industry Certification in the Green System category by the Ministry of Industry. This demonstrates our effective management of various systems in the organization, whether in terms of monitoring, review or development.



In 2023, the Company was able to cut cost from waste disposal by changing the waste disposal method from incineration in a specialized furnace (075) to instead converting waste into mixed fuel (042). This method allowed the Company to save over 85% of its cost in this area while reducing greenhouse gas emissions by 2.03 tCO₂e/ton.

Moreover, the Company also manufactures equipment and tools that help customers reduce pollution such as by providing pipe system testing services to ensure that no problems arise due to future leak problems.

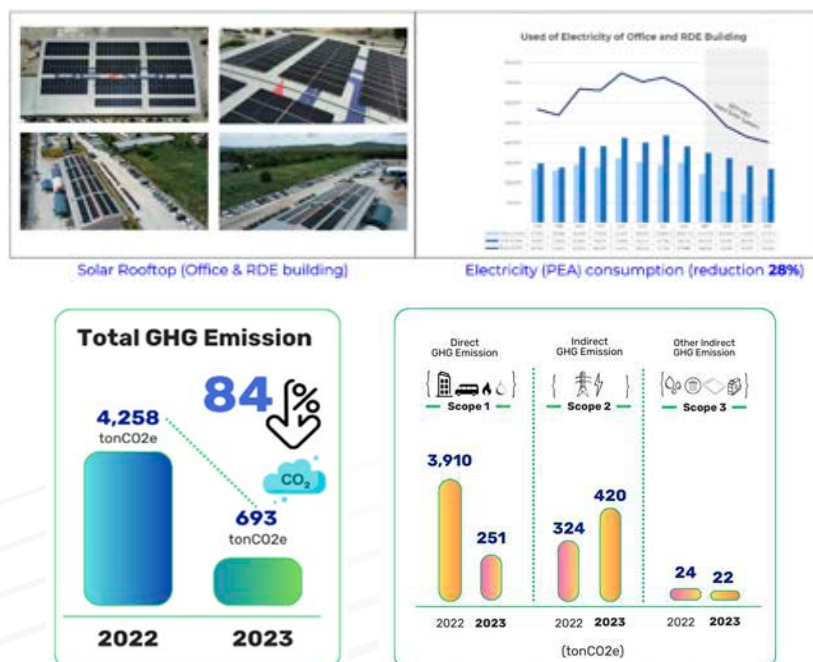
Greenhouse Gas Emission Reduction Management

The Company is aware of and determined to reduce greenhouse gas emissions and fully cooperates, promotes and supports activities that contribute to greenhouse gas emission reduction in order to obtain a limited assurance level for the Company from Thailand Greenhouse Gas Management Organization (Public Organization). From 2022 to 2023, the Company would start to collect data on the greenhouse gas emissions of the Company for use as the base year for setting the greenhouse gas emission reduction target for year 2024. In addition, the Company has created a carbon footprint policy by specifying the policy as follows:

- Promote, support, raise awareness and reinforce knowledge and understanding about effective energy conservation and management and climate change in personnel on every level to build confidence for the Company's group, shareholders, stakeholders and business partners.
- Gather data related to greenhouse gas emission resulting from the organization's activities in order to assess greenhouse gas emission and reabsorption.
- Carry out activities to reduce greenhouse gas emission and plant trees to promote biodiversity to provide carbon capture sources.
- Promote and campaign for waste collection and management for reuse.

In addition, the Company has become a member of the Thailand Carbon Neutral Network with the Thailand Greenhouse Gas Management Organization (Public Organization).

In 2023, the Company installed solar panels to generate environmentally-friendly energy and help reduce greenhouse gas emission caused by electricity generated by external agencies.



3.4 Sustainability Management in the Social Dimension



3.4.1 Social Policy and Practice Guideline

The Company has a policy to operate business with corporate social responsibility (CSR) with recognition of and priority to supporting activities for society and surrounding communities by adhering to the principle of transparent, verifiable and ethical business conduct with respect to human rights and the interest of stakeholders.

Furthermore, the Company recognizes well that employees are at the heart of pushing the organization toward success and sustainable growth. Because the organization's main personnel are required to possess special expertise in inspection and engineering services, the Company has a primary mission in pushing for success according to business objectives by supporting the Company's personnel to have maximum work potential along with work balance through the following:

- Creating an organization in which personnel have career paths for growing together with the organization in the long-term.
- Encouraging employees to develop their skills and knowledge.
- Creating pride in employees for work achievements and duties and responsibilities and creating a culture in which employees are praised on various occasions.
- Creating a work atmosphere in which employees have the courage to think, act and express opinions.

The details about the practice guideline are as follows:

1. Respecting Human Rights

Respect for human rights means treating stakeholders, communities and surrounding society with respect for the value of humanity without violating their fundamental rights. The Company and subsidiaries intends to respect and not violate human rights by following the practice guideline below:

1. Support for and respect human rights protections by diligently inspecting and taking care to prevent the business from becoming involved in human rights violations such as by not supporting use of forced labor, combating child labor, etc.
2. Support for compliance to human rights specifications in our business and encourage practices in line with international human rights principles.



2. Fair Labor Treatment

The Company has a policy to treat all employees fairly and equitably by caring for their safety and workplace sanitation in addition to promoting enterprise-wide learning and individual development to enhance the work of employees in a professional manner, develop work systems and create innovations in the organization according to the following practice guideline:

1. Create fair terms of employment and provide appropriate employee remunerations based on their potential.
2. Provide appropriate care about employee welfare such as by providing annual vacation days, reasonable overtime and medical care as necessary and appropriate, etc.
3. Appoint, transfer, reward and penalize employees through honest and equitable actions based on the knowledge, skills and suitability of employees.
4. Maintain the work environment to ensure safety to the life and property of employees.
5. Develop employees to train and enhance their capabilities by giving employees opportunities to receive extensive and consistent learning.
6. Strictly comply with the laws and regulations that are related to employees and avoid unjust actions that might affect the job security of employees, in addition to treating employees politely.

3. Caring for the Environment

The Company recognizes the importance of caring for the environment to prevent pollution and global warming, which affect the quality of life of humans and ecosystems. Thus, the Company has a policy to not take actions that harm the environment. In doing so, the Company has the following practice guideline:

1. Use resources efficiently, have energy conservation measures in place and consider reuse of resources.
2. Develop products and services that do not cause environmental impacts and that provide usage safety.
3. Use up-to-standard technologies, manufacturing processes and services with consideration to reduction and treatment of pollution between releasing it to nature.
4. Regularly support activities that contribute to developing society and the environment.

4. Participation in Community and Social Development

The Company has a policy to support the use of business processes to improve quality of life, develop the economy and strengthen communities and society according to the following practice guideline:

1. Support community employment.
2. Seek opportunities to support activities that develop society and communities.
3. Promote consciousness about responsibility toward society and the environment in employees on every level.
4. Control strict practices in line with the intention of the laws and regulations issued by regulatory agencies.

3.4.2 Social Performance

The Company recognizes and is conscious about its roles and duties in being a good member of society. Thus, we follow related laws and regulations and support, cooperate, assist and volunteer to carry out activities that are beneficial to the surrounding community and society. In order to support the Company's personnel to have a good quality of life and appropriately develop their skills and knowledge in different areas, in 2023 the Company carried out social activities in key areas as follows:

1. Supporting Employees to Develop Basic Firefighting Knowledge and Skills

The Company supports and encourages employees to develop safety knowledge and skills in how to deal with fires and basic firefighting techniques to enable employees to make use of them during work and outside of their work, since the knowledge acquired through their training can be used in outside situations or daily life.



2. Supporting Employees with First Aid Knowledge and Skills

The Company supports and encourages employees to develop safety knowledge and skills in first aid to allow employees to make use of their skills during work and outside of their work, since the knowledge acquired through their training can be used in outside situations or daily life.



3. Supporting Employees with Good Health

The Company participated in the 3rd Phla Run Project at Phla Beach where over 40 employees participated in the run to promote their health. In addition to improving employee health, the Company also donated scholarships to underprivileged students in the community to further their education.



4. Employee Blood Drive by the Thai Red Cross Society

The Company recognizes the importance of a blood shortage. During festivities and long holidays, accidents often occur, so many casualties will require blood transfusions. Therefore, the Company organized an activity for company employees to participate in a blood drive organized by the Thai Red Cross Society at Rayong Hospital, Rayong Province, and the mobile blood donation unit of the Thai Red Cross Society in Chon Buri Province to provide a reserve of blood for casualties and patients who require blood to save their lives.



5. Supporting Local Employment and Opportunities for Student Internships

The Company hires local people and in Rayong Province and also accepts student internships to promote learning and give opportunities for working with the Company in the future. In terms of human rights to employment and use of labor, the Company took actions correctly in accordance with the law and the Labor Protection Act, which the Company adheres to.



6. Company Cooperation in Reducing Climate Change Impacts

The Company and researchers from Chiang Mai University held discussions about a project to collaborate in conducting research into feasible carbon capture technologies to reduce climate change impacts.



7. Marine Department Visit to the Company's Research and Development Center

The Company greeted a group of representatives from the Marine and Environmental Safety Bureau under the Marine Department who visited the Company's research and development center, which is an agency that creates and develops innovations and technologies for providing specialized and expert engineering inspection services, with the purpose of using knowledge and skills to modernize laws and regulations. Accordingly, we are ready to assist and cooperate with every agency in operating a business that benefits the public while remaining committed to the process and delivery of quality inspection services and making continuous improvements to maximize customer satisfaction.



3.5 Sustainability Management in the Economic and Governance Dimensions



3.5.1 Economy and Governance Policy and Practice Guideline

The Company has a policy to operate business with the commitment to continuously improve inspection technologies to provide precise inspection services to customers in addition to inventing inspection innovations to keep with the future business plans of customers within the framework of operating the business morally according to the principles of business integrity and ethics with consideration the potential impacts on stakeholders. Additionally, the Company realizes well that creating an organization culture is essential to driving the Company toward achieving its objectives as follows:

- Operate business in accordance with good morals with consideration to equality and honesty in line with the guidelines for good corporate governance in conducting business.
- Create a strong organization culture that gives importance to accuracy and precision in every step of work and on every level within the organization.
- Create an organization culture that gives continuous importance to enhancing work achievements through creative ideas.
- Create a culture of learning within the organization.

The details of the practice guideline are as follows:

1. Governance

1. Supervise and oversee all employees to follow related laws, regulations and requirements in addition to strictly following the policies, practice guidelines, code of conduct, announcements and orders of the Company that are related to the Company's business.
2. Operate business according to good morals with consideration to equality and integrity according to business guidelines to achieve continuous, secure and sustainable growth.
3. Provide fair and transparent complaint and whistleblowing channels or complaint channels about violations of ethics, requirements and regulations.

2. Economy

1. Continuously develop technologies and innovations that create worth and value for the Company as well as related stakeholders, society and the environment.
2. Continuously develop management and work processes to achieve effectiveness that leads to cost reduction during operations, reduced natural resource consumption and social and environmental impact reduction.
3. Set goals, measurement methods, monitoring and assessment in every dimension, namely, economic, social and environmental dimensions.
4. Support and encourage allies, trade partners and stakeholders across the entire business value chain to operate business according to the sustainable development guideline.

3.5.2 Economic and Governance Performance

The Company recognizes the importance of operating business according to the principles of good governance, good morals and ethics in addition to operating business transparently and honestly without corruption while proactively combatting corruption. Additionally, the Company has a goal to develop inspection technologies continuously to provide precise inspection services to customers while also inventing inspection innovations consistently with the future business plans of customers within the framework for operating business morally. Thus, in 2023 the Company's performance in the materiality topics were as follows:

1. Accountability to Customers

The Company is determined to provide quality and standard services at appropriate price offers while seriously and consistently maintaining customer confidentiality and seeking ways to ceaselessly and continuously increase benefits for customers. Accordingly, we strive to operate business under our management policies and seriously improving customer accountability through the work processes and activities of employees in different departments within the management framework of the ISO 9001:2015 standard in addition to continuously improving our management system. Furthermore, we conduct customer satisfaction surveys on the Company's services regularly and have a team of developers to develop software to control the Company's internal work processes and continuously develop systems for storing and verifying internal data in order to reduce error in data transfers. More than that, the Company also has an agency to audit conformity to work regulations, announcements, policies and rules, and the Company develops tools and systems to help increase work effectiveness. Thus, as of 2023, the Company has no major faults from failure to comply with the law.

2. Thailand Private Sector's Collective Action Coalition Against Corruption Project

The Company recognizes the importance of operating business according to good ethics, morals and the code of conduct. Therefore, on 17 July 2023, the Company declared its intention to become a member to Thailand Private Sector's Collective Action Coalition Against Corruption. In doing so, the Company has set the policies and methods for operating business according to the materiality topic of anti-corruption.



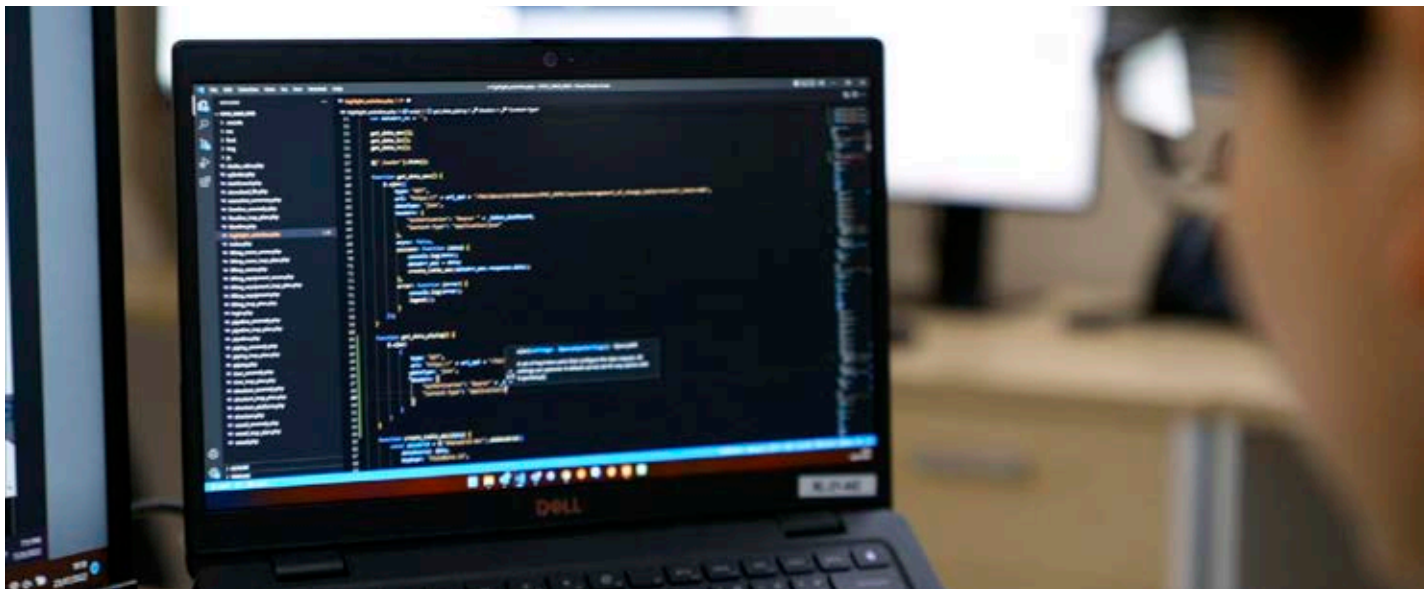


3. Sustainable Innovations

The Company is determined to develop technologies and invent inspection innovations and engineering services continuously to keep with and respond to the future business plans of customers. In 2023, the Company invented the innovation **“Intelligent Crack Sizing Inline Inspection System”** that was designed to inspect cracks that develop in high-pressure and/or high-temperature pipelines. This tool has a measurement and inspection capability with a very high resolution and is capable of measuring crack depths up to a resolution of 1 millimeter. Due to this innovation, the Company was given the Best Innovative Company Award at the SET Awards 2023, which was organized by the Stock Exchange of Thailand together with the Money and Banking Magazine.



4. Management Discussion & Analysis



4.1 Important Financial Information of Each Business Group

Summary of Important Financial Information

Unit: million baht	2023	2022	Changes YoY
1. Advanced Non-Destructive and Conventional Non-Destructive Testing:	218.78	236.53	-7.50%
- Advanced Non-Destructive Testing.	79.38	109.54	-27.53%
- Conventional Non-Destructive Testing.	298.16	346.07	-13.84%
Total Advanced Non-Destructive and Conventional Non-Destructive Testing	245.27	229.57	6.84%
2. Advanced Pipeline Testing	42.99	3.08	1,295.78%
3. Product Research and Development Services	9.32	10.55	-11.66%
4. Inspection Training Services	14.30	8.65	65.32%
5. Software Design and Engineering Operating System Development	33.42	10.02	233.50%
6. Engineering Design, Fabrication and Installation Services	643.46	607.94	5.84%
Total Service Revenues (Operating Revenues)	4.24	2.54	66.93%
Total Revenues	647.70	610.48	6.10%
Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	172.56	210.86	-18.16%
Net Profit*	50.33	105.15	-52.14%
Net Profit per Share (baht/share)	0.11	0.22*	-52.14%

*Fully Diluted



Executive Summary

For year 2023, Dexon Technology Public Company Limited (“Dexon”) and its subsidiaries (“Dexon Group”) successfully registered the Company in the Stock Exchange of Thailand (MAI). We successfully raised funds for expanding business, resulting in our operating revenues reached total of 648 million baht (+6% YoY) and EBITDA of 173 million baht (-18% YoY), leading to a net profits for the period of the Company’s to 50 million baht (-52% YoY) or a profit per share of 0.11 baht. The key performances in each business group are as follows:

1. Revenues from Advanced Non-destructive Testing (Advanced NDT)

In 2023, the Company’s revenues from advanced non-destructive testing total 219 million baht decrease of 8% from 237 million baht in 2022. This happened because the Company’s clients in the wind turbine renewable energy industry had less requirement for inspection services due to shifting their production toward expanding to neighboring countries. Meanwhile, the gross profit margin was 30% in 2023 or a decrease of 13% from 2022 in line with the decreased workload.

2. Revenues from Conventional Non-Destructive Testing (NDT)

In 2023, the Company’s revenues from conventional non-destructive testing was 79 million baht or a decreased of 28% from 110 million baht in 2022. This due mainly to lower maintenance requirement from clients in the refinery and petrochemical industry reflecting from maintenance shutdown cycle when compared to the previous year. Meanwhile, the gross profit margin was 25% in 2023 or a decrease of 11% from 2022 in line with the decreased workload.

3. Revenues from Intelligent In-line Inspections (ILI)

In 2023, the Company’s revenues from intelligent in-line inspections of pipelines total 245 million baht or increased by 7% from 203 million baht in 2022. This happened in line with our strategic plan for pipeline inspections, which is Dexon’s specialty. The gross profit margin was 42% in 2023 or a decrease of 3% from 2022 due to increasing personnel cost and amount of inspection tools required to support the growth of the Company’s subsidiaries.

4. Revenues from Research and Development (R&D)

In 2023, the Company’s revenues from research and development total 43 million baht or increased by 1,296% from 3 million baht in 2022. Reflecting in our customers’ confidence in the capabilities of our research and development team in being able to meet their research and development project requirements, leading to continuous services required and new research projects hired. Meanwhile, the gross profit margin was 35% in 2023 or increased by 10% in line with higher revenue portion compare to the previous year.

5. Revenues from Inspection Training Services

In 2023, the Company’s revenues from inspection training services total 9 million baht or decreased by 12% from 11 million baht in 2022. This due mainly to limitation of service channels. However, the Company has set a goal for Dexon Training Center Co., Ltd. in 2024, to expand the client base by providing training courses to meet client needs. In addition, to proactively conducting analysis and planning marketing strategy to ensure success in increasing sales. The gross profit margin was 41% in 2023 or increased by 5% from 2022.

6. Revenues from Software Design and Engineering Operating System Development Services

In 2023, the Company’s revenues from software design and engineering operating system development total 14 million baht or increased by 65% from 9 million baht in 2022. Resulting from the winning of developing software systems projects for an oversea petroleum client. The gross profit margin was 46% in 2023 or increased by 9% when compared to 2022.

7. Revenues from Engineering Design, Fabrication and Installation Services

In 2023, the Company’s revenues from engineering design, fabrication and installation services total 33 million baht or increased by 234% from 10 million baht, but the gross profit margin dropped slightly to 11% or decreased by 0.4% from 2022. Increased in revenues came from the design and installation of our client mock-up pipeline system.

4.2 Significant Changes and Developments in 2023

Month	Description
March	On 31 March, the Company has entered into securities trading for the first day in the MAI market (First trading day)
May	On 5 May, Board Meeting No. 2/2566 passed the following resolutions: - To approve the establish of subsidiary company in United States under the name of Dexon Technology USA Inc. (“DEXUS”), with 99.99% shareholding proportion and registered capital of USD 1 million. The purpose of DEXUS is to expand an in-line inspection business in USA using cutting-edge technology and uniqueness of DEXON Thailand. - Authorization of increasing the registered capital of Dexon Technology Europe BV in the Netherlands by increasing registered capital from 1,000 euro to 651,000 euro in which Dexon’s head office holds a 100-percent share. This increase was meant to expand the cutting-edge pipeline testing technology and forge inspection businesses in Europe. - Authorization of increasing the registered capital of Dexon Mechanical Solution Co., Ltd. in Thailand by increasing capital from 1 million baht to 5 million baht to support bidding projects from major customers.
May	Dexon was awarded a hiring contract valuing over 150 million baht from a leading oil producer company located in Ecuador and Argentina to provide pipeline integrity inspection service with ultrasonic techniques by using the UT-Octopus In-Line Inspection (UT-Octopus ILI) equipment and pipe crack inspection by using UT-Crack Sizing and Detection In-Line Inspection (UTCS) equipment.
August	Dexon recognizes the importance of protecting the environment and conserving electricity consumption. As a result, we installed solar panels to generate electricity for our head office building and the research and development building.
September	We invested in large machinery to increase the production capacity of workpieces for use to assemble smart transport pipe inspection equipment. This investment enhances and improves our production process to minimize errors and faults in production.
September	Dexon was entrusted to provide inspection service for a large 44-inch transport pipe system in the Republic of Korea. Due the pipe size, it was necessary to manufacture a large magnetic flux leakage in-line inspection (MFL ILI) tool, for which there were few service providers with specialized expertise in this area. Service was fully provided as of Q4/2023.
November	Dexon received the 2023 Outstanding Innovative Company Awards from our innovation, the Intelligent Crack Sizing In-Line Inspection System, from the SET Awards 2023 that was organized by the Stock Exchange of Thailand and the Money & Banking Magazine. The award demonstrates Dexon’s outstanding capabilities and reaffirmed our commitment to innovation and developing Dexon toward growth and sustainability.
November	In order to support business growth, Dexon invested in the construction of Research and Development Building 2 to increase work space and better facilitate parts and equipment manufacturing while also modernizing. This effort is strengthened by increasing demand for inspection technology services in the country and abroad.



4.3 Statement of Income

Statement of Comprehensive Income (million baht)	Q4/ 2023	Q3/ 2023	QoQ	Q4/ 2022	YoY	2023	2022	YoY
Revenues								
Service Revenue	256.32	116.65	119.73%	214.84	19.31%	643.50	607.94	5.85%
Sales Revenue	0.59	0.00	-	0.57	4.20%	0.69	0.57	22.48%
Other Revenues	2.44	0.24	900.76%	(0.18)	-1,424.92%	3.51	1.97	78.33%
Total Revenues	259.35	116.90	121.86%	215.22	20.51%	647.70	610.47	6.10%
Expenses								
Service Cost	(127.57)	(92.17)	38.40%	(100.04)	27.51%	(423.19)	(353.78)	19.62%
Selling Cost	(0.21)	0.00	-	(0.30)	-29.99%	(0.23)	(0.30)	-24.23%
Selling Expenses	(13.52)	(14.07)	-3.92%	(15.83)	-14.63%	(48.67)	(40.67)	19.66%
Administrative Expenses	(25.24)	(31.15)	-18.98%	(28.69)	-12.02%	(115.16)	(94.45)	21.93%
(Losses) Inversion of Credit Losses from Financial Assets								
TFRS 9	(1.89)	0.19	-1,075.58%	(0.23)	707.40%	(0.25)	1.19	-121.25%
Earnings (Losses) From								
Currency Exchange Rates - Net	(1.92)	0.63	-404.99%	(2.38)	-19.15%	(1.55)	1.67	-192.95%
Financial Costs	(1.06)	(1.02)	4.40%	(2.57)	-58.70%	(6.12)	(10.07)	-39.19%
Total Expenses	(171.40)	(137.58)	24.58%	(150.04)	14.24%	(595.17)	(496.41)	19.90%
Earnings before Tax	87.96	(20.69)	-525.22%	65.18	34.94%	52.53	114.06	-53.94%
Income Tax	0.73	0.21	248.41%	(4.70)	-115.61%	(2.20)	(8.91)	-75.28%
Annual Profit	88.69	(20.47)	-533.18%	60.48	46.65%	50.33	105.15	-52.14%

Performance Overview 2023

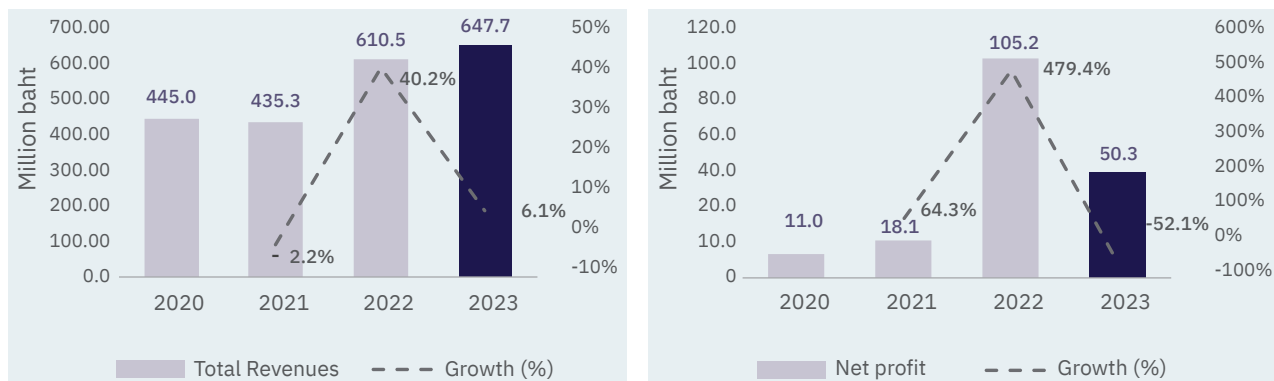
Dexon Technology Public Company Limited (“Company”) generated revenues totaling 648 million baht or an increase of 38 million baht from 610 million baht in 2022 or a growth of 6%. The increase in revenues resulted from the expansion into foreign markets to provide pipeline inspection (in-line inspection) services to large customers in the United States, European countries and South American countries. The customers in these countries were new customers in 2023, and the Company generated increased revenues from providing research and development services to existing customers.

As for the Company’s performance in 2023, net profit totaled 50 million baht or decreased by 55 million baht or 52%. This happened due to a 20% increase in service cost and a 25% increase in selling and administrative expenses. The aforementioned cost increases consist of the following:

1. Increase in service cost due to increasing inspection work volume received by the Company, leading to increased resource consumption to conduct inspections. These expenses were personnel and equipment expenses for conducting the aforementioned inspections.
2. Personnel expenses increased due to our strategy to expand business in the country and abroad, which necessitated the recruitment of competent and specialized personnel. This led to the number of employees to increase along with an increase in training expenses.

3. Non-recurring items included expenses from fund-raising in the Stock Exchange of Thailand and public relations and advertisement expenses during the fund-raising.
4. There were marketing expenses to publicize the Company's inspection service business to benefit market expansion and development of the Company's inspection technological innovations and the Company's service business opportunities in the country and abroad.

Figure 1: Revenues and Net Profit for Years 2020-2023



4.4 Statement of Financial Position

Statement of Financial Position as of 31 December 2023

Item (Unit: million baht)	2023	%	2022	%	Increase/ Decrease (amount)	Change (YoY)
Cash and Cash Equivalents	148.9	14.4%	26.1	4.1%	122.8	470.2%
Trade Accounts Receivable and Other Accounts Receivable - Net	141.4	13.7%	182.5	28.4%	(41.0)	-22.5%
Assets from Contracts	114.2	11.0%	17.8	2.8%	96.5	543.4%
Inventory - Net	60.3	5.8%	39.1	6.1%	21.2	54.3%
Land, Plant and Equipment - Net	447.5	43.2%	306.8	47.7%	140.7	45.9%
Intangible Assets - Net	61.1	5.9%	45.8	7.1%	15.3	33.3%
Other Assets	61.3	5.9%	25.0	3.9%	36.3	145.4%
Total Assets	1,034.8	100.0%	643.1	100.0%	391.8	60.9%
Trade Accounts Payable and Other Accounts Payable	(69.4)	6.7%	88.0	13.7%	(18.6)	-21.1%
Bank Loans	78.4	7.6%	208.6	32.4%	(130.1)	-62.4%
Commitments to Employee Benefits	24.8	2.4%	20.5	3.2%	4.3	20.9%
Other Liabilities	3.7	0.4%	52.9	8.2%	(49.2)	-93.0%
Total Liabilities	176.3	17.0%	370.0	57.5%	(193.6)	-52.3%
Issued and Paid-up Capital	238.3	23.0%	176.7	27.5%	61.6	34.9%
Retained Earnings	150.1	14.5%	110.1	17.1%	40.0	36.3%
Others	470.2	45.2%	(13.7)	-2.1%	483.9	3,540.8%
Total Equity	858.5	83.0%	273.1	42.5%	585.4	214.4%
Total Liabilities and Shareholders' Equity	1,034.8	100.0%	643.1	100.0%	391.8	60.9%



Assets - Dexon's assets total 1,035 million baht or increased by 392 million baht, which is an increase of 61% from 31 December 2022. The following is a detailed break-down of the increase:

1. **Land, Plant and Equipment - Net (accounting for 43% of total assets)** increased by 141 million or 46% from year 2022 due to increased investment in the Research and Development Department such as machinery and equipment for manufacturing inspection tools to provide additional engineering inspection services according to the diverse needs of customers, leading Dexon to offer research and development consulting services to most accurately meet customers' needs according to their objectives.
2. **Cash and Cash Equivalents (accounting for 14% of total assets)** increased by 123 million baht or 470% from year 2022 as a result of fund raising in the MAI Stock Exchange (MAI).
3. **Contract Assets (accounting for 11% of total assets)** increased by 96 million baht 543% from year 2022 due to work volume resulting from customers' trust during the 4th quarter. Currently, services and billing are in the process of being provided.
4. **Trade Accounts Receivable and Other Accounts Receivable (accounting for 14% of total assets)** decreased by 41 million baht or 23% from year 2022 due to Dexon's change in strategy to follow-up on debtors, which allowed the Company to more effectively collect payments from customers.

The four asset items above account for 82% of the Company's total assets.

Liabilities - Dexon's liabilities total 176 million baht or decreased by 194 million baht or 52% from year 2022 due to the Company's repayment of bank loans according to the plan after raise funds through the Stock Exchange of Thailand (MAI).

Shareholders' Equity - As of 31 December 2023, Dexon's shareholders' equity total 859 million baht or increased by 586 million baht, primarily due to premium on share capital from increased of registering capital.

Liquidity and Cashflow

Liquidity and Cashflow as of 31 December 2023

Cashflow Statement (Unit: million baht)	2023	2022	Changes
Earnings (Losses) before Tax	52.5	114.1	-53.9%
Net Cash Spent in Operating Activities	3.3	176.0	-98.1%
Net Cash Spent in Investment Activities	(244.8)	(112.7)	117.1%
Net Cash Earned from Fund Raising Activities	365.0	(81.4)	-548.3%
Increased (Decreased) Cash and Cash Equivalents - Net	123.5	(18.2)	-778.9%
Others	(0.7)	1.1	-163.7%
Cash and Cash Equivalents at Start of Period	26.1	43.2	-39.5%
Cash and Cash Equivalents at End of Period	148.9	26.1	470.2%

As of 31 December 2023, Dexon's cash and cash equivalents total 149 million baht or increased by 470% from 2022. The increase resulted from business operations and fund raising from IPO prepossess through the Stock Exchange of Thailand. Dexon's net cash from operating activities totaled 3 million baht, while 245 million baht of cash was spent in investment activities comprising investment in tools, machinery, automation equipment and robotics for the manufacturing of transducers and subsea high-pressure connectors and investment in tools and equipment for use in providing inspection services involving the manufacturing of new tools. Furthermore, Dexon's net cash from fund raising activities totaled 365 million baht. Thus, at the end of the period, Dexon's cash and cash equivalents total 149 million baht.

4.5 Important Financial Ratios

Financial Ratios	Unit	2020	2021	2022	2023
Liquidity Ratios					
Liquidity Ratio	X	0.9x	0.9x	0.9x	3.4x
Quick Ratio	X	0.8x	0.8x	0.7x	2.9x
Profitability Ratios					
Gross Profit Margin	%	30.2%	30.6%	41.8%	34.9%
EBITDA	%	20.9%	25.0%	34.5%	25.4%
Net Profit Ratio	%	2.5%	4.2%	17.2%	7.8%
Return on Equity	%	6.5%	9.6%	44.2%	8.9%
Operating Efficiency Ratios					
Return on Assets	%	1.9%	3.3%	17.5%	6.0%
Return on Fixed Assets	%	1.6%	1.5%	2.1%	1.8%
Financial Efficiency Ratios					
Debt-to-Equity Ratio	X	2.0 x	1.8 x	1.4 x	0.2 x
Financial Cost	%	4.5%	4.0%	4.5%	4.0%

Remarks: Financial cost was calculated from the average of interest bearing debt (IBD) at the start and end of the period.

Analysis of Financial Ratios

- The Company has a good liquidity ratio that increased from the past average off 0.9 times to 3.4 times due to the Company's debt collection strategy adjustment and increase in revenues from operating business as well as funds from the Company's fund raising in the MAI Stock Exchange.
- The Company's gross profit margin, net profit and EBITDA decreased due to increased sales and administrative costs and expenses in 2023.
- The Company's return on assets decreased from 17.5% to 6.0% and from 2.1% to 1.8%, respectively, due to the Company's increased inspection equipment investments to support future market base expansion.
- The Company's debt-to-equity ratio decreased from 1.4 times to 0.2 times resulting from the Company's repayment of short-term and long-term bank loans after generating funds from fund-raising activities.
- The Company's financial cost ratio decreased from 4.5% in 2022 to 4.0% in 2023 due to the Company's repayment of loans during the year.



4.6 Dexon's Growth Targets for Year 2024

In 2024, Dexon's has set the revenue growth target to 704 million baht or an increase of 9% from year 2023 with a clear vision to expand the business in the United States and Europe. The Company believes that access to these new areas will be an important step in increasing the Company's revenues to successfully achieve investment objective. Thus, expanding business in the aforementioned markets is important for promoting the Company's future and sustainable growth.

Overview of the Company's Strategy in 2024

Dexon proposed its growth strategy in 2024 to the Board of Directors on 22 December 2023 by planning market expansion to generate sales growth divided into 1) the domestic market; and 2) the international market.

1. Domestic Market - The share of income comprise the following:

1. Engineering inspection service business, which is the Company's main business.
2. Research and development business.
3. Training service business (DTC).
4. Engineering design, manufacturing, modification, repair and installation business (DMS).
5. Software design and engineering operating system development business.

Currently, the engineering inspection service business market in Thailand has a total market value of 3,000 million baht by approximation. The Company's market share is 11% or 328 million baht (citing data on the Company's sales in 2023 and data from the Department of Business Development). The Company has set its market goal in Thailand in 2024 to 356 million baht or a growth of 8.5% from year 2023 or a market share of 12%. The market share increase would result from proposing turnkey projects to target group customers by enhancing the Company's services to be more comprehensive starting from presenting inspection and maintenance work by offering services that will deliver the greatest benefits to customers and then delivering work to customers on time. Furthermore, for the revenue targets of DTC and DMS, they are at 20 million baht and 30 million baht, respectively. Currently, the revenue share of these two businesses when compared to the Company's overall revenues is less than 10%, which is quite low. However, there is an opportunity for growth in year 2024. Therefore, the total revenue growth target of the domestic market of the Company is 406 million baht or a share of 58% by approximation (a decrease from 61% in year 2022), with a target for revenues to grow by 2% from year 2023.

2. International Market - The Company sends engineers to provide service in over 40 countries worldwide in Europe, Asia, Oceania, the Middle East, Africa, North America and South America and expects to increase service opportunities in many more countries. Thus, in 2024 the Company increased the service revenue target in the international market to 298 million baht. The sales target includes the markets in the United States and Europe, which would approximately account for 42% of the revenues (an increase from 39% in 2022), with a growth target of 20% from 2023.

Figure 2: Overview of Revenue Targets in Year 2024 by Area

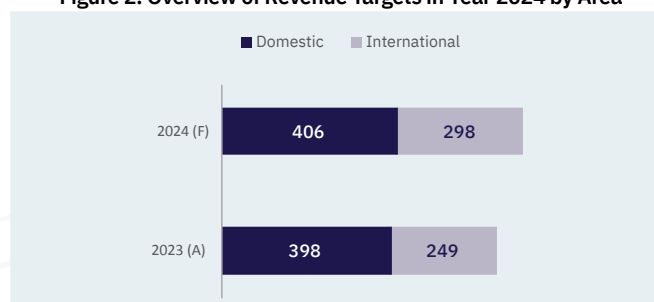
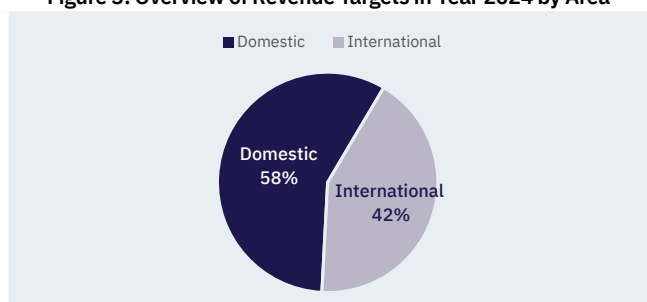


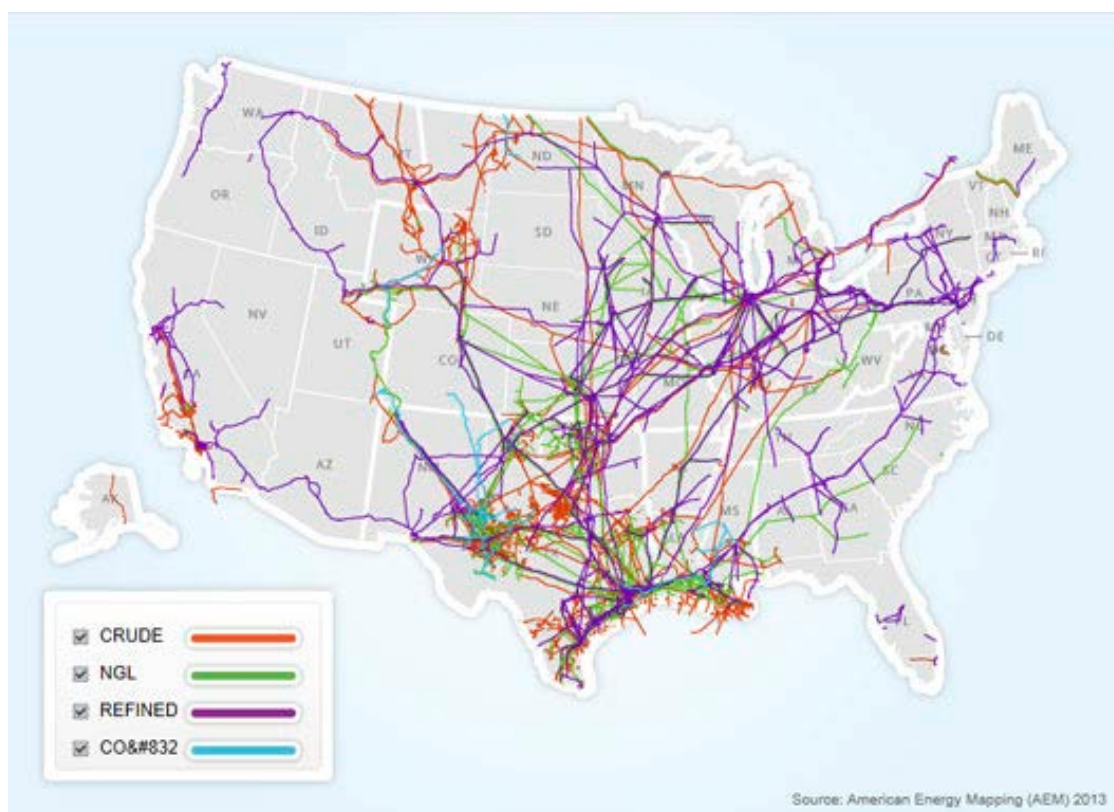
Figure 3: Overview of Revenue Targets in Year 2024 by Area



Business Opportunities in the United States

Regarding the business operation of the Company's subsidiary in the United States, Dexon's head office has invested in Dexon Technology USA Inc. ("DEXUS") by holding 100% share in the subsidiary. The subsidiary is located in Houston, Texas, a key petroleum energy industrial area in the United States. DEXUS, employee comprising of 5 workers, namely, a general manager, a sales and service expert, a technical expert, an operations expert and an administrative and finance department officer. For the work plan in 2024, DEXUS aims to market and present services more proactively. After the Company established its place of business and hired sales and service personnel, DEXUS sent its technical and operations expert for training in Thailand. While these factors prevented the performance in 2023 to meet targets, the Company believes that in year 2024 the Company will have greater opportunities to receive projects from the client. In viewing the overall market value of the pipeline integrity management business, its value in the United States is 5,420 million baht. In addition, the pipeline inspection service (in-line inspection), pipeline maintenance and pipeline refurbish and pipeline cleaning businesses as well as the market share of the general inspection services was approximately 20% with a projected growth of CAGR 3.6% from 2021 to 2028 (data from the Fortune Business Insights Report 2021-2028). Thus, it is clear that the growth opportunity of DEXUS is both interesting and likely to be highly successful.

Map of the Pipeline System in the United States by the American Petroleum Institute





Business Opportunities in Europe

As for the business operation of the subsidiary in Europe, Dexon's head office invested in Dexon Technology Europe BV ("DEXEU") by holding 100% share in the subsidiary, which is located in the city of Tholen in the Netherlands. Additionally, the Company is in the process of establishing another subsidiary in Germany in order to create additional strategic growth in the area in pipeline inspections, since Germany is a major area where the total length of pipeline systems was over 4,000 kilometers or the second-longest in Europe, in which pipeline systems totaled over 41,000 kilometers (data from the Kimberlite Report, 2021). With an attractively large market and great hiring opportunities, Dexon's head office has prepared a business plan and proposed it to the board of directors, gaining authorization to register the subsidiary's founding. Currently, Dexon is in the process of registering the founding of the subsidiary in Germany, which is expected to be completed in March 2024.

Summary

With the revenue growth target of 704 million baht, Dexon is committed to successfully expanding its market to grow internationally by adhering to our strategy to become a leader creating innovations to comprehensively meet customers' needs and a leader in pipeline inspections while maintaining the growth base of the domestic market by providing comprehensive pipeline inspection services and non-destructive inspection services. Furthermore, Dexon is committed to providing training services in non-destructive inspection techniques and other international standards along with engineering design and maintenance services. This strategy will be the success factors of Dexon in 2024.



5. General Information and Other Important Information

5.1 General Information (Company Information)

Name	Dexon Technology Public Company Limited
Registration No.	0107565000468
Business	Provision of engineering inspection services and development of technological innovations for inspecting structures and production equipment in the petroleum and energy industries and other industries.
Registered Capital (as of 31 December 2023)	238,250,000 baht divided into 476,500,000 ordinary shares.
Par Value	0.50 baht
Company Founding	10 May 1996, followed by converting into a public limited company on 22 July 2022.

Top Shareholders

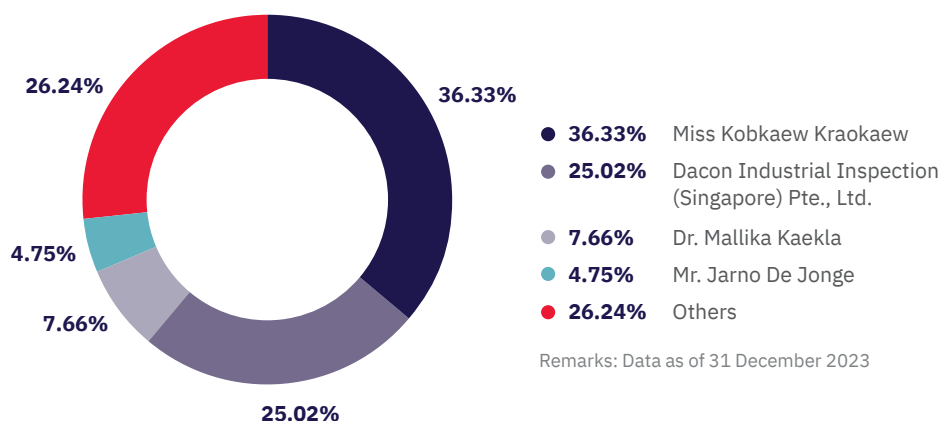


Figure Showing the Break-down of the Share Structure

Contact Information	- Investor Relations: Tel. 033-012-484-7, Ext. 222; Fax: 033-012-530; - Email: ir@dexon-technology.com - Secretary of the Board of Directors: Tel. 033-012-484-7, Ext. 116. - Company Website: https://www.dexon-technology.com/
Company Address	Head Office No. 78/4-5, Village No. 6, Ban Chang Sub-district, Ban Chang District, Rayong Province.



Subsidiaries



Dexon Technology USA, Inc.
Office Address: No. 7115,
West Tidwell Rd., Suite K-100,
Houston, TX 77092, United States.



Dexon Technology Europe, B.V.
Office Address: Energieweg 11J,
4691, SE Tholen, The Netherlands.



Dexon Technology Pte., Ltd.
Head Office Address: No. 18, B
un Lay Way, No. 04-122,
Trade Hub 21, Singapore.



Dexon Mechanical Solutions Co., Ltd.
Head Office Address: No. 78/4-5,
Village No. 6, 1st Floor, Sukhumvit Road,
Ban Chang Sub-district,
Ban Chang District, Rayong Province.



Dexon Training Center Co., Ltd.
Head Office Address: No. 78/4-5,
Village No. 6, 1st Floor, Sukhumvit
Road, Ban Chang Sub-district,
Ban Chang District, Rayong Province.

5.2 Other Significant Information (Related External Agencies)

Securities Registrar

Contact: Investor Services Section

Securities Depository of Center (Thailand) Co., Ltd.

No. 93, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok Metropolis 10400.

Tel.: 02-009-9000

Fax: 02-009-9991

Auditor

PricewaterhouseCoopers ABAS Co., Ltd.

Head Office Address: No. 79/74-80, Bangkok City Tower, 15th Floor, Sathon Tai Road, Thung Maha Mek Sub-district, Sathon District, Bangkok Metropolis 1012.

Tel.: 02-844-1000

Fax: 02-286-5050

Part
02

**Corporate
Governance**

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6. Corporate Governance Policy



6.1 Overview of the Corporate Governance Policy and Practice Guideline

The Company is determined to be an international leader in one-stop engineering inspection services and the development of pipeline integrity inspection and assessment technological innovations. In order to achieve these objectives, in addition to delivering quality products and services, the Company recognizes the importance of good corporate governance. In doing so, the business is operated according to the principles of integrity and ethical conduct through responsibility, transparency, honesty, straightforwardness and verifiability with fairness offered to every related party, using these principles as our operating guideline with emphasis on the long-term positive returns of the Company, reliability among shareholders and stakeholders and creation of value for the Company to ensure competitiveness and sustainable growth.

The board of directors gives importance to good corporate governance. As such, we have set in place a corporate governance policy and a good governance manual along with the business ethics and code of conduct to serve as good practice guidelines for directors, executives and employees on every level. These documents are published on the Company's website at www.dexon-technology.com. In addition, the Company adheres to the CG Code for Listed Companies 2017 in line with the specifications of the Stock Exchange of Thailand covering 8 key principles as follows:

- Principle 1 Establish clear leadership role and responsibilities of the board.
- Principle 2 Define the key objectives and goals of the Company.
- Principle 3 Strengthen board effectiveness.
- Principle 4 Recruit and develop high-ranking executives and people management.



- Principle 5 Nurture responsible business operation.
- Principle 6 Ensure the presence of an effective risk management and internal control.
- Principle 7 Ensure financial integrity and information disclosures.
- Principle 8 Ensure engagement and communication with shareholders.

Principle 1 Establish clear leadership role and responsibilities of the board.

1. In order to ensure that the Board of Directors understand and recognize its role and responsibilities as organization leaders, the Company has specified clearly the roles, powers and duties and responsibilities of the Board of Directors, and the Board of Directors has the duty to oversee the organization to ensure good management. This covers setting objectives and goals along with strategies and operating policies beyond the duties and responsibilities under the law. In doing so, the Board of Directors is given powers and duties to manage the Company in accordance with the law as well as the Company's objectives and regulations and shareholder meeting resolutions through responsibility, caution, honesty and integrity and allocation of essential resources to achieve objectives and goals. The Board of Directors also must monitor, assess and oversee the various reports of the Company's performance.
2. The Company gives importance to creating sustainable value for the business. As such, the Company has created its code of conduct to provide a practice guideline for directors, executives and employees in their performance, with emphasis on conducting business with integrity and respect for the rights of and responsibility toward shareholders and stakeholders in addition to benefiting society as a whole and contributing to developments or assistances to reduce environmental impacts and help the Company compete and generate positive returns and allowing the Company to adapt successfully in line with changing factors that might happen in the future. Moreover, the Company has created a good governance and business ethics manual and disseminates it via the Company's website in order to develop good understanding and promote compliance in directors, executives and employees on every level, including stakeholders, in addition to communicating and disseminating it during orientation for new directors, executives and employees.
3. The Board of Directors will take care to ensure that every person and executive carries out his or her responsibilities with duty of loyalty toward the organization and duty of care, in addition to taking care to ensure that activities occur in line with requirements, laws and shareholder meeting resolutions and established guidelines while also having in place a process for authorizing important activities such as investment, conducting transactions that significantly impact the Company, conducting transactions with connected persons, acquiring/disposing of assets and payment of dividends, etc.
4. The Board of Directors will understand the scope of duties and responsibilities of the Board of Directors. In doing so, the Company has created charters for different committees with clearly a specified and designated scope of duties and responsibilities and monitors and takes care to ensure that directors carry out their assigned duties. Accordingly, the Company stipulates for these charters to be reviewed by at least once annually and also for reviews to be conducted on the division of the roles and duties of the Board of Directors, the chief executive officer and Management to ensure consistency with the Company's direction.

Principle 2 Define the key objectives and goals of the Company.

1. The Company has specified clearly and appropriately its vision, mission and policies in order to communicate with all stakeholders to understand the key objectives and goals of the Company and to ensure that personnel on every level of the organization adhere to them as a practice guideline for performing duties according to set objectives and goals.

Furthermore, the Board of Directors will consider the readiness, expertise and competitiveness of the business as well as environmental conditions and changes to various factors and will make appropriate use of innovations and technologies to ensure sustainability.

2. The Board of Directors will supervise to ensure that the Company's medium-term or annual objectives, goals and strategies are consistent with the Company's primary objectives and goals by making use of technologies appropriately and safely in addition to analyzing environmental circumstances, factors and risks that might affect related stakeholders on the basis of social and environmental responsibility. Furthermore, the Board of Directors will take regularly review operations to supervise to ensure that resources are allocated and operations are controlled appropriately according to set plans.

Principle 3 Strengthen board effectiveness.

1. The Board of Directors is responsible for specifying and reviewing the appropriate structure of the Board of Directors, whether in terms of composition, size and proportion of independent directors, which should be no less than one-third of all directors, in addition to considering the diversity of qualifications in terms of skills, experience, sex and beneficial and sufficient ability in effectively performing the duties of directors. This includes the ability to understand and meet the needs of stakeholders. Currently, the Board of Directors has a structure comprising 8 individuals made up of executive and non-executive directors. Most directors are non-executive directors who have the ability to independently express opinions about the work of Management, and they number no less than one-third of all directors. Additionally, independent directors have the number and qualifications of independent directors according to the criteria of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. The Board of Directors will choose suitable people to serve as the Chairman of the Board of Directors, who will take care to ensure that the composition and operation of the Board of Directors facilitate the exercising of independent decision-making discretion. Accordingly, the Company has a guideline in place for the Chairman of the Board and the chief executive officer to not be the same individual to ensure a clear separation of duties and responsibilities between oversight policy-making and day-to-day work management and to prevent any person from having unchecked powers.
3. The Board of Directors has the duty to supervise to ensure that directors are recruited and selected according to a transparent and clear process in order to obtain company directors whose composition and attributes correspond to the specifications of the charters of different committees. Accordingly, the Board of Directors has appointed the Nomination and Remuneration Committee, which is made up of independent directors by at least one half, to perform the duty of nominating and recruiting directors and executives and specifying remunerations to make proposals for approval from the Company's board meetings and/or shareholder meetings.

In cases where the Board of Directors has appointed any person to serve as an advisor to the Nomination and Remuneration Committee, the Board of Directors will arrange for information about the advisor to be disclosed in the Company's annual report as well as information about the advisor's independence and absence of conflicts of interest.

4. The Nomination and Remuneration Committee has the duty of considering and specifying the remuneration rates of the Board of Directors and executives to make proposals to request for approval from board meetings and shareholder meetings with consideration to the following criteria:
 - 4.1 Suitability and consistency with the scope of duties and responsibilities of each director.
 - 4.2 Remuneration levels that can incentivize and retain knowledgeable, competent and high-quality directors to perform their duties for the organization.
 - 4.3 A remuneration structure that is clear, transparent and easy to understand in both monetary and non-monetary terms.



4.4 Rates that are comparable to the directors' remunerations within the same or similar industries.

4.5 In cases where the Board of Directors has appointed a person to serve as an advisor to the Nomination and Remuneration Committee, the Board of Directors will arrange for the disclosure of the advisor's information in an annual report, including information about the advisor's independence or absence of conflicts of interest.

5. The Company has a policy to require every director to follow the Code of Best Practices for directors of listed companies according to the guideline of the Stock Exchange of Thailand and will support all directors to understand and acknowledge their roles, duties and responsibilities in addition to performing duties in accordance with the law and the Company's objectives and regulations, including shareholder meeting resolutions, out of integrity and honesty with primary consideration to the best interest of the Company and shareholders. Furthermore, every company director is required to fully and sufficiently devote time to perform duties under their responsibilities, whereby the Company has made it a policy for each company director to attend at least half of all board meetings that are organized each year, except in necessary circumstances that require otherwise.
6. The Company has a policy to invest in subsidiaries or joint companies. In doing so, the Company considers making investment in businesses that share the same business objectives as the Company's main business or similar businesses or considers investing in businesses that benefit the Company and can support the Company's main business to be more comprehensive and to enhance the Company's competitiveness.

Furthermore, the Company has a policy to supervise and oversee subsidiaries and joint companies. As the Company does so, the Company assigns directors or executives who are suitably qualified and experienced for operating business to represent the business management of subsidiaries and joint companies in order to set key policies and control the business operations of the subsidiaries and/or joint companies. Moreover, directors who represent the Company are required to perform duties in overseeing the subsidiaries and/or joint companies to manage or carry out actions according to the policies set by the Company in addition to exercising their discretion according to the meeting resolutions passed by the Board of Directors and/or shareholder meetings of the Company concerning the important matters of the subsidiaries and/or joint companies in order to create the greatest benefits for the Company and promote the Company's sustainable growth.

7. The Board of Directors will arrange for an assessment of the work performance of directors by entire committees as well as the performance of individual directors in order to consider and review the work achievements, problems and obstacles in each year to make use of the evaluation results in developing and improving work performance in different areas.
8. The Board of Directors has a policy to promote and supervise to ensure that each director possesses knowledge and understanding about their roles, duties and nature of business as well as the laws related to the business in addition to supporting every director to strengthen their skills and knowledge for performing their duties as directors regularly. In doing so, directors are encouraged to participate in seminars and training organized by various agencies that are related to the duties and business operation of the Company. Additionally, training and knowledge development information about the Board of Directors is disclosed continuously in the Company's annual reports.
9. The Board of Directors will schedule meetings in advance by at least 4 times per year and might hold special additional meetings as necessary. In holding each meeting, meeting agendas are clearly specified and meeting invitation letters along with accompanying details are sent by at least 7 days ahead of the board meeting date to allow the Board of Directors to have enough time to study information before attending each meeting. Moreover, meeting records are made in writing in the form of meeting reports, and meeting reports that are certified by the Board of Directors are stored to allow the Board of Directors and other related parties to examine them.

Furthermore, the Company supervises to take care and ensure confidence that the Board of Directors' activities are carried out in an orderly fashion with the ability to access necessary information, and the Company's secretary has been appointed to oversee and provide recommendations to directors and executives concerning compliance with the law as well as the specifications, regulations and requirements of the Company in addition to monitoring to ensure correct and consistent practices. The secretary is also responsible for organizing meetings of the Board of Directors and shareholder meetings and to coordinate work to ensure that actions are carried out according to the resolutions passed at these meetings in addition to performing other duties as specified by the law. In doing so, the Company's secretary is supported to receive training and knowledge development continuously to benefit the performance of duties and whenever certified programs are available for the Company's secretary.

Principle 4 Recruit and develop high-ranking executives and people management.

1. In the recruitment of high-ranking executives, the Board of Directors makes considerations based on the attributes, characteristics, skills, knowledge, capabilities and experience as required to carry and drive the organization toward its objectives. In doing so, the Company has clearly specified the attributes, powers and duties of the chief executive officer. As for the consideration of the criteria and procedure for recruiting and appointing persons or approving persons nominated to become high-ranking executives, the chief executive officer will make joint consideration with the Nomination and Remuneration Committee. Furthermore, the Company prepares succession plans for the positions of chief executive officer and high-ranking executives to ensure that the Company's business operation can continue without interruption.
2. The Board of Directors will take actions to specify a remuneration structure that incentivizes executives and employees on every level of operation to keep with the primary objectives and goals of the Company as well as the Company's interest. Moreover, the Board of Directors will consider granting approval for the appropriate criteria and factors for evaluating performance with consideration to the principles of justice and comparability with other companies in the same industry with similar sizes and set remunerations in a way that successfully retains executives who are qualified according to the Company's needs in addition to authorizing the remuneration structure of high-ranking executives and monitoring to ensure that the chief executive officer evaluates high-ranking executives consistently with the principles for conducting the aforementioned evaluations. Accordingly, regarding the remunerations, the Nomination and Remuneration Committee will perform its duties to consider and screen them before recommending them to the Board of Directors with consideration to the Company's performance and the performance and abilities of each executive.
3. The Board of Directors will understand the structure and relationships of shareholders that can potentially impact the management and performance of the Company and oversee to ensure that the structure and relationships do not hinder the performance of the duties of the Board of Directors. The Board of Directors will take care to ensure that information is disclosed according to various agreements that affect control of the Company.
4. The Board of Directors will supervise and monitor work management to ensure the development of personnel in terms of knowledge, skills and experience along with appropriate incentives on a regular basis. Human resources are managed consistently with the direction and strategies of the organization, and employees on every level possess appropriate knowledge, capabilities and motivations, and employees are treated fairly in order to retain competent personnel with the Company. Furthermore, a provident fund or other mechanisms exist to take care to ensure that employees are able to save sufficiently to support their retirement, and employees are encouraged to develop knowledge and understanding about financial management and how to choose investment policies that are consistent with their age range and risk levels.



Principle 5 Nurture responsible business operation.

1. The Board of Directors gives importance to and supports the development of an organization culture and the creation of innovations that create benefits and shared value for the Company, customers, trade partners and related parties, in addition to taking responsibility for society and the environment. The Board of Directors gives importance to developing the organization's culture and using it to review strategies, planning, performance improvements and performance monitoring, and the Board of Directors supports activities that add value to the Company in line with constantly changing environmental factors, which may include the design and development of products and services, research, manufacturing process and work process improvements and collaboration with customers. Accordingly, the aforementioned activities should occur in a manner that creates shared benefits for the Company, customers, trade partners, society and the environment without supporting inappropriate behaviors and illegal or immoral activities.
2. The Board of Directors takes care to ensure the presence of mechanisms that guarantee confidence that the Company will operate business ethically and exhibit responsibility for the society and environment without violating the rights of stakeholders. This is to provide a guideline for every agency within the organization to successfully carry out its primary objectives and goals in a sustainable manner. Accordingly, the practice guideline is as follows:

- **Accountability to Shareholders**

The Company will operate business transparently and disclose information fairly and effectively in addition to focusing on developing the organization toward sustainable and continuous growth to create appropriate returns to shareholders and deliver maximum returns to shareholders. Directors, executives and employees are required to avoid actions that fit the criteria for conflict of interest.

- **Accountability to Employees and Contractors**

The Company has a policy to treat employees and contractors equitably in line with the law and related standards and to treat employees and contractors fairly with respect to human rights by providing remunerations and other benefits fairly according to the knowledge and capabilities of each employee, along with benefits that are at least the same as or better than those required by the law. The Company also takes care of the health and work safety of employees in addition to giving importance to improving the knowledge and capabilities of employees develop highly effective work skills and allow employees to have the opportunity to develop their work skills in different areas. The Company has also established a provident fund for employees.

- **Accountability to Trade Partners**

The Company has a policy to treat all trade partners equitably and fairly with integrity and without exploitation. The Company has a procurement process and contract terms that are fair and takes responsibility for society and the environment in addition to auditing and assessing trade partners to sustainably connect business with them.

- **Accountability to Customers**

The Company will strictly follow the business terms that exist with customers to comply with related laws and standards and maintain product and service quality standards to ensure customer confidence and satisfaction while also taking into consideration the health, safety, fairness and information confidentiality of customers without using information to obtain personal or third-party benefits. This includes monitoring the service satisfaction of customers to make product and service improvements.

- **Accountability to Creditors**

The Company will strictly comply with contract terms that exist with creditors and repay principal and interest amounts and maintain security deposits under related contracts.

- **Accountability to the Community and Society**

The Company will use its business knowledge and experience to develop, promote and enhance the quality of life of communities and society in a tangible manner. This includes promoting consciousness and community and social responsibility within the organization on a continuous basis and supporting activities that create benefits for the general public and society.

- **Accountability to the Environment**

The Company strictly complies with environmental laws and regulations and gives continuous importance to controlling environmental impacts to ensure that the Company does not create or cause negative environmental impacts. Furthermore, the Company has a policy to support various activities that enhance quality, occupational health and the environment and will maintain the work environment to always be safe for the lives and property of employees.

- **Fair Competition**

The Company operates business openly and transparently without creating unfair competition.

- **Anti-Corruption**

The Company takes actions according to related laws and standards, and the Company has an anti-corruption policy in place. Furthermore, in 2023, the Company considered to declare its intention to be a member to Thailand Private Sector's Collective Action Against Corruption (CAC).

3. The Board of Directors will set policies, business goals and plans as well as the Company's budgets and will monitor and supervise to ensure that Management takes actions according to the set policies, work plans and budgets for the best interest of the Company and shareholders as a whole. In doing so, these business plans and budgets are reviewed regularly in order to monitor the allocation and management of the Company's resources in an effective and efficient manner with regular consideration to changing internal and external factors to ensure sustainability according to set objectives and goals.
4. The Board of Directors has a policy to set the governance framework for overseeing and managing information technology on the organization level in line with the Company's needs in addition to taking care to ensure that information technology is used to increase business opportunities and develop work processes and risk management to have the business successfully accomplish the Company's primary objectives and goals. In addition, the Board of Directors will take care to ensure that the organization's risk management covers administration and management of information technology risks and that the Company has in place measures to maintain information system security and safety.



Principle 6 Ensure the presence of an effective risk management and internal control.

1. The Board of Directors will consider and specify the risk management policy covering the entire organization and supervise to have confidence that the Company has a risk management system that is supported by measures. Additionally, the Company will make its considerations based on the external and internal factors of the organization that might cause the Company to fail to fulfill its objectives, and the Company assesses the impacts and opportunities of identified risks in order to order risks and put in place appropriate risk management methods.
2. The Board of Directors will take actions to ensure the appointment of an Audit Committee capable of performing its duties effectively and independently and that is made up of at least 3 independent directors who are qualified according to the criteria of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee's duties are specified in the Audit Committee's charter, whereby the Audit Committee must render opinions about the sufficiency of the risk management and internal control systems and disclose them in the Company's annual reports.
3. The Board of Directors must monitor and manage potential conflicts of interest that might occur between the Company and Management, the Board of Directors or shareholders. This includes preventing inappropriate uses of assets, information and opportunities of the Company and conducting transactions with persons who are inappropriately connected to the Company. The Board of Directors will supervise to ensure the presence of a system to maintain data security, confidentiality, reliability and readiness for use.

Furthermore, the Board of Directors will ensure the presence of management and monitoring of transactions with potential conflicts of interest and take care to ensure the existence of guidelines and practices that cause the aforementioned transactions to comply with operating procedures and information disclosure procedures in line with the specifications of the law. Accordingly, interested parties should not be involved in the decision-making process, and the Board of Directors has provisions for directors to report their interests at least before the consideration of agendas at meetings of the Board of Directors in addition to recording them in board meeting reports. Directors who hold significant interests that might cause them to be unable to express their opinions independently are required to recuse from participating in the consideration of the related agendas.

4. The Board of Directors will take care to ensure the creation of an anti-corruption policy that clearly specifies anti-corruption measures and practice guidelines to communicate to every level of the organization and third parties for successful actual practice. The Board of Directors will also support activities that promote and remind every employee to follow the law and related regulations.
5. The Board of Directors will supervise to ensure that the Company has mechanisms for handling complaints and response actions in cases involving whistleblowing in addition to protecting whistleblowers and complaint filers without taking actions that are unfair to whistleblowers and complaint failures and without disclosing the names, last names, addresses or other information that can be used to identify whistleblowers or complaint filers.

Principle 7 Ensure financial integrity and information disclosures.

1. The Board of Directors has the responsibility of taking care to ensure the existence of a system for preparing financial reports and disclosing important information correctly, sufficiently and in a timely fashion according to the criteria and specifications of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. This includes important information that might impact the prices of the Company's securities and influence the decision making processes of investors and stakeholders of the Company. Accordingly, the Company will take care to ensure that personnel who are involved in the preparation and disclosures of information possess knowledge, skills and experiences that are suitable for their duties and responsibilities and that they are available in sufficient numbers. These personnel refer to the Chief Accounting Officer and the Chief Financial Officer, accountants, internal auditors and the Company's secretary. The Board of Directors will approve information disclosures with consideration to results of assessments of the adequacy of the Company's internal control systems, the opinions of auditors in financial reports and observations raised regarding the internal control system, including the opinions of the Audit Committee and consistency with the primary objectives, goals, strategies and policies of the Company.

Meanwhile, information disclosures include financial statements, annual information disclosure forms (Form 56-1) and annual reports that sufficiently reflect the Company's performance and financial position. Moreover, the Company is supported to prepare a management discussion and analysis (MD&A) to accompany financial disclosures to allow investors to better learn information and understand changes that take place regarding the Company's financial position and performance.

2. The Board of Directors will monitor and oversee the sufficiency of financial liquidity and debt service capabilities by instructing Management to monitor and assess the Company's financial position alongside audit reports, Management analysis, general information and important information in annual reports and annual information disclosures to ensure correctness, completeness and timeliness in addition to reporting regularly to the Board of Directors. The Board of Directors and Management are to jointly seek corrective actions whenever there are signs that indicate financial liquidity and debt servicing problems.

Furthermore, in authorizing transactions or rendering opinions for shareholder meetings to grant authorization, the Board of Directors will consider and evaluate risks from external and internal factors to ensure confidence that such transactions will not impact business continuity, financial liquidity or debt service capabilities.

3. The Board of Directors gives importance to managing and correcting financial problems in situations where the Company experiences financial difficulties or is likely to encounter problems. The Board of Directors will make consider to ensure confidence that the Company has a plan to correct problems with consideration to the rights of all stakeholders. In situations where the business is likely to be unable to repay its debts or to face financial problems, the Board of Directors will provide close monitoring and supervision to have the Company operate business cautiously and take actions to monitor and correct the problems. In doing so, Management will be instructed to make regular status reports to ensure confidence that considerations and decisions to correct the Company's financial problems, regardless of the method, are made reasonably. The Board of Directors will take care to ensure that the Company sets corrective action plans with consideration to the fairness of every stakeholder, including creditors. Moreover, the Board of Directors will monitor to ensure that the Company fully complies with all specifications related to the disclosure of information to shareholders.
4. The Board of Directors will consider preparing sustainability reports as appropriate to disclose information about legal compliance, adherence to the code of conduct, anti-corruption policy and treatment of employees and stakeholders. This includes fair treatment and respect for human rights and social and environmental responsibility with consideration

to reporting frameworks that are accepted on the national or international level. Accordingly, information disclosures pertain to important matters and reflect actions that will lead to sustainable value creation for the Company.

5. The Board of Directors will supervise to ensure that Management assigns agencies or persons to be in charge of investor relations work, which is responsible for communicating with shareholder and other stakeholders such as investors and analysts, including information disclosures to third parties. Such agencies or people are to be suitable for their duties and understand the Company's business as well as the objectives, key goals and values of the Company to be able to effectively communicate with the capital market. This is to ensure effective, appropriate, equitable and timely communication and information disclosures.
6. The Board of Directors supports the adoption of information technology to disseminate information according to set criteria and through the channels of the Stock Exchange of Thailand. Additionally, the board of directors will consider disclosing information in the Thai and English languages via the Company's website by doing so regularly and presenting up-to-date information.

Principle 8 Ensure engagement and communication with shareholders.

1. The Board of Directors will take care to ensure confidence that important matters, including topics specified in laws and other topics that might impact the operating direction of the business, are considered or authorized by shareholders. This is achieved by including them as agendas for shareholder meetings, and shareholders are encouraged to participate, whereby criteria exist for minor shareholders to propose additional meeting agendas and nominate people to become directors. Additionally, care is taken to ensure that shareholder meeting invitation letters contain accurate, complete and sufficient information to facilitate the exercising of rights of shareholders, and meeting invitation letters and related documents are delivered and disclosed on the Company's website ahead of each meeting date within the timeframe specified by related laws or regulations to give shareholders enough time to thoroughly consider the details about each meeting agenda. Furthermore, shareholders are given the opportunity to submit questions in advance of the meeting date, whereby the criteria for sending questions in advance are set and published on the Company's website.

Moreover, the Board of Directors gives importance to the various basic rights of shareholders, including the right to sell or transfer shares, the right to receive profit dividends from the business, the right to appoint auditors and engage in matters that affect the Company, including dividend allocation, specification or revision of regulations, the memorandum of association and requirements, and capital decrease or increase, etc

2. The Board of Directors will take care to ensure that actions on shareholder meeting dates take place in an orderly, transparent and effective manner that facilitates shareholders in fully exercising their rights fully and appropriately according to related criteria. These actions concern various matters that support and facilitate the exercising of rights of shareholders as follows:
 - 2.1 The Company will send meeting invitation letters to shareholders to inform them in advance of the meeting date. Each letter will specify the date, time, place and time of the meeting along with all information related to the topics requiring decisions at the meeting.
 - 2.2 Before a meeting commences, the Company will inform shareholders about the number and ratio of shareholders attending the meeting in person and shareholders attending by proxy, along with the meeting procedure, voting and vote counting procedure. Additionally, in cases where a shareholder is unable to attend the meeting, the Company will give the shareholder the opportunity to assign an independent director or another person to attend the meeting by proxy on the shareholder's behalf by using one of the proxy appointment forms that the Company sent together with the meeting invitation letter.

- 2.3 The Company will take care to prevent actions that limit meeting attendance opportunities or create undue burden on shareholders and facilitate every shareholder equitably in attending the meeting at the appropriate place and time.
- 2.4 The Chairman of the Board will serve as the chairman of shareholder meetings and have the duty to oversee meetings in accordance with the law and related criteria and the Company's regulations, in addition to allocating appropriate time for each meeting agenda as specified in the meeting invitation letter. In doing so, consideration will be made and voting will take place in order according to the set agendas without changing essential information or unnecessarily adding meeting agendas. Additionally, shareholders are given the opportunity to have equal rights to ask questions, express opinions and make recommendations. In cases where any agenda involves multiple items, the meeting chairman will arrange for voting to take place separately for each item, such as when shareholders exercise the right to appoint directors individually during an agenda for the appointment of directors.
- 2.5 The Board of Directors supports the use of voting ballots in important agendas and supports for independent personnel to count or check the voting results at the meeting and disclose voting results, whether they are votes of approval or disapproval or abstentions, during each agenda to inform the meeting in addition to recording them correctly and fully in shareholder meeting reports appropriately according to related laws to allow shareholders to verify them.
- 2.6 The Company gives minor shareholders the opportunity to nominate people to be considered for election to become directors or to propose additional meeting agendas ahead of each shareholder meeting by having in place a clear set of criteria and disclosing these criteria to shareholders in advance.
3. The Board of Directors will take care to ensure that meeting resolutions are disclosed and shareholder meeting reports are made correctly and completely. The Company will disclose meeting resolutions and voting results by the next business day in the system of the Stock Exchange of Thailand and the Company's website and deliver a copy of the shareholder meeting report to the Stock Exchange of Thailand within 14 days after the date of the shareholder meeting.





6.2 Business Integrity and Ethics

Integrity and ethics in operating the Company's business are a set of plans that specify the scope and standards of conduct and behaviors that every Company personnel should adhere to in operating business and performing work by engaging in consistent practices creatively within the framework of justice and honesty and in an orderly and equitable fashion in order to establish and maintain the image of the Company as an organization that grows sustainably as follows:

1. Respect for International Laws and Human Rights Principles

The world's society is governed by relying upon the legal powers or legislation of each country. Wherever the Company operates business or is involved in, although legal systems, customs and traditions may vary, they all adhere to the same international human rights principles. Therefore, all personnel are required to respect the laws of each country as well as international human rights principles and to stand for what is right, just and lawful.

Good Practices

1. The Company's personnel must develop a thorough understanding about the laws that are directly related to their duties and responsibilities and strictly follow them. In cases of any doubt, the Company's legal advisors are to be consulted. It is never appropriate for a person to take action according to his or her own understanding without proper guidance.
2. The Company's personnel who are required to operate internationally should study the laws, customers, traditions and cultures of their destination countries before their travels in order to ensure that the tools or equipment that they bring with them along with their travel documents, travel objectives and work operations in the destination countries do not violate the destination countries' laws, customs, traditions and cultures.
3. The Company is required to strictly adhere to human rights principles and educate employees about international human rights principles to have them implement them as part of their work and not support businesses that violate international human rights principles.

2. Political Support

The Company is a politically-neutral organization that is not affiliated with any particular political party or politician, whether on the local, national, regional or global level. The Company supports activities that correspond to the system of governance in each country where the Company operates and encourages the Company's personnel to firmly follow the constitutional monarchy system of governance and to exercise their political rights within the bounds of the law.

Good Practices

1. The Company must remain politically neutral and not use company assets to support the political actions of political parties, political groups or any politician, whether directly or indirectly, without allowing political factions to use the Company's resources and facilities to carry out political activities.
2. The Company encourages the Company's employees to support and exercise their political rights outside of their work hours by using their own resources. The Company's personnel are prohibited from using the Company's authority, resources, capital and name to gain favors or carry out political parties.

3. Conflicts of Interest and Benefits

The Company's personnel are required to carry out their work without having overlapping interests, and they must give primary consideration to the Company's interest and operate freely from their own personal interest or the influence of people who are close to them. The Company's personnel are required to always check whether they have interests or benefits that conflict with their work. In the event that conflicts of interest arise, the relevant personnel are to refrain from carrying out the work and allow others to carry out their responsibilities instead in order to eliminate reprimands for conflicts of interest, abuse of authority to create personal gain and damage to the Company. Thus, all personnel are required to strictly follow the Company's measures for preventing conflicts of interest and must disclose their conflicts of interests according to the Company's specifications.

Good Practices

1. The Company's personnel are strictly prohibited from using their influence or powers to conduct transactions between the Company and themselves, or partnerships or juristic persons in which said personnel hold shares, including all family relations, except they are benefits that the Company's personnel are entitled to receive and conflicts of interest have already been disclosed and special permission or approval in principle has already been granted to permit the aforementioned activities.
2. The Company's personnel and their family relations can conduct general trade agreements that do not rely upon the influence of the Company's personnel and the trade agreements are appropriate for ordinary trade partners that conduct business with the Company or affiliated companies.
3. It is strictly prohibited to issue orders in order to create benefits for personnel who are the issuers of said orders.
4. In attending meetings to consider any agenda, meeting participants and personnel who have conflicts of interest must temporarily recuse themselves from the meeting to allow other meeting participants to have the opportunity to consider, analyze and critique the agenda without the influence of the people with conflicts of interest.
5. The Board of Directors and executives must consider conflicts of interest related to the related transactions of the Company and affiliated companies thoroughly with honesty and integrity, reasonability and independence within the bounds of good ethics and consideration to the best interest of the Company.
6. The Company's directors, executives and auditors are required to report their conflicts of interest that are related to the business management of the Company and affiliated companies, including the securities in companies that they hold or persons connected to them according to the criteria set by securities and stock exchange laws.
7. It is permissible to accept work from affiliated companies after gaining authorization from supervisors, Management and directors, depending from the case. The Company's personnel must not accept work outside the Company that compete with the Company's business or create conflicts of interest with the Company, whether the work is temporary or permanent in nature, except with the special permission of their supervisor.
8. New personnel who are connected to the Company's existing personnel have to be hired through a transparent and fair process for people who are equally qualified. The Company's personnel must not interfere with or use their influence to help people connected to them to be hired for work.



4. Confidentiality, Maintenance of Confidentiality and Use of Internal Information

For all non-public confidential information and information that when disclosed to the public or fall into the hands of competitors would cause severe negative impacts on the Company, including all types of information that trade partners and customers deliver to the Company through their trust, the Company has the duty to protect and maintain the confidentiality of the aforementioned information by only allowing it to be known to required individuals, and it is duty of all persons taking care of or possessing such information to strictly protect said information.

Good Practices

1. The Company's personnel must maintain and protect customers' information and trade information. The Company's personnel must not disclose the customers' confidential information to uninvolved company personnel and outsiders, except when required to do so by the law or the disclosures are for purposes related to legal battles or occur with the authorization of the Board of Directors.
2. Internal information is confidential information about the operation and management of the Company that has not yet been disclosed to the public and that, if disclosed, would impact the Company or affiliated companies. Therefore, the Company's personnel must maintain the confidentiality of said information and not disclose the internal information that they come into knowledge of as part of their work to other parties, nor use internal information to seek inappropriate gains or to diminish the Company's gains.
3. In hiring people who previously worked with trade competitors or who previously worked in government, the Company must seek and study confidentiality agreements that said people previously made with trade competitors or the government and not take actions to cause said people to do anything that violates the agreements made with the trade competitors or the government in a manner that could lead to subsequent lawsuits.
4. Information must be disclosed by the Company's personnel who possess the authority or duty to do so. Ordinary personnel do not have the duty to disclose information, and when inquired to disclose information that they are not duty-bound to disclose, we recommend for the people who make these inquiries to first inquire from the people who have the duty to disclose the information to ensure that information is provided correctly and in a consistent manner.

5. Treatment of Customers

The Company considers the maximum satisfaction of customers who purchase services from the Company and who use the Company's services by offering fair prices and quality while remaining accountable to customers by having to serve customers quickly, amicably and without discrimination.

Good Practices

1. The Company is determined to develop comprehensive services, speed of service and quality to continuously meet the needs of customers. The Company's personnel must fully devote themselves to meet customers' needs through reasonable prices, timeliness and quality without rights restrictions and with fair conditions for customers.
2. Actions must not be taken to defraud or mislead others to have incorrect understanding about the service quality of the Company. The Company must provide clear details about services to support advertisement, knowledge and understanding about products and services in ordinary consumers.

6. Treatment of Trade Competitors

Trade competitors are outside parties that the Company must compete with according to the mechanisms of liberal capitalism. Thus, business competition must occur fairly without distortion, use of fraudulent information or use of other inappropriate methods according to the principles of fair competition.

Good Practices

1. Trade competitors are third parties with whom the Company must compete according to the principles of free market capitalism. Competition must occur fairly without distortion or provision of fraudulent information and without use of other methods that are not proper according to the rules for good competition.
2. The Company should support collaboration with trade competitors to benefit customers. Collaboration between the Company and competitors must not be for the purpose of obtaining monopolies in the allocation of income and market shares, nor to reduce service quality or set service prices that cause overall negative impacts on customers. The Company's personnel must exercise caution when contacting competitors. Furthermore, all of the personnel working for competitors are prohibited from disclosing or neglecting the Company's confidential information such that it falls into the hands of competitors.

7. Purchasing, Procurement and Treatment of Suppliers

The Company values purchasing and procurement, which are important processes for supporting the Company's operation and business, within the bounds of good governance, and the Company gives importance to trade partners by treating trade partners equitably on the basis of fair competition, transparency and equality in order to build partnerships that lead to long-term mutual business support.

Good Practices

1. The trade partner selection process must not involve discrimination against trade partners and must occur on the basis of quality, services and prices.
2. The Company must strictly and appropriately comply with contracts and terms that are made.
3. The Company must not demand or accept dishonest trade benefits.
4. The Company must build relationships and maintain positive relationships with trade partners in a sustainable manner on the basis of correctness and equality.

8. Accountability to Communities, Society and the Overall Environment

The Company considers to be a duty to give importance to community and social activities by focusing on facilitating social, community and environmental developments through upholding religions and creating and conserving natural resources in addition to supporting youth education and public benefit activities for communities.

Good Practices

1. Operate business while showing responsibility for communities, society and the environment.
2. Promote a consciousness of responsibility for communities, society and environment in employees on every level.
3. Conduct business and make use of technologies with consideration to environmental impacts.



4. Share a part of the Company's profits with communities and society through projects/activities as appropriate and whenever opportunities arise to do so such as by supporting education, community relations and volunteer projects, etc.

9. Treatment of Employees and/or Colleagues

All of the Company's personnel are the most important components in business. Therefore, the Company values every employee without discrimination, and the Company encourages company personnel to remain united and to promote mutual trust without division but to instead treat each other politely while respecting human dignity. The Company must create a good and safe work environment, pay appropriate remunerations and provide good benefits to employees as suitable in addition to providing amenities as deemed fitting to support work to ensure that the Company's personnel can work to the fullest extent of their capabilities swiftly and thoroughly with diligence and hard work, mindfulness, reason and knowledge while consistently seeking knowledge and self-improvement.

Good Practices

1. The Company must create a safe and hygienic work environment and help employees work to the fullest extent of their capabilities and procure suitable and safe work tools and equipment for every employee to use in their operation. All executives and supervisors are required to supervise their subordinates to comply with the Company's policies.
2. The Company's employment policy should be based on virtues by measuring the capabilities and attributes/requirements of each work position. The Company's employment regulations must give equal opportunities to every person without discrimination.
3. The Company must prevent discrimination, violations or threats and not discriminate on the basis of race, skin color, religion, sexual orientation, age, nationality, sex, identity or disability.
4. The Company must pay appropriate and fair remunerations to all employees.
5. The Company encourages employees to learn continuously, gives importance to knowledge development and sharing and provides training and opportunities for appropriate and fair professional advancement.
6. The Company heeds the opinions and recommendations of employees/colleagues with equitability and equality and provides justice through direct complaint channels to executives.

10. Treatment of Creditors

Good Practices

1. Strictly, transparently and equitably follow the contract terms that exist with creditors in terms of payment and other conditions as agreed upon with creditors.
2. Disclose financial information to creditors correctly and fully according to contract specifications and in a timely manner.
3. Notify creditors in cases where the Company is unable to fulfil contract terms and seek joint solutions to correct the problem.

11. Internal Control and Internal Audit

Effective, proper and reliable internal control and internal audits are necessary in being a registered company. Hence, the Company must specify a policy to oversee and ensure the existence of a good internal control system with appropriate risk management and regular outcome monitoring. Accordingly, the Company conducts reliable internal audits and has the Audit Committee to provide oversight along with an effective internal audit department and Management and employees who give importance to internal control and internal audit.

Good Practices

1. The Company must provide an internal control system that creates a good control environment for the Company's personnel to have a positive attitude toward internal control in addition to ensuring appropriate risk assessment to assess risks that might impact work objectives, goals or success. Concurrently, the Company must have good control activities in every duty and at appropriate levels along with an adequate and reliable information and communication system inside and outside the Company along with a good monitoring and evaluation system to have confidence that the systems in place are appropriate, actually implemented, contribute to work success and improved or corrected appropriately to each situation.
2. The Company must designate an agency with direct responsibilities in risk assessment and management in addition to evaluating internal control and audits of system compliance and use results to improve control measures appropriately to the changes in the situation, environment and risk factors with the cooperation of high-ranking and middle-level executives.
3. The Audit Committee must conduct reviews to ensure the presence of an adequate internal control system, risk management system and internal audit system in addition to reporting audit results to the board of directors and shareholders.
4. The Company must assign an independent agency to directly report to the Audit Committee and to effectively perform internal audit duties in addition to being staffed with sufficient knowledgeable and competent personnel who adhere to the code of conduct of internal auditors.
5. All company personnel are required to support work and provide factually accurate information to the internal audit agency and third-party auditors. Company personnel have the duty to audit the correctness of financial information and immediately report errors or suspicious activity.

12. Anti-Corruption

In order to prevent the misconduct of the Board of Directors, executives and employees in making use of or obtaining benefits for themselves, whether or not their activities create benefits or losses or damage to the Company, the Company has gathered and specified the appropriate practices to prevent and combat corruption in writing in order to create a practice guideline that corresponds to the purpose, intention and ethical and moral principles of the Company's business operation.

Good Practices

1. The Company has set anti-corruption measures consistently with related laws and moral principles by having in place risk assessment for risky activities or activities that might lead to corruption and creating manuals and practice guidelines for all related parties.
2. Anti-corruption measures are part of business operation and are part of the duties and responsibilities of the Board of Directors, executives and employees on every level, who must contribute to expressing their opinion about practices to ensure that anti-corruption efforts fulfil their policy objectives.



3. Directors, executives and employees of the Company are strictly prohibited from accepting or supporting corruption in every form, whether directly and/or indirectly. This includes the giving and acceptance of gifts and tokens, remunerations and donations and also covers contractors, sub-contractors and other related persons. Moreover, adherence to this anti-corruption policy must be regularly audited and practice guidelines have to be reviewed regularly to ensure consistency with various policies, specifications, announcements, laws and regulations.
4. The Company provides education about anti-corruption to the Board of Directors, executives and employees and promotes integrity, honesty, virtue and morals and accountability to duties and responsibilities.
5. The Company has in place mechanisms for transparently and accurately reporting the Company's finances.
6. The Company promotes communication through a variety of channels to allow employees and related parties to report appropriate suspicions with the confidence that whistleblowers are protected and not subjected to unfair penalties, transfers or abuse in any manner, and persons are to be appointed to investigate reported complaints.

13. Giving and Acceptance of Gifts, Presents and Remunerations

The Company has a guideline covering the giving and acceptance of benefits that influence inappropriate decisions. Accordingly, it is stipulated for actions to occur properly and honestly without causing criticisms or reputation damage. Accordingly, gifts and presents received by executives must be kept at the Company or distributed among office employees. The following practice guideline relates to the giving and acceptance of gifts, presents and remunerations, which employees must strictly adhere to.

Good Practices

1. All executives and employees are strictly prohibited from demanding or accepting benefits from trade partners and other third-parties who conduct business with the Company.
2. All executives and employees are strictly prohibited from offering benefits to trade partners or outsiders in order to attempt to invite them to perform any fraudulent or corrupt action.
3. All executives and employees are strictly prohibited from giving/accepting gifts or presents or remunerations from trade partners or outsiders who conduct business with the Company. However, this does not extend to include the giving or acceptance of gifts during special occasions according to traditions and custom, although the giving/receiving of said gifts must occur within an appropriate value (without exceeding a total value of 3,000 baht per person) and must not involve any business connections or commitments.

14. Safety, Health and Environment

The Company cares about the safety and health of the Company's personnel and surrounding communities. Thus, the Company is determined to support and promote consciousness about quality, safety, occupational health and environment to make them part of the daily living of Company personnel in order to benefit every party, including communities and society as a whole. Hence, the Company supports appropriate use of resources and waste reduction.

Good Practices

1. The Company promotes safety as a major agenda by having in place policies and standards covering safety, occupational health and environment that involve measures that do not fall below those required by the law and international standards. All personnel are required to study and strictly follow the law, policies, specifications, standards and quality and safety, occupational health and environmental manuals and receive quality, safety, occupational health and environmental training according to the Company's specifications.

2. The Company must take all appropriate actions to control and prevent losses stemming from accidents, fires, injuries and illnesses caused by work, asset losses or damage, including security system violations, improper work and errors, in addition to maintaining a safe work environment for the Company's personnel and holding regular safety drills. Moreover, it is the duty and responsibility of executives and employees to report accidents and incidents according to procedures and specifications.
3. The Company has set in place emergency control and prevention plans in every operation site and creates enterprise-wide emergency and crisis management plans to prepare to deal with emergencies that might occur, including fires and oil and chemical spills. The Company also makes preparations for responding to other crises that might disrupt the Company's business or damage the Company's reputation and image.
4. The Company must provide public relations and communicate to develop knowledge and understanding and disseminate information among the Company's personnel, contractors' employees and all related stakeholders to ensure their understanding and knowledge about policies, regulations, procedures and precautions concerning quality, safety, occupational health and environment and correct practices without causing harm to health, property and the environment.
5. The Company participate in taking responsibility for the environment in terms of quality, safety, occupational health and environment in a serious and continuous manner and make the most efficient use of resources with recognition of the importance of the environment and safety of all related parties, in addition to promoting social activities to protect the environment and improve the quality of life of community members according to sustainable development principles.
6. If it is discovered that any work activity is unsafe or might not comply with quality, safety, occupational health and environmental specifications and standards, or if it is discovered that work operations might cause environmental impacts, the Company's personnel are required to temporarily suspend the aforementioned operations to report to colleagues, supervisors and responsible agencies in order to take correct actions or plan corrective actions. In such cases, it is strictly prohibited for personnel to continue their work operations.

15. Intellectual Property, Use of Information Technology and Communication

Good Practices

1. The Company supports the Company's personnel to study and conduct research with the returns of those works becoming the right of the personnel themselves. However, for studies and research assigned by the Company to be created or work that makes use of the Company's information or equipment or work learned from the Company, the Company has ownership rights to such research, patent applications, patent ownerships and returns from said work.
2. Company personnel are duty-bound to maintain the confidentiality of trade secrets, secret formulas and secret business methods by maintaining the highest level of confidentiality without allowing any of such information to leak.
3. The Company encourages Company personnel to use the internet to benefit their work. In doing so, Company personnel must not take actions that disrupt computer systems or the internet of other people in the offices. Moreover, Company personnel are prohibited from using the Company's computers to disclose inappropriate or immoral information according to traditions and custom, nor to commit legal violations. Examples of such cases include causing damage to the reputation and assets of the Company, possessing pornography or sending disruptive and irritating emails or advertising products, businesses and services beyond the Company's products and services, including sending spam emails, etc.
4. Company personnel are required to work by using properly licensed computer software. If they work on computers outside of the offices, they are required to verify their licenses and consult their supervisors ahead of time every time and never install or use unlicensed computer software in the Company.

5. Company personnel are required to maintain the secrecy of their passwords and not disclose them to other parties. This is to prevent unauthorized access to their passwords. Additionally, personnel are prohibited from using the internet to access unfamiliar websites that might harm the Company's computer systems.
6. In cases where the Company's personnel seeks permission to have operators or contractors' personnel to make use of the Company's information system, the Company's personnel seeking such permission must control the use of the support operators or Contractors' employees and take responsibility for damage that might occur to the Company from use of the information system.
7. The Company will inspect, search, monitor, verify and control the use of the information system of the Company's personnel to ensure security to the Company's information system according to set plans.

6.3 Significant Changes and Developments in Corporate Governance Policy, Practice Guidelines and Systems

The Company follows the CG Code for Listed Companies 2017, and the Company continuously improves the corporate governance policies, practice guidelines and systems by reviewing organization-wide policies and all committee charters by at least once annually.

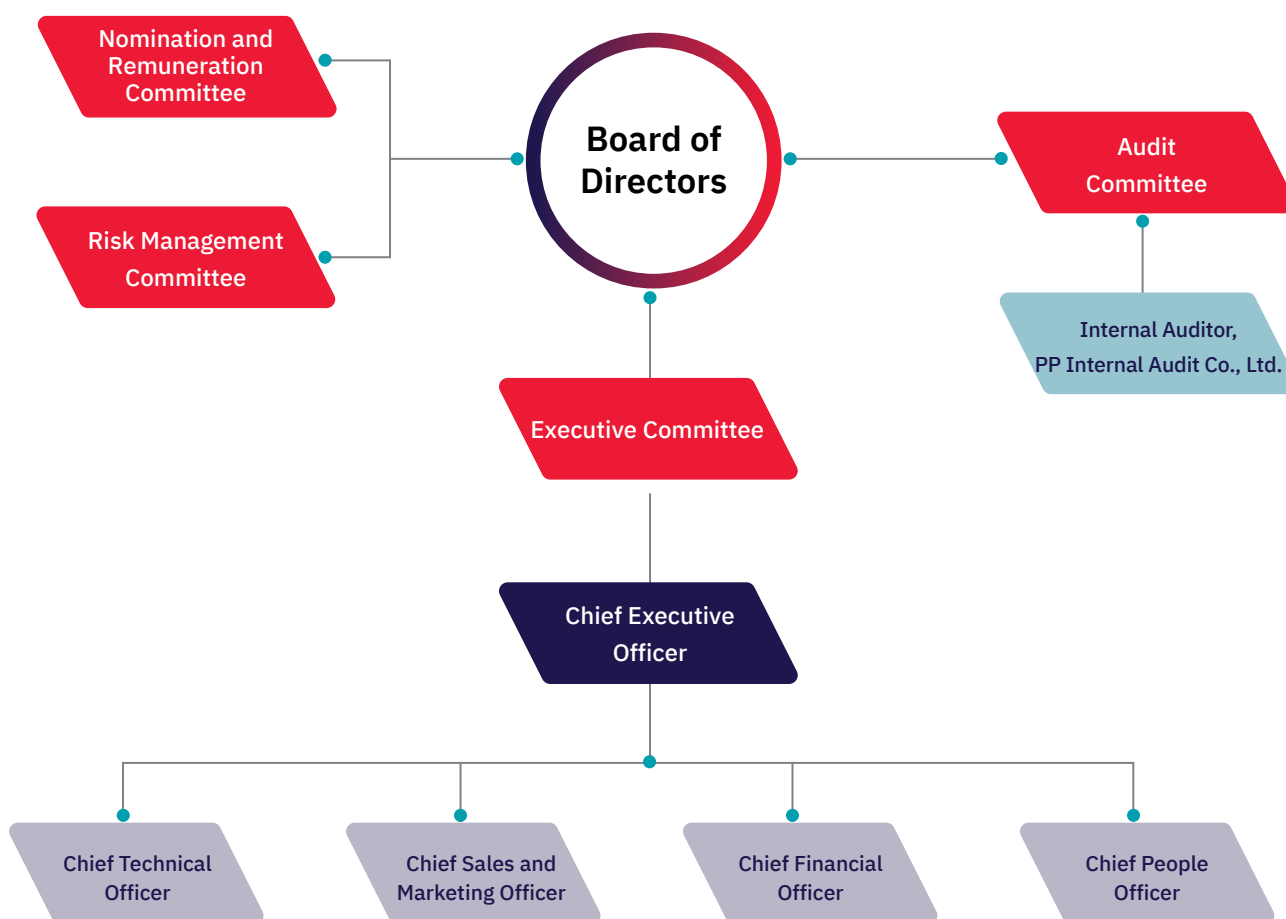
In 2023, the Company improved the existing policy, namely, the "Connected Transaction Policy" and created a new policy, namely, the "Practices for Authorizing Transactions with the Norwegian Group on MOA and Workflow Summary" to ensure compliance with the rules, announcements and/or regulations of the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand. Additionally, the Company updated the charter of the Board of Directors, the charter of the Audit Committee, the charter of the Nomination and Remuneration Committee and the charter of the Risk Management Committee to ensure appropriate duties and responsibilities in line with the operation according to the organization's structure.



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

7.1 Corporate Governance Structure

The Company's corporate governance structure consists of the Board of Directors and 4 sub-committees, namely, the Audit Committee, Executive Committee, Risk Management Committee and the Nomination and Remuneration Committee



Remarks: For the internal auditor, the Company has a policy to hire outsourced agency with expertise to serve as the Company's auditor to audit internal control. Currently, the Company employs PP Internal Audit Co., Ltd. through a yearly service contract.



Board of Directors



Mr. Somchai Manopinives

- Chairman of the Board of Directors
- Independent Director



Mr. Anurak Lelapiyarnit

- Audit Committee
- Nomination and Remuneration Committee
- Independent Director



Mr. Narongrit Tavornvisitporn

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



Mr. Prayad Krongapiradee

- Independent Director



Mr. Boonchuay Korkitrotjana

- Chairman of the Risk Management Committee
- Audit Committee
- Nomination and Remuneration Committee
- Independent Director



Mr. Steiner Trygve Thormod

- Director



Mr. Stuvik Stale Martin

- Chairman of the Executive Committee
- Nomination and Remuneration Committee



Dr. Mallika Kaekla

- Chief Executive Officer
- Executive Director
- Risk Management Committee

7.2 Information about the Board of Directors

7.2.1 Composition of the Board of Directors

As of 31 December 2023, the Board of Directors consisted of 8 directors. Five out of the eight directors were independent directors or 62% of all directors. In addition, all independent directors are qualified according to the criteria of the Capital Market Supervisory Board.

7.2.2 Information about Individual Members of the Board of Directors and Controlling Persons

List	Positions
1. Mr. Somchai Manopinives	Chairman of the Board of Directors Independent Director
2. Mr. Narongrit Tavorntvisitporn	Chairman of the Audit Committee Chairman of the Nomination and Remuneration Committee Independent Director
3. Mr. Anurak Lelapiyarnit	Audit Committee Nomination and Remuneration Committee Independent Director
4. Mr. Boonchuay Korkitrotjana	Chairman of the Risk Management Committee Audit Committee Nomination and Remuneration Committee Independent Director
5. Mr. Prayad Krongapiradee	Independent Director
6. Mr. Steiner Trygve Thormod	Signatory Director
7. Mr. Stuvik Stale Martin	Chairman of the Executive Committee Nomination and Remuneration Committee Executive Director and Signatory Director
8. Dr. Mallika Kaekla	Chief Executive Officer Executive Director Risk Management Committee Executive Director and Signatory Director



7.2.3 Roles, Duties and Responsibilities of the Board of Directors

The Board of Directors has powers, duties and responsibilities to manage the Company's affairs according to the law and the Company's objectives and regulations. The important powers, duties and responsibilities of the Board of Directors are summarized as follows:

1. Set the vision, mission, policies, goals, strategies, business plans and budgets of the Company, except for legal matters requiring the authorization of shareholder meetings, e.g., capital increase, capital decrease, debenture issuance, sale or transfer of all or significant parts of the Company's business to third parties or purchase or receipt of business transfers of another company to the Company, amendment of the memorandum of association or regulations, etc.
2. Control and supervise the work administration and management of the Executive Committee to effectively and efficiently be consistent with set goals and policies.
3. Control and supervise the Company to comply with securities and exchange laws and the specifications of the Stock Exchange, e.g., in conducting related transactions, acquisition or disposal of assets according to the requirements of the Stock Exchange of Thailand or announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board or laws related to the Company's business.
4. Establish a system to control operation, financial reporting, risk management and operational oversight to effectively achieve objectives and comply with related laws and standards.
5. Specify and review the powers to authorize and conduct transactions and activities related to the Company's work by doing so at least once annually.
6. Cooperate in future business efforts, allowing the Norwegian business group to conduct identical/similar or related businesses today or in the future, exercising the right to provide joint services (tag along) in excluded businesses through the meeting resolutions of the Board of Directors, which follow the meeting resolutions of the Audit Committee to ensure consistency with the guidelines for transparency in conducting related transactions according to the specifications of related agencies.
7. Create the appropriate practices concerning business integrity and ethics for the Board of Directors, the audit Committee and operators in different departments to adhere to them as practice guidelines with key issues covering working with honesty and integrity in accordance with the law and practices for related transactions in order to eliminate conflicts of interest while protecting the Company's best interest and ensuring effective internal control, protecting the Company's secrets, having mutual respect for each other's rights and maintaining resources in the Company and in the external environment to create confidence in the capital market and reliability among investors.
8. The Board of Directors may appoint a number of directors as it deems fitting to serve in various sub-committees such as the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, etc. in order to perform work assigned by the Board of Directors. In addition, the Board of Directors has the power to appoint the chairman of each sub-committee and consider appointing the Company's secretary in line with securities and exchange law.
9. The Board of Directors may authorize one or several directors or sub-committee directors or other persons to perform tasks the Board of Directors deems fitting on behalf of the Board of Directors and within timeframes deemed appropriate by the Board of Directors and under the control of the Board of Directors. Accordingly, the Board of Directors may revoke, change or revise said empowered people or their powers as deemed fitting. Furthermore, the delegation of such powers must not be in the manner of delegation or sub-delegation of powers in a manner that causes the Board of Directors or

empowered people to have the ability to authorized transactions in which they or other people with potential conflicts (as defined in the specifications of the announcements of the Securities and Exchange Commission) of interest or that might have other conflicts of interest with the Company, except for authorization of transactions that fit the characteristic for transactions conducted according to the policies and criteria authorized by the Board of Directors and shareholder meetings in line with securities and exchange laws along with the requirements, announcements, orders and specifications of the Stock Exchange of Thailand or the Office of the Securities and Exchange Commission and/or related laws.

10. Appoint directors to have the power to sign on behalf of the Company with binding effects on the Company. In addition, the Board of Directors has the power to specify, change or revise the list of authorized binding signatory directors of the Company, and the Board of Directors must report these activities to shareholder meetings.
11. Appoint and consider remunerations and specify terms of employment for the position of Chief Executive Officer.
12. Appoint and consider the remunerations for directors assigned to work in sub-committees as well as other persons the Board of Directors assigns to carry out the Company's business activities under the control of the Board of Directors. Consequently, the Board of Directors must report to shareholder meetings.
13. Consider and certify quarterly financial statements and annual financial statements to present reports to shareholder meetings at annual general shareholder meetings.
14. Hold annual general shareholder meetings and special meetings according to the timeframes and conditions specified by the law and the Company's regulations.
15. The Board of Directors must not operate business of the same nature or in competition with the Company's businesses or become partners in general partnerships or partners without liabilities limitations in limited partnerships or become directors of private companies or other companies that operate the same type of businesses and that are in competition with the Company, whether for personal benefits or for the benefit of other parties, unless they have informed a shareholder meeting about them before resolutions are passed to appoint the Board of Directors.
16. The Board of Directors must regularly take responsibility for shareholders by operating in a manner that protects the interest of shareholders and provide general information reports and financial information reports of the Company to report to shareholders and stakeholders or general investors correctly, in a timely fashion and in line with the specifications of the law.
17. In carrying out the activities within the authority of the Board of Directors, if laws or regulations or requirements of the Company specifically describe the scope of authority of the Board of Directors, the Board of Directors must operate according to the aforementioned legal requirements and the Company's regulations and requirements. In cases where any activity of a Company director has or may have stakes or interest or is an activity that is related to a person with conflict of interest according to the announcements of the Securities and Exchange Commission and/or related laws, the Company director in question will not have the power to authorize the aforementioned activity.
18. Create business oversight policies, ethics and code of conduct and appropriate work practices, anti-corruption policies and sustainability policies in accordance with the law, regulations and requirements of government agencies and organizations that are in charge of regulating the Company such as the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.
19. Supervise the operation of executives in line with the corporate governance policies, anti-corruption policies and sustainability policies and audit and assess performance according to the corporate governance and sustainability policies together with Management.
20. Summarize performance and performance evaluation results according to the Company's corporate governance policies, anti-corruption policies and sustainability policies along with materiality topics concerning corporate governance, anti-



corruption and corporate social and environmental responsibility and sustainability management during the meeting agendas of the Board of Directors by at least twice annually.

21. Review the corporate governance policies and business integrity and code of conduct and appropriate work practices, anti-corruption policies, sustainability policies and related practices to continuously ensure that they are current by at least once annually in line with international practice guidelines and the regulations of government agencies and organizations in charge of regulating the Company.
22. Create key performance reports on good governance for disclosures in the 56-1 One Report form of the Company

Scope of Duties and Responsibilities of the Chairman of the Board of Directors

The Chairman of the Board of Directors involves the work duties and responsibilities detailed as follows:

1. Summon board meetings. In summoning each board meeting, the Chairman of the Board of Directors or the Company's secretary or a designated person has the duty of sending board meeting invitation letters to the Company's directors according to the Company's regulations.
2. Chair board meetings and take on the role of specifying meeting agendas jointly with the Chief Executive Officer and the Company's secretary.
3. Play a role in directing board meetings to ensure effectiveness and to conform to the Company's regulations in addition to supporting and giving opportunities for directors to express their opinions independently and having the duty to oversee and allocate sufficient time for each agenda to allow directors to hold discussions and express their opinions independently regarding important issues with fair consideration to the interest of shareholders and related people.
4. Support and encourage the Board of Directors to perform duties to the full extent of its abilities within the scope of its powers, duties and responsibilities and in accordance with good corporate governance principles.
5. Supervise, monitor and manage the work of the Board of Directors and sub-committees and directors and independent directors to achieve set objectives.

7.3 Information about Sub-Committees

7.3.1 Information about Sub-Committees

The Board of Directors has established 4 sub-committees, namely, the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee and the Risk Management Committee.

Audit Committee

Audit Committee entails the following powers, duties and responsibilities:

1. Conduct audits to ensure that the Company presents its financial reports correctly with sufficient information disclosures by coordinating with auditors and executives in charge of preparing both quarterly and annual financial reports. The Audit Committee may recommend auditors to audit or review any item as deemed necessary and important while auditing the Company.
2. Conduct audits to ensure that the Company has an appropriate and effective internal control and internal audit system and consider the independence of internal audit agencies in addition to expressing opinions regarding considerations

to appoint, transfer and terminate the employment of the head of the internal audit agency or other agencies with responsibilities related to internal audits.

3. Conduct audits to ensure that the Company complies with securities and exchange laws, the specifications of the Stock Exchange of Thailand and laws related to the Company's business.
4. Conduct audits into the risk management system to ensure correctness and the effectiveness of information technologies related to financial reports and control.
5. Consider, select, nominate for appointment and recommend the fees of auditors and internal auditors with consideration to the reliability, sufficiency of resources and audit work volume of their agencies.
6. Specify and review the charter of the Audit Committee and the charter of the internal audit agency by at least once annually and recommend them to the Board of Directors for consideration of approval.
7. Consider and monitor results of changes and corrections in opinions, recommendations and observations about internal control and risk management of auditors and internal auditors.
8. Consider related transactions and transactions with potential conflicts of interest in line with the law and specifications of the Stock Exchange, and the Office of the Securities and Exchange Commission in order to ensure that the aforementioned transactions are conducted reasonably and for the best interest of the Company.
9. Consider transactions involving the acquisition or disposal of the Company's assets with sizes that require approval from the Audit Committee in line with the specifications of the law along with the announcements and specifications of the Stock Exchange and the criteria of the Office of the Securities and Exchange Commission.
10. The Audit Committee must attend shareholder meetings and attending meetings with the auditor without the involvement of Management by at least once annually.
11. Oversee the complaint handling processes.
12. Prepare reports about the business oversight of the Audit Committee and disclose them in the Company's annual reports. These reports must be signed by the Chairman of the Audit Committee and should contain the following information:
 - Opinions regarding the correctness, completeness and reliability of the Company's financial reports.
 - Opinions regarding the adequacy of the Company's internal control system.
 - Opinions regarding compliance to securities and exchange laws, specifications of the Stock Exchange or laws related to the Company's business.
 - Opinions regarding the suitability of the auditor.
 - Opinions regarding transactions with potential conflicts of interest.
 - The number of meetings held by the Audit Committee and the meeting attendance of each member of the Audit Committee.
 - Overall opinions or observations the Audit Committee derived from performing its duties according to the charter.
 - Other particulars that the Audit Committee deems appropriate to inform shareholders and ordinary investors within the scope of duties and responsibilities assigned by the Board of Directors.
13. In the performance of the duties of the Audit Committee, if there are discoveries or suspicions regarding any of the following transactions or actions that might significantly impact the Company's financial position and performance,



the Audit Committee is to make a report to the Board of Directors in order to take corrective actions within a timeframe deemed appropriate by the Audit Committee:

- Transactions that cause conflicts of interest.
- Corruption, irregularities or significant faults in the internal control system.
- Violations of securities and exchange laws, specifications of the Stock Exchange or laws related to the Company's business.

If the Board of Directors or executives fail to take corrective actions within the time period stated in the first paragraph, the Chairman of the Audit Committee is to make a report to the SEC Office or the Stock Exchange.

14. In the performance of the duties of the Audit Committee, the Audit Committee may request to consult an independent external consultant or an expert in other professions as it deems necessary and appropriate with the Company being responsible for all associated expenses.
15. Review the regulations and performance over the past year by at least once per year. In the performance of the duties of the Audit Committee as described above, the Audit Committee is directly responsible to the Board of Directors and the Board of Directors will continue to be responsible for the Company's activities with third parties.

Executive Committee

The Executive Committee includes the following powers and responsibilities:

1. Operate and manage the Company's business according to the objectives, requirements, policies, regulations, specifications, orders and resolutions of meetings of the Board of Directors and/or meeting resolutions of the Company's shareholders by adhering to the principles of the regulations/specifications for the Company's Executive Committee meetings.
2. Consider and set the policies, directions and strategies for operating the Company's business and set financial and budget plans and manage human resources, investment, work expansion and public relations according to the framework authorized by the Board of Directors and provide supervision to ensure that the activities of appointed work committees achieve their objectives.
3. Consider the allocation of annual budgets according to the proposals made by Management before making recommendations to the Board of Directors for consideration and approval. This includes considering and authorizing changes and increases to annual budgets when no board meetings are held and presenting them to the Board of Directors for acknowledgement at subsequent meetings.
4. Specify the organization's structure and corporate management powers and appoint, employ, transfer and specify the salaries, remunerations and bonuses for executive level employees and consider terminations of employment.
5. The Executive Committee has the power to delegate authority to one or several people or other people to perform any action under the supervision of the Executive Committee or to authorize the aforementioned people to have certain powers as deemed fitting by the Executive Committee and for time periods deemed appropriate by the Executive Committee. The Executive Committee may terminate, revoke, change or revise authorized people or their powers as it deems fitting. However, no power may be granted to people who will lead to conflicts of interest during their operation.
6. The Executive Committee can have other powers as approved by the Board of Directors/specified by the delegation of authority manual of the Company.

7. Take other actions as occasionally assigned by the Board of Directors.

Accordingly, the Executive Committee cannot consider and approve transactions in which the Executive Committee holds a stake or has other conflicts of interest with the Company, except for cases involving authorization of transactions that follow the policies and criteria that have already been set in place with the consideration and approval of the Board of Directors or a shareholder meeting in addition to complying with the specifications of the law. Additionally, the Executive Committee may cancel, revoke, change or revise the powers of the Executive Committee through resolutions passed by the Board of Directors.

The powers to perform the aforementioned actions are inapplicable to individuals that may have conflicts of interest, stakes or other types of clashes of interest with the Company and do not include actions related to related transactions and transactions concerning the acquisition and disposal of the important assets of registered companies according to the criteria of the Stock Exchange. In addition, the Company must take actions according to the regulations and requirements of the Stock Exchange pertaining to the aforementioned actions, and the aforementioned powers do not include other areas in which the Company's regulations stipulate to require the approval resolution of a shareholder meeting.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee encompasses the following powers, duties and responsibilities:

1. Nomination

- Specify the criteria and policy for nominating directors and sub-committee directors of the Company by considering the suitability of the number, structure and composition of the Board of Directors and specifying the attributes of the Company's directors to present to the Board of Directors and/or present to a shareholder meeting for approval, depending on the case.
- Consider, nominate, select and recommend suitable people to become Company directors to replace directors who have completed their terms and/or to fill vacant positions and/or to fill newly created positions.
- Consider, nominate and select people to fill the positions of Chairman of the Executive Committee and the Chief Executive Officer of the Company. For other executive positions, the Company's Executive Committee will select them and recommend them to the Nomination and Remuneration Committee.
- Perform other actions related to nomination as assigned by the Board of Directors.

2. Remuneration

- Create the criteria and policy for specifying the criteria of the Board of Directors, sub-committees and executives to recommend to the Board of Directors and/or to present to a shareholder meeting to request for authorization, depending on the case.
- Specify remunerations as necessary and appropriate, whether monetary or non-monetary, for individual members of the Board of Directors. In specifying the remunerations of the Board of Directors and executives of the Company, give consideration to suitability to their duties and work responsibilities and achievements and comparability with companies in similar businesses as well as the benefits expected to be received from the Company's directors and executives in order to make recommendations to the Board of Directors for consideration and recommendations to shareholder meetings for approval.
- Be responsible to the Board of Directors and have the duty to explain and answer questions concerning the remunerations of the Company's directors, sub-committee directors and senior executives at shareholder meetings.



- Report the policies, principles/rationale for specifying the remunerations of the Board of Directors and executives according to the Specifications of the Stock Exchange by disclosing them in the Company's annual information disclosures and annual reports.
- Perform other actions related to specifying remunerations as assigned by the Board of Directors. Accordingly, Management and agencies must report and present information and related documents to the Nomination and Remuneration Committee to support the work of the Nomination and Remuneration Committee in achieving their assigned duties.

Risk Management Committee

The Risk Management Committee involves the following powers, duties and responsibilities:

1. Specify the overall policy and management guideline of the Company concerning risks being experienced or expected to occur and impact the Company (identification of risks) and specify policies and give recommendations regarding risk management from outside and inside the organization covering the following areas:
 - Financial risk.
 - Operational risk.
 - Strategic risk.
 - Compliance risk.
2. Set strategies and guidelines for managing the Company's risks in line with the risk management policy to enable evaluation, monitoring and control of each type of risk to remain within acceptable levels by having various agencies participate in risk management and control.
3. Supervise and oversee adherence to the risk management policy under the guidelines and policies approved by the Board of Directors.
4. Specify risk management criteria and the tolerable risk ceiling of the Company.
5. Specify measures for managing risks appropriately to each situation.
6. Evaluate risks across the entire organization and specify methods for managing risks to remain within acceptable levels and control and oversee risk management according to specified methods.
7. Review the risk management policy and update it to ensure that it is sufficiently effective and efficient for controlling risks.
8. The Risk Management Committee has the power to summon related people to give explanations or to appoint and designate the roles of operators on every level to have risk management duties as appropriate and to report to the Risk Management Committee in order to successfully manage risks according to objectives.
9. Report outcomes concerning the risk management, operation and status of the Company as well as various changes and actions that must be taken to make improvements and corrections to keep with set policies and strategies to make regular recommendations to the Board of Directors.
10. Create risk management manuals.
11. Identify various risks and analyze and evaluate potential risks as well as their likelihood to impact the Company.
12. Prepare work plans to prevent or reduce risks.

13. Assess outcomes and prepare reports on risk management.
14. Establish an integrated risk management system that is connected to the information system.
15. Perform other work as deemed appropriate by the Board of Directors.

7.3.2 List of Members of the 4 Sub-committees

The Audit Committee has 3 members as follows:

- | | |
|----------------------------------|---------------------------------|
| 1. Mr. Narongrit Tavornvisitporn | Chairman of the Audit Committee |
| 2. Mr. Boonchuay Korkitrotjana | Audit Committee |
| 3. Mr. Anurak Lelapiyarnit | Audit Committee |

The Executive Committee has 7 members as follows:

- | | |
|---------------------------------|-------------------------------------|
| 1. Mr. Stuvik Stale Martin | Chairman of the Executive Committee |
| 2. Dr. Mallika Kaekla | Executive Committee |
| 3. Mr. Jarno De Jonge | Executive Committee |
| 4. Dr. Anotai Mohjhaw | Executive Committee |
| 5. Miss Podjana Chayarat | Executive Committee |
| 6. Mr. Koramest Khumsand | Executive Committee |
| 7. Mr. Mohammed Ilyas Mohiuddin | Executive Committee |

The Nomination and Remuneration Committee has 3 members as follows:

- | | |
|----------------------------------|---|
| 1. Mr. Narongrit Tavornvisitporn | Chairman of the Nomination and Remuneration Committee |
| 2. Mr. Boonchuay Korkitrotjana | Nomination and Remuneration Committee |
| 3. Mr. Stuvik Stale Martin | Nomination and Remuneration Committee |

The Risk Management Committee has 6 members as follows:

- | | |
|--------------------------------|---|
| 1. Mr. Boonchuay Korkitrotjana | Chairman of the Risk Management Committee |
| 2. Dr. Mallika Kaekla | Risk Management Committee |
| 3. Dr. Anotai Mohjhaw | Risk Management Committee |
| 4. Miss Podjana Chayarat | Risk Management Committee |
| 5. Mr. Koramest Khumsand | Risk Management Committee |
| 6. Miss Kemmarat Wanitchapan | Risk Management Committee |



7.4 Information about Executives

7.4.1 List of Names and Positions of Executives

The Board of Directors has clearly divided roles, duties and responsibilities between the Board of Directors and the Executive Committee by having specified management roles, duties and responsibilities in the business operation and day-to-day administration of the Company in line with the policies, work plans, goals, requirements and regulations of the Company as well as the meeting resolutions of the Board of Directors strictly within the authorized budgets while ensuring integrity, caution and protection of the interest of the Company and shareholders in the best possible manner in line with the principles of good corporate governance. As of 31 December 2023, the Company has 6 executives as follows:

Name	Positions
1. Mr. Stuvik Stale Martin	Chairman of the Executive Committee
2. Dr. Mallika Kaekla	Chief Executive Officer
3. Mr. Jarno De Jonge	Chief Technical Officer
4. Mr. Koramest Khumsand	Chief Sales and Marketing Officer (Acting)
5. Miss Podjana Chayarat	Chief Accounting and Finance Officer (Acting)
6. Dr. Anotai Mohjhaw	Chief People Officer

7.4.2 Remuneration Payment Policy for Executive Directors and Executives

The Company has specified the remunerations for executives in the form of monthly salaries and annual bonuses that are set at appropriate rates that are consistent with the Company's performance in addition to being comparable with the general practices within the industry and having undergone the consideration of the Nomination and Remuneration Committee and the Board of Directors, which consider based on different factors such as the Company's performance, work achievement and the roles and responsibilities and behaviors related to work with consideration to the best interest of the Company and shareholders.

7.4.3 Overall Remunerations of Executive Directors and Executives

Monetary Remunerations

In 2022 and 2023, the Company paid monetary remunerations in the form of monthly salaries and annual bonuses, monthly consulting fees and other monetary remunerations to executive directors and executives as follows:

Item	2022	2023
No. of Executive	4 directors	4 directors
No. of Executives Directors	2 directors	2 directors
Total Remunerations ¹ (million baht)	36.25	45.57

¹ Executives and executive directors did not receive meeting attendance fees in sub-committee meetings and board meetings.

Other Remunerations

The Company has established a provident fund for executives and employees with it having become an effective requirement since 1 October 2011. In 2022 and 2023, the Company paid contributions to the provident fund for executives by a total sum of 1.95 million baht and 2.37 million baht, respectively.

7.5 Information about Employees

As of 31 December 2023, the Company and subsidiaries have a total number of employees divided by level and compared with year 2022 as follows:

Level	No. of Employees (people)					
	2022	2023				Total
		Thai Permanent Employees	Foreign Permanent Employees ⁽¹⁾	Annual Contractors ⁽²⁾	Total Permanent Employees	
1. Executives	6	4	1	1	5	6
2. Employees	352	381	16	20	397	417
Total	358	385	17	21	402	423

Remarks: ⁽¹⁾ Foreign permanent employees are employees who used to be annual contracts whose contracts have been renewed for 3-5 years consecutively, giving the Company confidence in their ability to work according to expectations such that their annual employment contracts are changed into permanent employment contracts.

⁽²⁾ Annual contractors are foreign employees who undergo annual performance evaluations to determine whether their performances match with expectations.

The Company has hired 2 disabled or underprivileged people and is in the process of accepting replacement applications for 2 people and has made fund contributions according to the law.

Significant Changes in the Number of Employees Over the Past 3 Years

-None.-

Employee Remunerations

Monetary Remunerations

From 2022 to 2023, the Company paid monetary remunerations to employees (excluding executives) in the form of monthly salaries, bonuses and others such as commissions, overtime wages, per diem and provident fund contributions that combine to the following total monetary sums:

Item	2022	2023
No. of Employees (people) ^{/1}	352	417
Total Remunerations (million baht)	257.73	277.75

Remarks: ^{/1} Data of the number of employees as of the end of year/end of period.



Provident Fund

For the Company's group in Thailand, the Company has established a provident fund (PVD) by having Siam Commercial Bank Asset Management Co., Ltd. be the fund manager pursuant to the Provident Fund Act, B.E. 2530 (1987) (including amendments) as of 1 October 2011 in order to incentivize employees to work with the Company and provide future security for employees. Accordingly, employees are able to state how much they want to accumulate in the fund from 4 to 10 percent based on their work age, and the Company makes financial contributions to the fund for each member at the same rate as their accumulation rate.

Item ⁽¹⁾	2023
Total No. of Employees Member of the Provident Fund	200 people
Total No. of Employees Not Including Executives ⁽¹⁾	406 people
Ratio of Employees Member of the Provident Fund/Total Employees	49.3 %

Remarks: ⁽¹⁾ Only for employees (excluding executives) in the Company's group in Thailand.

7.6 Other Significant Information

7.6.1 List of Designated Persons

Company Secretary

In order to comply with Sections 89/15 and 89/16 of the Securities and Exchange Law, Board Meeting No. 4/2556 passed a resolution to appoint Miss Pimfun Jierapipatkul to work as the Company's secretary as of 15 August 2023. She has completed the Company Secretary Training Course No. 109/2020 of the Institute of Thai Directors according to the details in Appendix 1.

Her roles, duties and responsibilities are detailed as follows:

1. Create and store a register of Company directors, board meeting invitation letters, board meeting reports, annual reports of the Company, shareholder meeting invitation letters and shareholder meeting reports.
2. Store documents and evidences related to the Company's important information disclosures and take care to ensure that the Company stores and keeps information and evidences correctly, completely and in a verifiable manner for at least 5 years from the date of preparation and disclosure of information. The important information of the Company comprise the following documents:
3. Information to accompany shareholder meeting resolution requests.
4. Financial statements and information about the financial position and performance of the Company.
5. Opinions of the Company when people make proposals to purchase the Company's shares from ordinary shareholders.
6. Other information or reports about the Company's business as prepared for dissemination among shareholders or the general public according to the specifications of the Capital Market Supervisory Board.
7. Other reports required to be disclosed pursuant to securities and exchange laws.

Accordingly, the storage of the aforementioned documents and evidences include storage by use of computer systems and document storage that permit viewing without changes in states in other systems.

Designated Person Directly Responsible for Controlling Accounting

Miss Podjana Chayarat, Director of Accounting and Finance, is designated to control accounting as of 20 June 2012 according to the background information provided in Appendix 1.

Head of Internal Audit

The Company has engaged PP Internal Audit Co., Ltd. (“PPIA”) to perform the duty of auditing and evaluating the adequacy of the internal control of various work processes since year 2021. The person assigned to serve as the head of internal audit is detailed as follows:

Company Name	PP Internal Audit Co., Ltd.
Name of Designated Person	Mr. Karun Peerabul
Position	Managing Director

The person’s background information is shown in Appendix 1.

7.6.2 Head of Investor Relations

Name	Miss Pimfun Jierapipatkul
Address:	No. 78/4-5, Village No. 6, Sukhumvit Road, Ban Chang Sub-district, Ban Chang District, Rayong Province 21130
Email:	
Website:	www.dexon-technology.com
Telephone:	033-012-484-7
Fax:	033-012-530

7.6.3 Auditor’s Remunerations

The Company and subsidiaries paid audit fees to PricewaterhouseCoopers ABAS Co., Ltd. and internationally-based PricewaterhouseCoopers ABAS, which is the auditor’s office for year 2023, including people and businesses related to the auditor and the auditor’s audit office over the past accounting year with the Company’s audit fees totaling 2.1 million baht and the audit fees for subsidiaries in Thailand and Singapore totaling another 1.79 million baht for a total audit fee paid to the aforementioned office of 3.89 million baht, not to mention an additional audit fee of 0.83 million baht that the Company paid to the internationally-based audit office for the Company’s and subsidiaries’ total audit fees to amount to 4.72 million baht.

Audit Fees for 2023

- The fees for auditing the annual financial statements and reviewing the quarterly financial statements of the Company amounted to 2.1 million baht.

Company Audit Fees	
1. Fees to review quarterly financial statements.	0.9 million baht
2. Fees to audit annual financial statements.	1.2 million baht
Total Audit Fees	2.1 million baht

- The fees for auditing the financial statements of subsidiaries and the fees for reviewing the quarterly financial statements of subsidiaries, which were performed by PricewaterhouseCoopers ABAS (Thailand) Co., Ltd. and international PricewaterhouseCoopers totaled 1.79 million baht, and the subsidiaries were responsible for paying the aforementioned audit fees.

Total Audit Fees of Subsidiaries	
1. Annual Audit Fees for Subsidiaries in Thailand	
• No. of Subsidiaries	2 companies.
• Amount	0.51 million baht.
2. Annual Audit Fees for International Subsidiaries	
• No. of Subsidiaries	1 company
• Amount (Equivalent)	1.28 million baht
Total Audit Fees of Subsidiaries	1.79 million baht

Other Service Fees aside from Audit Fees

A subsidiary in Thailand paid a compensation of 80,000 baht for the audit of compliance with investment promotion conditions to the audit office to which the auditor was affiliated or a person or business connected to the aforementioned auditor and audit office.



8. Report of Significant Developments in Corporate Governance



8.1 Summary of the Performance of the Board of Directors in the Past Year

8.1.1 Nomination, Development and Performance Evaluation of the Board of Directors

The Board of Directors and high-ranking executives are required to be fully qualified pursuant to Section 68 of the Public Limited Companies Act without violating Section 89/3 of the Securities and Exchange Act, B.E. 2535 (1992) and without having any of the prohibitions according to the Securities and Exchange Commission Announcement No. KorChor.8/2553 on the Specification of Untrustworthiness of Company Directors and Executives (and amendments). Furthermore, the aforementioned people are required to possess knowledge, capabilities and work experience that make them suitable to operate the Company's business in line with legal specifications and announcements made by the SET and the SEC and the Company's regulations related to the qualifications of Company directors.

1. Independent Directors

Independent directors are required to be fully qualified according to the Public Limited Companies Act, the Securities and Exchange Act and the specifications of the Stock Exchange for the qualifications of independent directors as follows:



1. They are required to hold no more than 1% of the total voting shares of the Company or affiliated companies, joint companies or related companies, and this includes shares held by people connected to them.
2. They are required to not be or to never have been directors involved in work management or employees, workers or advisors with a regular salary or controlling persons of the Company, or a parent company, subsidiary, joint company or subsidiary of the same tier or a juristic person with potential conflicts of interest, unless they have lost the aforementioned attributes for at least 2 years before the date of filing of their application to the Office of the Securities and Exchange Commission. These prohibited characteristics do not include cases in which a director was a civil servant or advisor of a government agency that is a major shareholder or controlling person of the Company.

These prohibited characteristics do not include cases in which a director was a civil servant or advisor of a government agency that is a major shareholder or controlling person of the Company.

3. They are required to not be people with blood or relationships that make them parents, spouses, siblings or children or spouses of children of other directors, executives, major shareholders, controlling persons and persons nominated to become directors, executives and controlling persons of the Company or subsidiaries.
4. They are required to not have or never have had a business relationship with the Company, a parent company or subsidiary or joint company or controlling person of the Company that could hinder their exercising of independent judgement, and they are required to not be or have never been significant shareholders or controlling persons of people with business relationships with the Company or a parent company, subsidiary, joint company, major shareholder or controlling person of the applicant, unless they have lost this attribute for at least 2 years before the application filing date to the Office.
5. They are required to not be or to have never been auditors of the Company, a parent company, subsidiary, major shareholder or controlling person of the Company and not be significant shareholders, controlling persons or partners of an audit office in which the auditor of the Company, parent company, subsidiary, joint company, major shareholder or controlling person of the applicant is affiliated, unless they have lost this attribute for at least 2 years before the application filing date to the Office of the Securities and Exchange Commission.
6. They are required to not be or to have never been any professional service provider, including legal or financial consultation services, receiving fees in excess of two million baht per year from the Company, a parent company, subsidiary, joint company, major shareholder or controlling person of the Company, and they are required to not be significant shareholders, controlling persons or partners of the aforementioned professional service providers, unless they have lost the aforementioned attribute for at least 2 years before the application filing date with the Office of the Securities and Exchange Commission.
7. They are required to not be directors appointed to represent the Company, a major shareholder or shareholders connected to a major shareholder of the Company.
8. They are required to not operate businesses of the same nature and in significant competition with the business of the Company or subsidiaries and to not be significant shareholders, partners or directors involved work management, workers, employees or consultants with a regular salary or people holding shares exceeding 1% of all voting shares of the other companies that operate businesses of the same nature and in significant competition with the Company or subsidiaries.
9. They are required to not possess other characteristics that prevent them from expressing their opinions independently regarding the Company's activities.
10. Independent directors with the aforementioned qualifications may be assigned by the Board of Directors to make decisions regarding the Company's business operation or that of a parent company, subsidiary, joint company, subsidiary of the same tier, or controlling persons of the Company by making collective decisions.

2. rectors and High-ranking Executives

As of 31 December 2023, the Company has 8 directors, 5 of whom are independent directors, and has 6 executives according to the definitions of the SEC, with a Chief Executive Officer and the Chairman of the Executive Committee as the most senior executives. Accordingly, the appointment of the Company's directors and Chief Executive Officer and Chairman of the Executive Committee require the consideration of the Nomination and Remuneration Committee, and the Company's board of directors must be appointed and composed as follows:

1. Shareholders are responsible for considering and approving appointments of Company directors.
2. The Board of Directors is to be composed of at least 5 legally qualified individuals with at least one-third of all directors and at least 3 directors being independent directors and at least one half of all directors having residency in the Kingdom of Thailand.
3. In the nomination of Company directors, the Board of Directors will consider experience in at least one key area of the Company such as business, marketing, human resources, finance, legal and management, etc.
4. Executive directors are directors who are involved in work management on behalf of the Company and who receive remunerations regularly from the Company every month in the form of monthly salaries or remunerations.
5. The Board of Directors is to choose one Company director to serve as the Chairman of the Board of Directors. In cases where the Board of Directors deems appropriate, one or several Company directors can be chosen to serve as the Company's vice chairmen
6. The Chief Executive Officer is appointed to be a director in the Board of Directors by virtue of his position.

Recruitment Methods and Development of High-ranking Executives and Personnel Management

1. In the recruitment of high-ranking executives, the Board of Directors judges the qualifications, attributes, skills, knowledge, capabilities and experience required to carry and drive the organization toward its objectives. Accordingly, the Company clearly specifies the attributes, powers and duties of the Chief Executive Officer, while for the consideration of the criteria and procedure for the recruitment and appointment of people or approval of people nominated to become high-ranking executives, the Chief Executive Officer will make joint considerations with the Nomination and Remuneration Committee. Additionally, the Company prepares succession plans for the Chief Executive Officer and high-ranking executives in order to ensure the business continuity of the Company.
2. The Board of Directors will take action to specify a remuneration structure that incentivizes executives and employees on every level of operation in line with the primary objectives and goals of the Company and consistently with the Company's interest. Furthermore, the Board of Directors judges and approves the criteria and internal factors for evaluating suitability with consideration to the principles of fairness, comparability with other companies in the same industry with a similar size and remuneration levels that can retain qualified executives according to the Company's intention and authorizes the remuneration structure of high-ranking executives and monitors to ensure that the Chief Executive Officer evaluates high-ranking executives consistently with the principles for performing the aforementioned evaluations. Additionally, the Nomination and Remuneration Committee will consider and screen remunerations before making further recommendations to the Board of Directors by considering the Company's performance and the work performance and capabilities of each executive.
3. The Board of Directors will develop an understanding about the structure and relationship of shareholders that might impact the work management and performance of the Company in addition to supervising and overseeing the structure and relationships to prevent obstacles to the performance of duties of the Board of Directors. In doing so, the Board of



Directors will take care to ensure information disclosures according to various agreements that affect the Company's control.

4. The Board of Directors will monitor and supervise work management to ensure personnel development in terms of knowledge, skills experience and incentives to ensure that they are appropriate at all times. In doing so, human resources are managed consistently with the direction and strategies of the organization, and employees on every level have the appropriate knowledge, capabilities and incentives and are treated fairly to retain capable personnel with the Company. Additionally, a provident fund or other mechanisms have been established to take care to ensure that employees save sufficiently to support their retirement in addition to supporting employees to have knowledge and understanding about how to manage finances and to choose investment policies that correspond to their age group and risk level.

Term of Office of Company Directors

The Company's policy concerning the specification of the term of office of Company directors follow the Company's specifications that stipulate that, at every annual general shareholder meeting, directors are to leave their office by one-third by considering to remove the directors who have been in office the longest first. Accordingly, Company directors have 3 years to remain in office per term, and directors who are removed from office are eligible for reelection by a shareholder meeting to be directors once again. Additionally, independent directors have a term of office of no more than 9 years, unless approved otherwise by a shareholder meeting.

Development of Directors

Executives recognize the importance of human resources development, which is at the heart of business operation. In doing so, the Company has a human resources development policy to support personnel development for them to have increased work knowledge and skills as well as to organize activities that promote positive attitudes and teamwork through training processes, seminars and work studies inside and outside the Company. Accordingly, the Company divides human resources development courses into 3 main categories, namely, management skill development for executives, knowledge development for employees on every level and work-specific expertise development.

The Company's personnel training and development plan for executives and directors is as follows:

Item	2021	2022	2023
Number of Training Courses of Executives and Directors (Management Courses)	6	5	5

In 2023, examples of management training courses that executives and directors participated in include the Ethical Leadership Program (ELP), Board Nomination & Compensation Program, Advance Audit Committee Program, The Board's Role in Mergers & Acquisitions (BMA), DCP, etc.

Performance Evaluations of the Board of Directors

The Board of Directors evaluates the performance of the Board of Directors by at least once annually. In doing so, the Company's secretary will deliver evaluation forms and compile a report summarizing the evaluation results to present to a board meeting to jointly consider work performers and improvement or corrective guidelines.

Accordingly, the performance evaluation criteria are calculated based on a total score as follows:

- Greater than 50% = Passed.
- 50% or less = Failed, and improvements needed.

1. The evaluation results for the entire Board of Directors by evaluation topic are as follows:
 - 1.1 Structure and attributes of the Board of Directors: 89% average score or a passing score.
 - 1.2 Board meetings: 87.50% average score of a passing score.
 - 1.3 Roles, duties and responsibilities of the Board of Directors: 88.75% or a passing score.
2. The self-evaluation results of individual directors by evaluation topic are as follows:
 - 2.1 The structure and composition of the Board of Directors, policies of the Board of Directors, board meetings and self-improvement of the board of directors caused the Board of Directors' work effectiveness to have an average score of 77.50% or a passing score.
 - 2.2 For board meetings, actions to ensure that the Board of Directors performs its meeting duties effectively produced an average score of 87.50% or a passing score.
 - 2.3 For the roles, duties and responsibilities of the Board of Directors, sufficient priority, deliberation time, review and actions occurred to produce an average score of 88% or a passing score.
3. The sub-committees used evaluation topics such as the structure and attributes and capabilities of the committees, committee meetings and roles, duties and responsibilities of the committees. The average scores for each sub-committee by topic are as follows:
 - 3.1 Audit Committee
 - For the structure, attributes and capabilities of the committee, the average score was 92.86% of a passing score.
 - For committee meetings, the average score was 97.08% or a passing score.
 - For the roles, duties and responsibilities of the committee, the average score was 84.22% or a passing score.
 - 3.2 Nomination and Remuneration Committee
 - For the structure, attributes and capabilities of the committee, the average score was 94.64% of a passing score.
 - For committee meetings, the average score was 89.58% or a passing score.
 - For the roles, duties and responsibilities of the committee, the average score was 92.97% or a passing score.
 - 3.3 Risk Management Committee
 - For the structure, attributes and capabilities of the committee, the average score was 99.29% of a passing score.
 - For committee meetings, the average score was 85.53% or a passing score.
 - For the roles, duties and responsibilities of the committee, the average score was 97.50% or a passing score.

Succession Plans

The Company has made appropriate succession and management continuity plans by specifying a policy covering the recruitment of the Company's high-ranking executives for use to promote uniform practices. Accordingly, whenever an executive position becomes vacant or an executive is no longer able to perform duties, the Company has a system to have an executive of a similar level or a lower level to serve in an acting capacity until a suitably qualified person according to the Company's criteria is nominated and selected. In doing so, such a person must possess appropriate knowledge, capabilities and experience for the organization's culture as considered by the Nomination and Remuneration Committee, which is in charge of the recruitment process, to make recommendations to the Board of Directors to consider choosing suitable persons to take over the aforementioned positions. So far, the appointments of executives from the level of the deputy chief executive officer have been approved by the Nomination and Remuneration Committee.



8.1.2 Meeting Attendance and Payment of Remunerations for Individual Members of the Board of Directors

In 2023, the Board of Directors held 7 meetings total at the Company's head office, with independent directors holding meetings with each other twice in January and August 2023.

Table Summarizing the Meeting Attendance of the Board of Directors and Sub-committees

A summary of the details of the meeting attendance of the Board of Directors and shareholder meetings as compared between 2022 and 2023 is as follows:

List	Board Meetings (Meetings Attended/Total Meetings)		General and Special Shareholder Meetings (Meetings Attended/Total Meetings)	
	2022	2023	2022	2023
1. Mr. Somchai Manopinives	10/10	7/7	1/2	1/1
2. Mr. Narongrit Tavornvisitporn	9/10	7/7	1/2	1/1
3. Mr. Anurak Lelapiyarnit	10/10	7/7	1/2	1/1
4. Mr. Prayad Krongapiradee	10/10	7/7	1/2	1/1
5. Mr. Boonchuay Korkitrotjana	10/10	7/7	1/2	1/1
6. Mr. Steiner Trygve Thormod	9/10	7/7	2/2	1/1
7. Mr. Stuvik Stale Martin	10/10	7/7	2/2	1/1
8. Dr. Mallika Kaekla	10/10	6/7	2/2	1/1

Meeting Attendance Report of the Audit Committee

A summary of the details of the meeting attendance of the Audit Committee as compared between 2022 and 2023 is as follows:

First-Last name	Meetings Attended/Total Meetings	
	2022	2023
1. Mr. Narongrit Tavornvisitporn	7/8	4/4
2. Mr. Boonchuay Korkitrotjana	8/8	4/4
3. Mr. Anurak Lelapiyarnit	8/8	4/4

Accordingly, the Audit Committee holds joint meetings involving the Audit Committee, the auditor and internal auditor without the attendance of Management by at least once per year. In 2023, the Company held 1 such joint meeting on Tuesday 23 January 2024.

Meeting Attendance Report of the Executive Committee

A summary of the details of the meeting attendance of the Executive Committee as compared between 2022 and 2023 is as follows:

First-Last name	Meetings Attended/Total Meetings	
	2022	2023*
1. 1. Mr. Stuvik Stale Martin	11/12	19/20
2. 2. Dr. Mallika Kaekla	12/12	20/20
3. 3. Mr. Jarno De Jonge	12/12	17/20
4. 4. Mrs. Sunantha Mekmon**	8/12	16/20
5. 5. Miss Chonnikan Aranyarat***	7/12	12/20
6. 6. Mr. Koramest Khumsand****	-	15/20
7. 7. Miss Podjana Chayarat*****	-	4/20
8. 8. Mr. Mohammed Ilyas Mohiuddin*****	-	1/20
9. 9. Mr. Anotai Mohjhaw*****	-	1/20

Remarks: * In 2023, a total of 12 meetings were held according to normal agendas, while 8 urgent meetings were held.

** Mrs. Sunantha Mekmon started working with the Company in January 2008 and resigned in August 2021 and was reemployed in April 2022. She attended every meeting and resigned in November 2023.

*** Miss Chonnikan Aranyarat was appointed at Board meeting No. 4/2565 on 24 June 2022 She attended every meeting and resigned in August 2023.

**** Mr. Koramest Khumsand was appointed by an Executive Committee meeting on 10 August 2022. He attended every meeting.

***** Miss Podjana Chayarat was appointed at Board Meeting No. 4/2566 on 15 August 2023. She attended every meeting.

***** Mr. Mohammed Ilyas Mohiuddin and Mr. Anothai Mohjhaw was appointed by the Executive Meeting on 31 October 2023. He attended every meeting.

Meeting Attendance Report of the Nomination and Remuneration Committee

A summary of the details of the meeting attendance of the Nomination and Remuneration Committee as compared between 2022 and 2023 is as follows:

First-Last name	Meetings Attended/Total Meetings	
	2022	2023
1. Mr. Narongrit Tavorvisitporn	2/2	1/1
2. Mr. Anurak Lelapiyarnit	2/2	1/1
3. Mr. Stuvik Stale Martin	1/2 *	1/1

Remarks: * Mr. Stuvik Stale Martin authorized Mr. Mohammed Ilyas Mohiuddin to the meeting on his behalf.



Meeting Attendance Report of the Risk Management Committee

A summary of the details of the meeting attendance of the Risk management Committee as compared between 2022 and 2023 is as follows:

First-Last name	Meetings Attended/Total Meetings	
	2022	2023
1. Mr. Boonchuay Korkitrotjana*	-	3/4
2. Dr. Mallika Kaekla	4/4	4/4
3. Mr. Koramest Khumsand	4/4	4/4
4. Miss Kemmarat Wanitchapan	4/4	4/4
5. Mrs. Sunantha Mekmon**	4/4	3/4
6. Miss Chonthikan Aranyarat***	4/4	3/4
7. Dr. Kirkpong Kiatpanichagij****	4/4	1/4
8. Mr. Phonthep Thanaprasoetsong*****	2/4	1/4
9. Dr. Anotai Mohjhaw*****	-	1/4
10. Miss Podjana Chayarat*****	-	1/4

Remarks: * Attended every meeting after appointment on 14 February 2023.

** Resigned from being a Company employee on 28 October 2023.

*** Resigned from being a Company employee on 22 August 2023.

**** Attended every meeting after appointment and until term completion on 14 February 2023.

***** Attended every meeting after appointment on 8 November 2023.

Directors' Remunerations

In specifying directors' remunerations, consideration is given to suitability for assigned duties and responsibilities and comparability with other registered companies on the Stock Exchange of Thailand within the same industry and with similar business sizes. Directors' remunerations are enough to incentivize quality directors to carry out their duties according to the objectives and business direction set by the Company while having a transparent process in place to ensure confidence in shareholders.

The directors' remunerations as authorized by the 2022 general shareholder meeting on 27 April 2022 and the 2023 general shareholder meeting on 10 March 2023 are as follows:

1) Monetary Remunerations

At the general shareholder meeting on 27 April 2022, the remunerations for the Board of Directors and sub-committees were specified in the form of directors' meeting attendance fees as detailed below:

Board of Directors	Meeting Attendance Fee/Time (baht)
Board of Directors	
Chairman of the Board of Directors	25,000
Company Directors	20,000
Audit Committee	
Chairman of the Committee	25,000

Board of Directors	Meeting Attendance Fee/Time (baht)
Committee	20,000
Nomination and Remuneration Committee	
Chairman of the Committee	25,000
Committee	20,000
Risk Management Committee	20,000

Remarks:

- Executive directors (who receive salaries) do not receive meeting attendance fees regardless of their position.
- Directors are not paid meeting attendance fees when they attend shareholder meetings.

In 2022, the Company paid monetary remunerations in the form of meeting attendance fees to the Board of Directors as follows:

For the Year Ending on 31 December 2022

First-Last Name	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Total
1. Mr. Somchai Manopinives	250,000	-	-	250,000
2. Mr. Narongrit Tavorvisitporn	180,000	175,000	50,000	405,000
3. Mr. Anurak Lelapiyarnit	200,000	160,000	40,000	400,000
4. Mr. Boonchuay Korkitrotjana	200,000	165,000	-	365,000
5. Mr. Prayad Krongapiradee	200,000	-	-	200,000
6. Mr. Stuvik Stale Martin	-	-	-	-
7. Mr. Steiner Trygve Thormod	200,000	-	-	200,000
8. Dr. Mallika Kaekla	-	-	-	-

For the Year Ending on 31 December 2023

At the general shareholder meeting on 10 March 2023, the remunerations of Company directors and sub-committee directors were specified in the form of monthly salaries and directors' meeting attendance fees as detailed as follows:

Board of Directors	Monthly Salary	Meeting Attendance Fee/ Time (baht)
Board of Directors		
Chairman of the Board of Directors	30,000	25,000
Company Directors	20,000	20,000
Audit Committee		
Chairman of Directors	-	20,000
Directors	-	15,000



Board of Directors	Monthly Salary	Meeting Attendance Fee/ Time (baht)
Nomination and Remuneration Committee		
Chairman of Directors	-	20,000
Directors	-	15,000
Risk Management Committee		
Chairman of Directors	-	20,000
Directors	-	-

In 2023, the Company paid remunerations in the form of monthly remunerations and meeting attendance fees to the Board of Directors as follows:

First-Last Name	Salary	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Risk Management Committee	SOJ
1. Mr. Somchai Manopinives	270,000	195,000	-	-	-	465,000
2. Mr. Narongrit Tavorntisitporn	180,000	165,000	85,000	25,000	-	455,000
3. Mr. Anurak Lelapiyarnit	180,000	160,000	65,000	20,000	-	425,000
4. Mr. Boonchuay Korkitrotjana	180,000	160,000	65,000	-	60,000	465,000
5. Mr. Prayad Krongapiradee	180,000	160,000	-	-	-	340,000
6. Mr. Stuvik Stale Martin	-	-	-	-	-	-
7. Mr. Steiner Trygve Thormod	180,000	160,000	-	-	-	340,000
8. Dr. Mallika Kaekla	-	-	-	-	-	-

2) Other Remunerations

These include training and development, annual physical check-ups, travel and accident insurance, life insurance, health insurance and directors' insurance.



8.1.3 Oversight of the Company and Joint Companies

In the business operations of the Company so far, the Board of Directors has mechanisms to supervise business activities carried out through subsidiaries to ensure successful control, management and responsibility over the operation of subsidiaries to protect the interest of stakeholders as follows:

1. Board of Directors' Oversight

- Specify the objectives, strategies, policies and direction for operating business.
- Consider and make decisions regarding investment and business expansion and provide recommendations or authorization to ensure that business expansion occurs in line with the business growth strategies and plans of the parent company.
- Monitor the quarterly performance of the board of directors.
- Assess potential risks in the various activities of the subsidiaries and provide appropriate risk management recommendations.
- Select and appoint Company representatives to hold position as directors and executives in subsidiaries to supervise business consistently with the business policies and direction of the parent company.

2. Management Oversight

- Plan, set guidelines and create, business plans and operating policies and monitor and supervise to ensure actions in line with plans and policies.
- Control finances and accounting through auditing and controlling the finances and accounting of subsidiaries to ensure confidence about effective budgetary allocation according to plans.
- Management human resources such as in personnel recruitment and development, promotion of organization loyalty and pushing for development of advanced capabilities and education.
- Monitor the performance of subsidiaries through monthly executive committee meetings and report performance through board meetings on a quarterly basis.
- Inspect and deal with risks that might occur in every business activity of subsidiaries.
- Consider inspection technology development plans in line with the long-term business strategies, direction and growth.
- Set oversight guidelines for subsidiaries to assign representative directors to take responsibility to ensure that the business operations of subsidiaries follow the same direction.
- Create joint practice guidelines for the management of subsidiaries and require subsidiaries to create appropriate corporate governance policies and comprehensive internal control systems.
- Inspect and monitor the performance of subsidiaries to ensure confidence about transparent and fair business operation in line with the parent company's anti-corruption policy and code of conduct.

3. Monitoring and Auditing Process

- External auditors.
- Internal auditors.



8.1.4 Monitoring to Ensure Compliance to the Corporate Governance Policy and Practice Guidelines

The Company gives importance to good corporate governance. As such, the Company has specified the related policy and practice guidelines in the good corporate governance manual and the business code of conduct that are approved by the Board of Directors. The latest and 7th revision was approved on 14 September 2022 and covered the following topics:

1. Prevention of Conflicts of Interest

The Company has a conflict of interest and conflict of interest reporting policy that contains details and practice guidelines for situations where it is necessary to conduct transactions that might cause conflicts of interest. Accordingly, the Company will take care to ensure that such transactions occur transparently and fairly as if they are conducted with ordinary external parties with consideration to the best interest of the Company and fairness to related parties to prevent conflicts of interest.

The Company stipulates for all directors and the 4 top directors to prepare conflicts of interest reports and to report their conflicts of interest. Additionally, the Company verifies situations where conflicts of interest might arise and discloses information about transactions between the Company and connected persons by providing detailed information under the conflicts of interest heading.

Accordingly, in 2023, all directors and the 4 top executives prepared their conflicts of interest reports and reported their conflicts of interest, and the Company examined cases that might lead to conflicts of interest and disclosed information about transactions conducted between the Company and connected person in detail under the Conflicts of Interest heading.

2. Supervision over Use of Internal Information

The Company has a policy to cover the use of internal information and for protecting the secrets of the Company containing details and practice guidelines for protecting information and preventing use of internal information as follows:

1. The Company gives importance to preventing the use of internal information to seek illegitimate gains or to diminish the Company's benefits or to cause conflicts of interest by providing specifications in the good corporate governance policy, work ethics and appropriate practices, labor employment contracts and work regulations.
2. The Company gives importance to protecting the secret information of customers by not using information to create benefits for directors, executives, employees and related persons, unless the information must be disclosed according to the law.
3. The Company gives importance to protecting the security of information in information systems by controlling and/or preventing access to Company information by third parties and specifying information access rights for employees on various levels according to their powers, duties and responsibilities.
4. In cases where third parties participate in specific work relating to information not yet disclosed to the public and relating to ongoing negotiations, which fit the criteria for protection of internal information that might affect changes in the value of the Company's securities, the aforementioned people are required to enter into confidentiality agreements to maintain the confidentiality of said information until it is disclosed to the Stock Exchange and the SEC Office.
5. The Company does not authorize directors, executives and employees to use important internal information in the purchase and sale of the Company's securities that can cause changes in the value of the Company's securities before the information is disclosed to the public. This is to protect the interest of themselves and related parties.
6. The Company stipulates for directors, executives and people working in executive positions in accounting or finance on the level of department manager or above or equivalent and employees stationed in agencies that have access to internal information to suspend their purchases and/or sale of the Company's securities in the 1 month period before the Company disseminates information about the Company's performance or financial position or important news or information that can cause changes to the value of securities until the Company has disclosed the internal information to the public

7. The Company stipulates for directors, executives and people working in executive positions in accounting or finance on the level of department manager or above or equivalent to prepare and submit reports of their holding of Company securities. The aforementioned people also include their spouses and minor children and they must report to the Company's secretary by preparing and submitting their reports within 30 days after assuming their positions.
8. Directors and high-ranking executives are required to provide notification about every purchase or sale of the Company's securities by providing notification by at least 1 day in advance of the purchase or sale to the Board of Directors or people assigned by the Board of Directors in order to report to the SEC Office whenever there is a purchase or sale of securities within 3 business day according to the Securities and Exchange Act (pursuant to Section 59 and SEC Office Announcement No. SorChor. 12/2552 concerning the Preparation and Disclosure of Reports of Securities Held by Directors, Executives and Auditors and Penalties pursuant to Section 275 of the Securities and Exchange Act, B.E. 2535).
9. The Company stipulates for directors to prepare and submit conflicts of interest reports to the Company's secretary.
10. The Company stipulates for directors to report changes in the securities they hold and to report their conflicts of interest to the Board of Directors, with the Company's secretary being responsible for compiling the information to report to subsequent board meetings. Information about changes in the securities held by directors and executives during the year is also disclosed in annual reports.
11. Directors, executives and employees who violate the use of internal information policy will be subjected to disciplinary and/or legal penalties, depending on the case.

Accordingly, in 2023, directors and the top 4 executives adhered to the Company's policy and there were no reported violations in the aforementioned matters.

3. Investor Relations

The Company recognizes well that the Company's information, whether it relates to financial or non-financial statements, affects the decisions of investors and stakeholders of the Company. Thus, executives prioritize disclosing information completely in a factually accurate, reliable and timely manner in line with the requirements of the SEC Office and the Stock Exchange of Thailand. Hence, Investor Relations was established to serve as the center for communicating important information with investors, whether they are financial reports, performance reports or information about the future trends of the Company or information that affect the value of the Company's securities.

4. Anti-Corruption

The Company has specified its business integrity and ethics against all forms of corruption in the good corporate governance manual and business code of conduct and has created an anti-corruption policy to operate business transparently and fairly. In doing so, directors, employees, personnel, executives and representatives performing duties on behalf of the Company are prohibited from performing actions that are related or are believed to be related to corruption either directly or indirectly. The Company's anti-corruption policy also prohibits offers, demands and actions to accept or offer benefits resulting from corruption in order to create gains for the self, family members, friends and acquaintances.

Practice Guideline

As a practice guideline to ensure that actions conform to the anti-corruption policy, Company directors, employees, personnel, executives and representatives who perform duties on behalf of Dexon Technology Public Company Limited, subsidiaries, joint companies and other companies with controlling authority, including business operations in the country and abroad and every work activity of the Company, are required to conduct themselves cautiously concerning the following matters:



1. Gives, Presents and Parties

Building good business relationships with trade partners (whether past, present or future trade partners) or future customers can create risk of corruption. Accordingly, building good relationships mean offering or accepting gifts or presents or organizing parties. Hence, the Company expects the people who are involved in these matters to exercise their discretion in deciding whether the gifts, presents and parties that occur are appropriate for each occasion and whether or not they are appropriate to the giver or the recipient without violating related laws or social acceptance. In addition, these actions must not impact the business performance and decisions of the Company, and the acceptance and/or giving of gifts, presents and parties must be consistent with the Company's guideline.

2. Political Support

Political support means direct or indirect assistance provided in monetary or other forms to support political activities such as by lending funds or offering goods or services or advertisements to promote or support a political party, purchasing tickets to attend fund raising events or giving financial donations to organizations that have a close relationship with a political party or giving opportunities for employees to take leave from work without pay from the employer or to represent the Company in participating in political campaigns.

The Company maintains a policy of political neutrality. In situations where the Company wishes to give political support in order to promote democracy, such support must not violate related laws and must be properly recorded with accompanying evidence and authorization according to procedure to enable retrospective verification.

The Company supports the exercising of voting rights on the local and national levels to uphold the vital rights and duties and responsibilities of citizens under a democratic system of government. However, political support and political activities must take place in the personal capacity and no references can be made to claim any representation of the Company.

3. Financial Contributions and Charitable Donations

Making financial donations or financial contributions is part of social repayment activities while promoting the good public relations and image of the Company and are not aimed to achieve business profits. Accordingly, financial contributions and charitable donations must occur transparently and correctly in accordance with the law, whereby there must be confidence that financial contributions or charitable contributions are not used as an excuse to commit corruption.

Financial contributions and charitable donations must be recorded properly with accompanying evidence and authorization according to procedure for retrospective verification.

4. Business Relationships and Work Contacts with the Government

Transactions conducted with the government and work contacts with government officials must occur correctly and transparently according to the regulations and requirements of the government agencies in addition to strictly complying with related laws.

Operating Measures

1. Company directors, executives and employees are required to comply with the anti-corruption policy and measures as well as corporate governance guidelines, regulations and other related practice guidelines of the Company without becoming involved in corruption, whether directly or indirectly.
2. Employees should not neglect or remain idle upon encountering or having suspicions about actions that might fit the criteria for corruption. Such cases must be reported to a supervisor or a person in charge or through the designated reporting channels, and employees should cooperate in fact-finding investigations.
3. The Company has a policy to not demote, punish or cause negative impacts on employees who refuse to engage in corruption, even if their actions caused the Company to lose business opportunity.

4. The Company communicates its anti-corruption policy and measures and whistleblowing channels and channels for filing complaints or making recommendations through various ways such as orientation, intranet system or newsletters, etc. in order to promote the knowledge and understanding of Company employees, affiliated companies and companies with controlling authority as well as business representatives in applying this policy.
5. The Company communicates its anti-corruption policy and measures as well as whistleblowing channels and complaint and suggestion channels to the public and stakeholders through various ways such as the Company's website and annual reports, etc.
6. The Company arranges for corruption risk management by conducting risk assessment and prioritization and specifying appropriate measures and monitoring the progress of implemented measures.
7. The Company has a human resources management process that reflects its commitment to the anti-corruption policy and measures ranging from personnel selection to training, performance evaluation, remunerations and promotions. Additionally, the organization is structured such that work responsibilities are separated appropriately to create checks and balances and ensure that operations take place with the confidence that resources and personnel possess sufficient skill and are suitable for implementing this policy.
8. The Company has a clear regulation specifying the powers to authorize business transactions to ensure conciseness, effectiveness, transparency and verifiability.
9. The Company has in place an internal control system that covers finance, accounting, information recording and other processes inside the Company that are related to the anti-corruption measures, and internal control results are communicated with the personnel in charge.
10. The Company arranges for the storage of documents, evidence and transaction records to ensure that they are ready and sufficient to enable verification to confirm correctness and ensure confidence that there are no transactions that are not recorded or that cannot be explained or are false transactions.
11. The Company has established an internal audit system covering the important activities of the Company, such as sales, marketing, procurement, etc. to ensure confidence that the internal control system can achieve its objectives, in addition to verifying that work operations follow established work regulations, procedures, specifications, rules and recommendations in order to improve work systems and operational effectiveness.

5. Whistleblowing

The Company gives opportunities to all personnel and outsiders to file complaints whenever they discover behaviors or circumstances that might constitute a violation of good corporate governance, standards of integrity and the Company's business code of conduct. Accordingly, whistleblowing and complaints can occur through the following channels:

- Whistleblowing via the internet through the Company's website at www.dexon-technology.com.
- Whistleblowing via the Company's SharePoint.
- Email: anticorruption@dexon-technology.com.
- Registered postal service addressed to the Director of the Corporate Governance Department
Dexon Technology Public Company Limited
No. 78/4-5, Village No. 6, Sukhumvit Road, Band Chang Sub-district, Ban Chang District, Rayong Province 21130.
- Other channels disclosed by the Company.

Accordingly, complaint filers and whistleblowers about corruption will be protected according to the Company's policy.



8.2 Performance of the Board of Directors and Other Sub-committees

8.2.1 Performance of the Board of Directors

Report of the Board of Directors

Dear Shareholders,

The Board of Directors of Dexon Technology Public Company Limited (“Company”) recognizes the importance of good corporate governance and has 3 special committees, namely, the Audit Committee, the Nomination and Remuneration Committee and the Risk Management Committee to consider and set work practice guidelines according to the good corporate governance framework. Thus, we would like to report the performance of the Board of Directors in 2023 as follows:

1. The Board of Directors performed duties according to the charter of the Board of Directors such as by setting goals, strategies, business plans and budgets of the Company, seriously overseeing the work administration and management of the Executive Committee in line with set goals and policies and considering the approval of quarterly financial statements and annual financial statements to report them to the annual general shareholders’ meeting. Moreover, the Board of Directors supervised actions to ensure that the Company complied with securities and exchange laws and the specifications of the Stock Exchange such as those concerning related transactions or the acquisition or disposal of assets in line with the criteria of the Stock Exchange of Thailand and the announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board and related laws.
2. The Board of Directors passed resolutions to approve revisions to the charter of the Board of Directors, the charter of the Audit Committee, the charter of the Nomination and Remuneration Committee and the charter of the Risk Management Committee.
3. The Board of Directors has passed a resolution for the establishment of the Risk Management Committee to oversee risk management across the entire organization.
4. The Board of Directors passed a resolution to revise the memorandum of agreement between the Company and the Norwegian Group to ensure clarity in the business between the Company and the Norwegian Group without any conflict to comply with the good corporate governance framework.
5. The Board of Directors has arranged for there to be reporting of the performance evaluation results of the Board of Directors and sub-committees, leading to the specification of guidelines for developing the Board of Directors with clear work plans and monitorable results to improve the Board of Directors and sub-committees in subsequent years.
6. The Board of Directors has considered and authorized the rotation of duties of sub-committees. This rotation of duties will allow members of sub-committees to gain experience and a variety of perspectives that can support the high-quality growth of the organization.
7. The Board of Directors has considered and acknowledged the results of the internal audit process by having considered and acknowledging the resolution passed by the Audit Committee.

8. The Board of Directors has considered and acknowledged the Company's risk management process and progress in risk management efforts and reviewed the risk management manual, etc. In addition, the Board of Directors gave additional recommendations for risk assessment to comprehensively cover the Company's business and facilitate planning ahead to deal with emergencies and preparing for future international business expansion.
9. The Board of Directors has reviewed the corporate governance policy, the business integrity and appropriate work practices, anti-corruption policy, sustainability policy and related practice guidelines to ensure that they are always up to date and are consistent with the good practice guidelines of the organizations.
10. The Board of Directors has considered and authorized the Company's authorization powers table and specified the scope and improved the clarity of the authorization powers to be consistent with the Company's business operation that aims to expand business internationally.
11. The Board of Directors acknowledged the results of investment spending from fund raising according to spending objectives and acknowledged the developments and changes in the economic situations of Thailand in addition to acknowledging and expressing opinions to create investment relations work plans in each quarter and annually after the Company became registered in the Stock Exchange of Thailand.
12. The Board of Directors considered and authorized the registration of subsidiaries located abroad with consideration based on business opportunities, business plans and risk management plans to keep with the vision, policies, goals and strategies for expanding the Company's business as specified early in the year.
13. The Board of Directors acknowledged the declaration of the Company's intention to join the Thailand Private Sector's Collective Action Coalition Against Corruption (CAC) project and prepare quarterly reports to keep track of progress in improving the Company's anti-corruption system.
14. The Board of Directors prepared disclosures about the significant performances in corporate governance in the 56-1 One Report Form of the Company.



(Mr. Somchai Manopinives)
Chairman of the Board of Directors,

29 February 2024



8.2.2 Performance of the Audit Committee

Report of the Board of Directors

Dear Shareholders,

The Audit Committee of Dexon Technology Public Company Limited is made up of senior directors who possess both independence and experience as follows:

1. Mr. Narongrit Tavornvisitporn, Chairman of the Audit Committee.
2. Mr. Boonchuay Korkitrotjana, Audit Director.
3. Mr. Anurak Lelapiyarnit, Audit Director.

In 2023, the Audit Committee held a total of 4 meetings and held one meeting with the auditor without Management according to the meeting attendance details as follows:

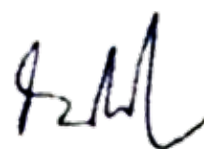
List of Audit Directors	Meetings Attended/Total Meetings
1. Mr. Narongrit Tavornvisitporn	4/4
2. Mr. Boonchuay Korkitrotjana	4/4
3. Mr. Anurak Lelapiyarnit	4/4

In 2023, the Audit Committee performed important duties as follows:

1. Audit of the annual financial statements of year 2023 and the quarterly financial statements of year 2023. The Audit Committee considered and reviewed the annual financial statements of 2023 and the quarterly financial statements of 2023 together with Management and the auditor to ensure confidence that the Company's financial reports are prepared correctly as appropriate according to generally accepted accounting standards with sufficient, complete and reliable disclosures of information.
2. Consideration and recommendation of the appointment of the auditor and the audit fees for year 2023 to the Board of Directors. The Audit Committee considered, selected, recommended the appointment of and the fees for PricewaterhouseCoopers ABAS Co., Ltd. to be the Company's auditor for year 2023. Additionally, meetings were held between the Audit Committee and the auditor to consider the performance and independence of the auditor as well as to discuss audit problems.
3. Consideration of approval of the related transactions for year 2023. The Audit Committee considered the disclosures of information about related transactions and related transactions of the Company along with persons with potential conflict of interest. Accordingly, the Audit Committee views that the disclosures of information about the related transactions and related transactions of the Company are correct, complete and sufficient and that the transactions were conducted according to business conditions.
4. Risk audit for year 2023. As recommended by the Executive Committee, the Audit Committee audited the adequacy of the risk management processes of the Company and potential risks such as risk of investment abroad.

5. Audit of the adequacy of the internal control system. The Audit Committee audited the internal control system together with the Internal Audit Department in every quarter, whether in terms of operation, asset oversight and human resources management.
6. Authorization of the Audit Plan for Years 2023 and 2024. The Audit Committee made the audit plans for years 2023 and 2024 in advance to ensure that audits are conducted effectively.
7. Supervision of internal audit work. The Audit Committee supervised the overall internal audit effort as follows: 1) reviewed the charter of the Audit Committee; 2) reviewed the charter of the Risk Management Committee; 3) reviewed the charter of the Board of Directors and recommending them to the Board of Directors for consideration. This was done to ensure consistency with the criteria and specifications of the SEC Office and the Stock Exchange as well as the good corporate governance policy to ensure confidence in shareholders, trade partners and customers and other stakeholders of the Company that the organization's activities occur according to specifications and keep with the code of conduct while having an effective internal control system.
8. The Audit Committee approved the memorandum of agreement between Dexon and DSAS Group.
9. The Audit Committee reviewed and approved the work manual for preventing conflicts of interest.
10. The Audit Committee reviewed and approved the policy for conducting related transactions and related transactions in line with the announcements and requirements of the Office of the Securities and Exchange Commission.
11. The Audit Committee reviewed and approved the memorandum of agreement related to authorizing related transactions between Dexon and the Norwegian Group.
12. The Audit Committee considered whistleblowing reports and complaints about non-compliance to laws, requirements, ethics, the anti-corruption policy and the corporate governance policy.

The Company's Audit Committee monitored the operation of Dexon Technology Public Company Limited in 2023 according to the assigned scope of powers, duties and responsibilities and holds the opinion that the Company prepared its financial statements correctly in substance according to generally accepted accounting principles in addition to disclosing related transactions and transactions that might cause conflicts of interest in a sufficient manner with an internal control and a risk management system that are suitable for the business while properly complying with the law, specifications of the Stock Exchange and related regulations.



(Mr. Narongrit Tavornvisitporn)
Chairman of the Audit Committee

29 February 2024



8.2.3 Performance of the Nomination and Remuneration Committee

Report of the Nomination and Remuneration Committee

Dear Shareholders,

In 2023, the Nomination and Remuneration Committee held a meeting once, and the substance of the committee's performance is detailed as follows:

1. Recommendation of the remunerations of the Board of Directors.

The Nomination and Remuneration Committee studied reports and surveys about the remunerations of directors published by the Institute of Thai Directors, whether in terms of regular remunerations and the meeting attendance fees of the board of directors of various listed companies participating in the surveys while focusing on the information of companies in similar businesses and revenue levels in order to set the remunerations of the Board of Directors and subcommittees, which are divided into chairmen, independent directors, and non-executive directors in order to make recommendations to the Board of Directors and the general shareholder meeting for consideration.

2. Recommendation of the benefits of the Board of Directors

In addition to recommending monetary remunerations for the Board of Directors as mentioned above, the Nomination and Remuneration Committee also studied and compared information about various non-monetary benefits for company directors. Accordingly, the Nomination and Remuneration Committee has recommended benefits in training and development, life insurance, accident insurance, health insurance and annual health check-ups for the Board of Directors to recommend to the Board of Directors and the general shareholder meeting for consideration.

3. Recommendation of Directors' and Officers' Insurance

In order to protect against risks that might occur from the supervision of the Board of Directors and high-ranking executives of the Company such as civil or criminal law suits, the Nomination and Remuneration Committee has recommended for the Company to obtain a directors' and officers' insurance to protect the Board of Directors and executives from such situations.

4. Nomination and recommendation of people to serve as directors to replace directors leaving office according to term.

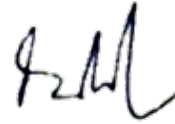
The Nomination and Remuneration Committee has considered and nominated people who possessed knowledge, competence and experience that matched with the direction of the organization who also exhibited ethics, integrity and all other qualifications according to the specifications for the composition and structure of the Company's Board of Directors in order to recommend for the aforementioned people to become directors to replace those who are leaving office according to term by recommending to the Board of Directors and the general shareholder meeting for consideration.

5. Recommendation to modify the structure of sub-committees.

The Nomination and Remuneration Committee considered the qualifications and skills of independent directors and drafted a directors' skill matrix for the entire committee and recommended to the Board of Directors for changes to be made to sub-committees in order to allow each sub-committee to fully utilize their existing expertise while promoting knowledge exchanges and the skill development of each director.

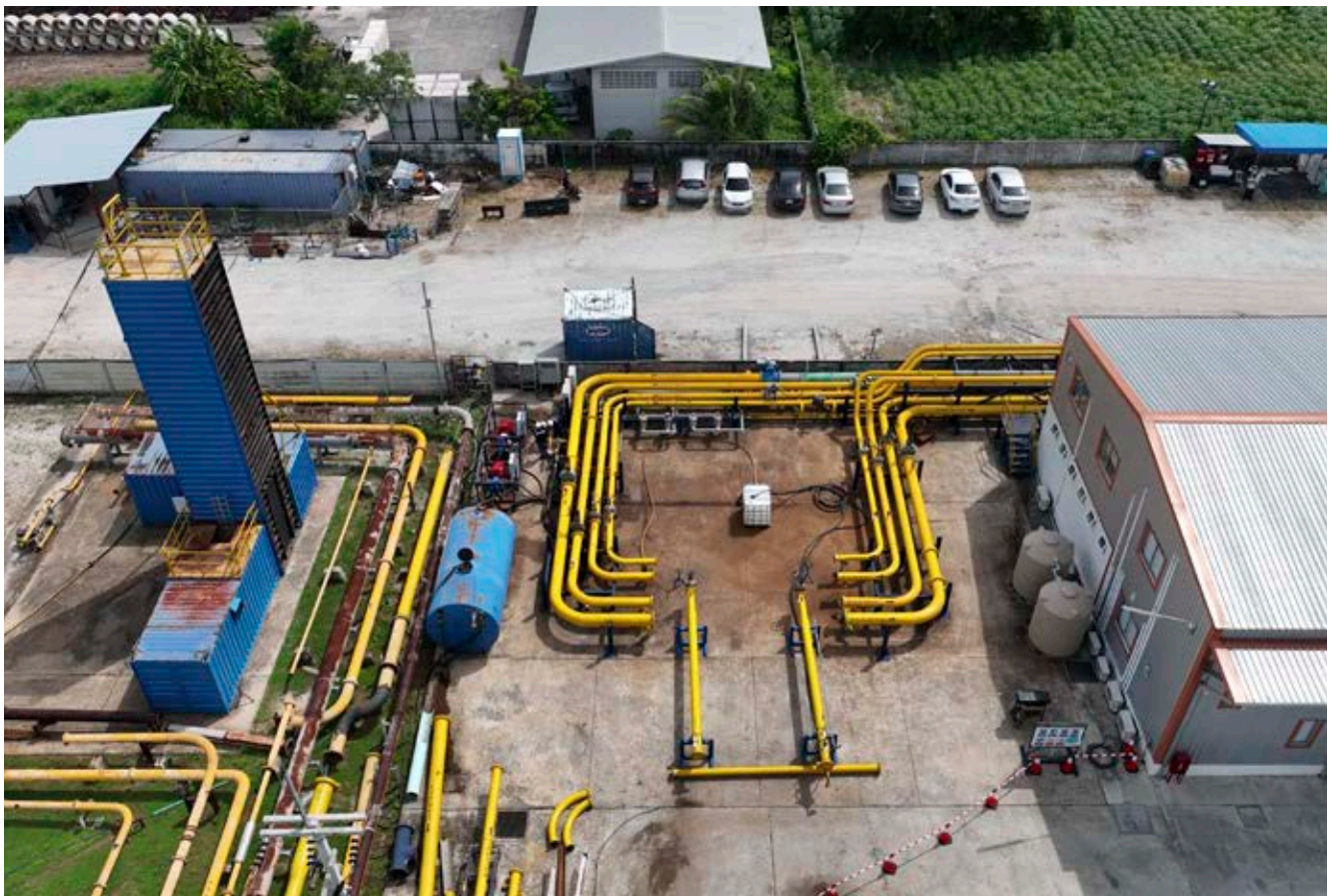
Accordingly, because this Nomination and Remuneration Committee's term ended on 31 December 2023, with reference to Board Meeting No. 6/2566 dated 13 November 2023, the Board of Directors decided to appoint a new Nomination and Remuneration Committee, effective as of 1 January 2024 according to the following list:

- | | | |
|----|------------------------------|------------------------|
| 1. | Mr. Prayad Krongapiradee, | Chairman |
| 2. | Mr. Boonchuay Korkitrotjana, | Director |
| 3. | Mr. Stuvik Stale Martin, | Director |
| 4. | Dr. Anotai Mohjhaw, | Director and Secretary |



Mr. Narongrit Tavornvisitporn
Chairman of the Nomination and
Remuneration Committee

29 February 2024





8.2.4 Performance of the Risk Management Committee

Report of the Enterprise Risk Management Committee

Dear Shareholders,

The Board of Directors appointed the Risk Management Committee made up of the Chief Executive Officer, the Chief Financial Officer, the Chief Sales and Marketing Officer, the Chief People Officer and the Director of the Corporate Governance Department to form the Risk Management Committee. These people are knowledgeable, competent and experienced in addition to having integrity, honesty and ethics in conducting business as well as knowledge and understanding about the business operation. Accordingly, in 2023, a board meeting passed a resolution to appoint Mr. Boonchuay Korkitrotjana, Independent Director and Audit Director, to serve as the Chairman of the Risk Management Committee on 14 February 2023. He is a person who possesses knowledge and understanding about risk management and the ISO 31000 and COSO ERM 2017 international standards as well as operation risk management according to the specifications of other standards such as ISO14001, ISO45001, etc. to support the Board of Directors in overseeing and managing the organization's risk to achieve set business objectives and create confidence and reliability for investors and shareholders in the Company's business operation.

Meeting Attendance of the Risk Management Committee

In 2023, the Risk Management Committee held 4 meetings total. The meetings according to the term of office of each member of the committee (as of the year ending on 31 December 2023) are as follows:

First-Last Names	Position	Meetings Attended/ Total Meetings
1. Mr. Boonchuay Korkitrotjana*	Chairman of the Board of Directors	3/4
2. Dr. Mallika Kaekla	Director	4/4
3. Mr. Koramest Khumsand	Director	4/4
4. Miss Kemmarat Wanitchapan	Director and Secretary	4/4
5. Mrs. Sunantha Mekmon**	Director	3/4
6. Miss Chonthikan Aranyarat***	Director	3/4
7. Mr. Phonthep Thanaprasoetsong****	Director	1/4
8. Dr. Kirkpong Kiatpanichagij*****	Director	1/4
9. Dr. Anotai Mohjhaw*****	Director	1/4
10. Miss Podjana Chayarat*****	Director	1/4

Remarks: * Attended every meeting after appointment on 14 February 2023.
 ** Resigned from being a Company employee on 28 October 2023.
 *** Resigned from being a Company employee on 22 August 2023.
 **** Attended every meeting after appointment and until term completion on 14 February 2023.
 ***** Attended every meeting after appointment on 8 November 2023.

Performance of the Risk Management Committee

In 2023, the Risk Management Committee performed its duties in overseeing the Company's risk management consistently with the principles of good governance and in line with the charter of the Risk Management Committee and risk management policy. Various issues were screened that could significantly impact the business covering every dimension such as strategic risks, financial risk, operation risk and compliance risk in addition to supervising to ensure the presence of a system or process to manage risks on the organization and operations levels as appropriate. A summary of the major activities is provided as follows:

1. Review of the Risk Management Committee's Charter

The Risk Management Committee reviewed the charter of the Risk Management Committee to ensure confidence that the composition of the Risk Management Committee and the practice guidelines of the Risk Management Committee are appropriate and consistent with current situational changes while ensuring effective and efficient practice.

2. Review of the Risk Management Policy, Guideline and Process

The Risk Management Committee reviewed the risk management policy to ensure that the structure, composition and attributes of the Board of Directors, and the duties, responsibilities and guidelines and processes for risk management across the entire organization and on the operations level keep risks within the risk appetite of the organization in line with the objectives, vision, mission, strategic plan and context of the organization covering work processes throughout the entire business value chain while appropriately responding to situations. This includes emerging risks that might arise due to problems or situations stemming from rapid business fluctuations or changes due external and internal factors that can cause negative and positive impacts and supporting and developing risk management on every level throughout the organization and in every group of stakeholders. In addition, in order to remain consistent with the sustainable business development policy, the Company has also specified risk management to consider all 3 key accountability areas, namely, environmental and climate change, social and corporate governance, including corruption and human rights oversight, etc.

3. Oversight, Control, Monitoring, Review and Reporting of Risk Management

The Risk Management identified current risks and potential future risks and specified measures to reduce the likelihood of situations or impacts. In addition, the Risk Management Committee has specified for there to be close supervision, control and monitoring of actions according to the established enterprise risk management measures and gave recommendations on how to improve management. Furthermore, the internal auditor was assigned to consider risks and review activities according to set measures and to report the effectiveness of operations according to the aforementioned measures in a meeting of the Risk Management Committee.

4. Management of the Company's Investment Risk

The Risk Management Committee added consideration, analysis and evaluation of risks from new investments of the Company by developing and recommending a consideration framework covering from the beginning stages and to the continuity of operations. The Committee also specified appropriate measures for use in managing risks from new investments of the Company in the future.

5. Performance Evaluation of the Risk Management Committee

The Company has developed a performance evaluation form for the Risk Management Committee by referring to the self-evaluation form for the board of directors of the Stock Exchange of Thailand (SET) and the Thai Institute of Directors (IOD) as a guideline. This evaluation form is divided into 3 parts, namely, 1) the structure and attributes of the Risk Management Committee; 2) the meeting effectiveness of the Risk Management Committee; and 3) the roles, duties and responsibilities



of the Risk Management Committee, including self-development. Accordingly, the Risk Management Committee used the evaluation form to evaluate the performance of the Risk Management Committee from the overall perspective and from the individual perspective. Overall, the score achieved was 95.00%. However, the Risk Management Committee will still use the evaluation results to keep making work improvements.

6. Meeting Reports of the Risk Management Committee for the Audit Committee and the Board of Directors

The Risk Management Committee prepares a report for every meeting of the Risk Management Committee and reports performance in different processes concerning the adequacy of the risk management system and risk management by also reporting results of internal audits conducted jointly with Management for the Audit Committee according to the good practice guideline of the Audit Committee and good governance principles.

In addition, reports of monitoring results and risk management effectiveness and efficiency of the Company are reported to the Board of Directors regularly every quarter in order to allow Management to take further actions and make improvements.

In conclusion, the Risk Management Committee performed its duties in supervising and managing the Company's risks fully according to its assignment thoroughly and to the fullest extent of its capabilities according to the scope of powers and duties specified in the charter of the Risk Management Committee. The Risk Management Committee views that the Company's risk management process is sufficient and appropriate and that risks can be managed within the acceptable risk appetite and risk management measures are continuously implemented to support the existence of a risk management culture and the commitment of the Risk Management Committee in risk management and oversight. In addition, the Risk Management Committee expressed its opinions appropriately to different agencies to create confidence that the Company is able to work effectively and achieve its goals while creating sustainable long-term value for the business.

Accordingly, because the term of this Risk Management Committee term ended on 31 December 2023, with reference to Board Meeting No. 6/2566 dated 13 November 2023, the Board of Directors decided to appoint a new Risk Management Committee, effective as of 1 January 2024 according to the following list:

- | | | |
|----|--------------------------------|------------------------|
| 1. | Mr. Narongrit Tavorntvisitporn | Chairman |
| 2. | Dr. Mallika Kaekla | Director |
| 3. | Dr. Anotai Mohjhaw | Director |
| 4. | Mr. Koramest Khumsand | Director |
| 5. | Miss Podjana Chayarat | Director |
| 6. | Miss Kemmarat Wanitchapan | Director and Secretary |

Mr. Boonchuay Korkitrotjana

Chairman of the Risk Management Committee

29 February 20247

8.3 Report of Changes in the Securities of the Board of Directors and Executives

The Company has a policy to require the Company's directors to report changes in the securities held by the Company, including changes in securities held by the spouses and minor children of the aforementioned people (if any), to quarterly meetings of the Board of Directors by submitting a copy of the report of changes in securities and futures contracts (Form 59) to the Office of the Company's Secretary in order to gather and present to the board meeting.

Table Summarizing Changes in the Securities of Directors During the Year

No.	List	Number of Securities (DEXON)		Changes (Increased/Decreased)
		31 March 2023	31 Dec 2023	
1.	Mr. Somchai Manopinives	111,100	111,100	-
2.	Mr. Narongrit Tavorntisitporn	-	-	-
3.	Mr. Anurak Lelapiyarnit	11,100	11,100	-
4.	Mr. Boonchuay Korkitrotjana	25,000	25,000	-
5.	Mr. Prayad Krongapiradee	22,200	32,200	Increased by 10,000
6.	Mr. Stuvik Stale Martin	-	-	-
7.	Mr. Steiner Trygve Thormod	-	2,570,000	Increased by 2,570,000
8.	Dr. Mallika Kaekla	35,331,600	36,519,300	Increased by 1,187,700



9. Internal Control and Related Transactions



9.1 Internal Control

The Company recognizes the importance having a good internal control system, which helps ensure effective and efficient business operation. As such, the Company has the Audit Committee work to appropriately audit the internal control system and to conduct internal audits in line with the good governance principles. Furthermore, Audit Committee meetings are held to authorize transactions connected to the Company's internal control system, with the attendance of the auditor, internal auditor and executives as appropriate in order to present information to the Audit Committee to consider giving acknowledgement, monitor progress and seek corrective guidelines and raise observations to solve noted issues in a timely fashion.

Accordingly, the Company has arranged for there to be an internal auditor that is an independent external agency. The Company appointed PP Internal Audit (PIIA) Co., Ltd. to serve as the Company's internal auditor. The professional internal auditor evaluates the internal control system and the internal audit system according to the internal control framework of The Committee of Sponsoring Organization of the Treadway Commission (COSO), which has 5 key components for internal control, namely, 1) organization internal control; 2) risk assessment; 3) operation control; 4) information system and communication; and 5) monitoring system. The internal auditor's role is to create confidence and provide consultation to improve operation and to support the organization in order to accomplish its objectives and present internal audit results to the Audit Committee. The Audit Committee has already considered the aforementioned qualifications and deemed them sufficient for the aforementioned agency to serve as the Company's internal auditor.

At Audit Committee Meeting No. 1/2567 on 28 February 2024, the Audit Committee reviewed the adequacy of the Company's internal control system for year 2023 and holds the opinion that the internal control system is effective, sufficient and appropriate for business. In addition, a report was made to the Board of Directors about the evaluation results on the adequacy of the internal control system and the opinions of the Audit Committee at Board Meeting No. 1/2567 on 28 February 2024. A summary of the Company's internal control system according to the COSO framework is as follows:

Control Environment

The Company has a good internal control environment that is appropriate and sufficient for effectively and efficiently operating business according to good governance principles and business ethics. The Company also reviews and updates its work policies, work manuals and organization structure and work committees to help Management work effectively. In addition, executives value and support an organization culture that continuously emphasizes integrity and business ethics with management of different areas as follows:

- Specify corporate governance policies and principles, business ethics and an anti-corruption policy in writing as an operating framework in different areas to allow the Board of Directors, executives and employees to adhere to them as practice guidelines.
- Assign directors and the top 4 executives to report conflicts of interest regularly every year.
- Emphasize ethics regarding the offering or acceptance of gifts or presents, including other assets or benefits to ensure that executives and employees conduct themselves consistently with set principles and practice guidelines by communicating and engaging in public relations activities via the Company's email and website (www.dexon-technology.com) on a regular basis in the period from November to December every year, due to the aforementioned time of year being a time for traditional festivities.
- Raise awareness and understanding about business ethics in executives and employees through employee orientation, sending public relations emails about good governance and disseminating information related to good governance and business ethics on the Company's website (www.dexon-technology.com) in order to encourage related parties such as trade partners, investors and other stakeholders to acknowledge and engage in ethical business operation.
- The Board of Directors is composed of knowledgeable directors who are reliable in their capabilities while being truly independent in the performance of their duties. The Board of Directors has roles, duties and responsibilities in authorizing strategies and important policies along with financial objectives, risks, work plans and budgets in addition to supervising work operations according to the law and controlling and supervising executives to operate effectively and efficiently according to set policies and strategic plans.
- Specify human resources development plans to support employees to systematically possess knowledge and abilities appropriately covering the dimensions of personnel recruitment, development and retention by specifying succession plans for important work positions and having a fair performance evaluation system in place that reflects the key performance indicators (KPIs) in addition to setting long-term employee recruitment strategies to support changing business needs.



Risk Assessment

The Company gives importance to and arranges for risk management to take place across the entire organization in order to build confidence and take the organization toward short-term and long-term objectives. The Risk Management Committee was appointed by the Board of Directors consisting of independent directors and high-ranking executives who are responsible for supervising risk management and improving the risk management system on the organization and operation levels, including subsidiaries, to continuously ensure appropriate and effective management and achieve set objectives and to report to the Board of Directors on a quarterly basis.

The Company also created an enterprise risk management policy, a risk management manual and risk management plans covering assessment, analysis and review of risks consistently with the strategic plans and business plans according to the organization's objectives and goals. This includes considering internal and external factors related to operating business today and in the future along with emerging risks and corruption risks and creating a risk tolerance framework to help ensure that the monitoring and performance reporting of agencies and the organization occur according to set objectives.

Control Activities

The Company has specified effective and efficient control activities in order to reduce risks to within acceptable levels. Thus, the Company's important control activities are as follows:

- Measure to control risk management for risks to remain within acceptable levels – The Company has specified internal control measures for work inside each process in writing covering important processes across the entire organization along with a work management approval authority table to specify the monetary limits and levels of people who have approval authority covering budgets, human resources, purchasing, goods and service procurement, general administration, accounting and finance and the amortization of assets to prevent corruption. Communication and monitoring also takes place to ensure confidence that internal control measures are implemented effectively.
- Measure to provide internal control to track the transactions of the Board of Directors and executives. – A practice guideline has been specified for the Board of Directors and executives to state their intention concerning the purchases and sales of the Company's securities that they and people connected to them own by stating to the Company's secretary by at least 24 hours before the intended date of the transaction. Furthermore, they are required to report changes in the securities they hold to the SEC within 3 business days via an online system and to submit their report to the Company's secretary for safekeeping.
- Develop and control technologies by clearly specifying policies concerning technology systems by stipulating practice guidelines for information technology system management and security in addition to specifying a plan for responding to disaster emergencies that might impact the information technology and communication systems (IT contingency plan) to deal with cyber threats and emergencies.

Information & Communication Systems

The Company has channels for effective communication inside the organization in terms of operations to allow employees to rapidly access and learn about news and information in a complete and correct manner. The Company also communicates via the intranet system, email and TV screens inside the Company, and the Company communicates important information to accompany the considerations of the Board of Directors as appropriate. In doing so, the Company's Management must prepare

meeting documents and provide the required information to the Board of Directors for examination and consideration ahead of each meeting. The Company's board meeting reports are also made by the Company's secretary, checked by all directors and signed by the meeting chairman.

As for communication outside the organization, the Company communicates accurate, sufficient and current information via the Company's website (www.dexon-technology.com) and has prepared a policy and created channels for employees and outside parties to file complaints and engage in whistleblowing in writing via the Company's website or email to allow employees and outside parties to report information about legal and regulation violations, corruption or other actions that constitute seeking of inappropriate and unlawful gains, and the Company protects all whistleblowers and related parties.

Monitoring Activities

The Company has a process to monitor and assess the sufficiency of the internal control system and to develop and improve the internal control system of the Company to ensure effectiveness and suitability for constantly changing control environments on the organization level and on the operations level by conducting evaluations by using the internal control sufficiency evaluation form of the SEC. In addition, the Company requires executives on every level to have the duty and responsibility to take care and inspect the work systems of agencies to ensure effectiveness, accuracy and consistency according to work policies, specifications and regulations and that the internal control system is airtight. This includes giving importance to managing security, safety, occupational health and environment along with energy management and social responsibility.





9.2 Related Transactions

The related transactions involving subsidiaries, jointly controlled businesses and related companies in 2022 and 2023 were as follows

1. Sales of Goods and Services Consisting of Transactions Conducted by the Company to Sell Goods to Subsidiaries, Jointly Controlled Companies and Other Related Companies

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Subsidiaries:					
Dexon Technology PTE Ltd.	4,512,256	48,454,576	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Training Center Co., Ltd.	3,375,864	2,893,729	Dexon Technology PCL.	99.99	A Company representative serves as a director.
Dexon Mechanical Solutions Co., Ltd.	1,699,496	1,976,638	Dexon Technology PCL.	99.98	A Company representative serves as a director.
Dexon Technology Europe BV.	3,630,212	24,623,801	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Technology USA Inc.	-	1,274,726	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Other Connected Businesses:					
Dacon Trading Co., Ltd.	-	18,000	MR. STALE MARTIN STUVIK	25.00	A Company representative serves as a director.
Dacon Service AS	-	1,339,630	Dacon holding AS	100.00	A Company representative serves as a director.

2. Purchases of Goods and Services Consisting of Transactions Conducted by the Company to Purchase Goods and/or Services from Subsidiaries, Jointly Controlled Companies and Other Related Companies

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Subsidiaries:					
Dexon Technology PTE Ltd.	6,812,319	-	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Training Center Co., Ltd.	6,220,268	7,549,033	Dexon Technology PCL.	99.99	A Company representative serves as a director.
Dexon Mechanical Solutions Co., Ltd.	11,020,999	9,984,611	Dexon Technology PCL.	99.98	A Company representative serves as a director.
Other Connected Businesses:					
Dacon Trading Co., Ltd.	7,719,484	10,065,893	MR. STALE MARTIN STUVIK	25.00	A Company representative serves as a director.

3. Other Revenues from Subsidiaries, Jointly Controlled Businesses and Other Connected Companies

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Subsidiaries:					
Dexon Training Center Co., Ltd.	6,499,025	-	Dexon Technology PCL.	99.99	A Company representative serves as a director

4. Transactions with Debtors from Related Businesses

4.1 Trade Accounts Receivable

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Subsidiaries:					
Dexon Technology PTE Ltd.	40,507	28,665,340	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Training Center Co., Ltd.	201,630	24,570	Dexon Technology PCL.	99.99	A Company representative serves as a director.



Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Dexon Mechanical Solutions Co., Ltd.	69,605	17,787	Dexon Technology PCL.	99.98	A Company representative serves as a director.
Dexon Technology Europe BV.	3,066,124	11,501,532	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Technology USA Inc.	-	1,144,449	Dexon Technology PCL.	100.00	A Company representative serves as a director.

4.2 Other Accounts Receivable

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Subsidiaries:					
Dexon Technology PTE Ltd.	41,291	-	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Training Center Co., Ltd.	200,513	162,373	Dexon Technology PCL.	99.99	A Company representative serves as a director.
Dexon Mechanical Solutions	972,393	301,649	Dexon Technology PCL.	99.98	A Company representative serves as a director.
Dexon Technology Europe BV.	53,500	612,180	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Technology USA Inc.		37,754	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Other Connected Businesses:					
Dacon Trading Co., Ltd.	-	53,600	MR. STALE MARTIN STUVIK	25.00	A Company representative serves as a director.

5. Accounts Payable from Connected Businesses

5.1 Trade Accounts Payable

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Subsidiaries:					
Dexon Technology PTE Ltd.	225,827	-	Dexon Technology PCL.	100.00	A Company representative serves as a director.
Dexon Training Center Co., Ltd.	1,800,724	1,199,478	Dexon Technology PCL.	99.99	A Company representative serves as a director.
Dexon Mechanical Solutions	1,616,816	2,579,287	Dexon Technology PCL.	99.98	A Company representative serves as a director.
Other Connected Businesses:					
Dacon Trading Co., Ltd.	595,610	273,871	MR. STALE MARTIN STUVIK	25.00	A Company representative serves as a director.

5.2 Other Accounts Payable

Connected Companies	2022	2023	Relationship for the Year Ending on 31 December 2023		
	baht		Shares Held By	Share	Managed By
Dexon Training Center Co., Ltd.	-	48,685	Dexon Technology PCL.	99.99	A Company representative serves as a director.
Dexon Technology Europe BV.	-	15,359,520	Dexon Technology PCL.	100.00	A Company representative serves as a director.





Company	Business	Connected Transaction
Dexon Technology PTE Ltd.	Business to provide structural engineering and manufacturing equipment inspection services in every industry to ensure confidence about work safety in entire operation systems and environments through use of continuously-invented technologies and innovations.	The related transactions followed normal business conditions and contract specifications.
Dexon Training Center Co., Ltd.	Business to provide training services to promote and enhance knowledge and skills in personnel inside and outside the Company.	The related transactions followed normal business conditions and contract specifications.
Dexon Mechanical Solutions Co., Ltd.	Business to provide engineering, fabrication and structural design services along with mechanical and maintenance personnel services for both pipeline and structural service types in the petroleum, petrochemical and other industries.	The related transactions followed normal business conditions and contract specifications.
Dexon Technology Europe BV.	Business to provide structural engineering and manufacturing equipment inspection services in every industry in Europe to ensure confidence about work safety in entire operation systems and environments through use of continuously-invented technologies and innovations.	The related transactions followed normal business conditions and contract specifications.
Dexon Technology USA Inc.	Business to provide structural engineering and manufacturing equipment inspection services in every industry in the Americas to ensure confidence about work safety in entire operation systems and environments through use of continuously-invented technologies and innovations.	The related transactions followed normal business conditions and contract specifications.
Dacon Trading Co., Ltd. (Other Connected Business)	Business in selling factory safety equipment and as an airline ticket sales representative.	The related transactions followed normal business conditions with product sales prices comparable to prices offered to outside parties and followed general trade conditions.
Dacon Service AS (Other Connected Business)	Business to provide engineering inspection services and others.	The related transactions followed normal business conditions with product sales prices comparable to prices offered to outside parties and followed general trade conditions.

The related transactions of the Company are meant to create benefits in operating business. The transactions support the Company's business operation, and there were no special transactions and no transfer of benefits between the Company and subsidiaries or related companies and shareholders. These transactions are also authorized by the Board of Directors in line with the Company's regulations.

The disclosures about related transactions follow the criteria of the Office of the Securities and Exchange Commission (SEC Office) and the Stock Exchange of Thailand in addition to accounting standards concerning disclosures of information with related people or businesses as stipulated by the Federation of Accounting Professions.

Part

03

**Financial
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Overview



Business Operation
and Performance



Corporate
Governance



Financial
Statements



Appendices



10. Report of the Accountability of the Board of Directors to Financial Statements



The Board of Directors is responsible for the financial statements of the Company and subsidiaries along with the financial information disclosed in annual information disclosures and annual reports (Form 56-1 One Report). These financial statements are prepared according to generally accepted accounting standards in Thailand with appropriate and consistent use of accounting policies and sufficient information disclosures in the financial statement notes to benefit shareholders and general investors by providing them with reliable and sufficient information about the Company's financial position.

For this occasion, the Board of Directors has appointed the Audit Committee made up of senior independent directors to audit the quality of the Company's financial statements and assess the internal control system. The opinions of the Audit Committee appear in the Audit Committee's report, which is shown in this report.

The Board of Directors holds the opinion that the Company's internal control system is able to ensure confidence that the Company's financial statements correctly show the Company's financial position and performance in essential content.

Mr. Somchai Manopinives

Chairman of the Board of Directors

Dexon Technology Public Company Limited



Independent Auditor's Report

To the shareholders of Dexon Technology Public Company Limited

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Dexon Technology Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 31 December 2023 and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS).

What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2023;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

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 (TFAC Code) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the TFAC Code. 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 judgement, 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.

Key audit matter	Audit procedures
Revenue recognition on service contracts Refer to Note 4.19 Accounting Policy 'Revenue recognition' and Note 7 'Critical estimates and judgements' to the financial statements. One of the Group's significant business activities is providing engineering inspection services of production structures and equipment in the petroleum, energy, and other industries, which contributed an equal 98% of total revenue in the consolidated financial statements for the year 2023. The Group considers it to be a continuous type of service. The Group recognises revenue from continuous services by the output method based on the stage of completion determined by reference to services performed to date as a percentage of total services to be performed over the contract term. I focused on this area as revenue recognition from each contract involves significant judgement and estimates from management including the following matters: • Determining whether performance obligations in each contract should be considered revenue recognised for separately; • Determining the most appropriate revenue recognition method for each identified performance obligation; and • Reviewing the stage of completion for each project, as well as considering any potential provision for project loss.	The key procedures in relation to revenue recognition on service contract included: • Discussing the Group's accounting policy with the management, including the related key judgements and estimates. • Evaluating the design of internal controls over the service revenue recognition process. This included testing the effectiveness of internal controls over the revenue process, including the degree of completion of service contracts. • Examining sample revenues to assess how management made significant estimates and judgements applying the accounting policy for revenue recognition of contracts over time, using the following methods: - Evaluating the appropriateness of determining the performance obligations in each contract and the method of revenue recognition for each obligation. - Testing calculations for the stage of project completion in the progress report prepared by the engineer and inspecting the supporting evidence such as delivery document and timesheet, including testing the accuracy of revenue recognition for each contract. - Comparing the stage of completion with the physical proportion of the contract work completed as assessed by reference to services performed to date as a percentage of total services to be performed over the contract term and customers and by reference to the proportion of contract costs incurred for work performed to date compared to the estimated total cost of the project. Then considering the differences to determine. - Evaluating the reasonableness of the project loss provision set by the management. Based on these procedures, I found that the revenue recognition of such service contract was reasonable and consistent with supporting documents.

Key audit matter	Audit procedures
Impairment assessment of investment in a subsidiary Refer to Note 7 'Critical accounting estimates and judgements related to assessment of impairment of a subsidiary' and Note 13 'Investment in subsidiaries' to the financial statements. As at 31 December 2023, Investment amount of Baht 116.85 million was presented in the separate financial statements. This comprises of the investment in a subsidiary amount of Baht 60.46 which has been set aside for impairment in the amount of Baht 8.91 million. For the year ended 31 December 2023, the management performed an impairment assessment over the investment in a subsidiary by: - Using the value in use method to calculate the recoverable amount, by discounting cash flow for 5 years, with constant terminal growth rate applied from the 5th year onwards. These cash flows were then discounted to the net present value using the weighted average cost of capital; and - Comparing the recoverable amount to the book value of the investment in a subsidiary. Based on the impairment test, the management identified no allowance for impairment of the investment in a subsidiary required for additional or reversal recognition during the year. The key assumptions for discounted cash flows included gross profit, growth rate and discount rate. I focused on this area because the assessment of impairment in the investment in a subsidiary as complex based on judgements and assumptions that were affected by expectation of future market and economic conditions, particularly those related to the cash flows forecasts.	I obtained an understanding over the impairment assessment used by the management, using the following testing methods: • Obtaining an understanding of evaluating of management's recoverable amount and the component in cash flows, including testing the mathematical accuracy of the underlying calculations. • Comparing the cash flow forecast to the approved budgets and business plans by the Board of Directors of the Company and other evidence of future intentions. • Comparing current year actual results with the figures included in the prior year forecast to consider whether the forecasts included assumptions had been reasonable. • Assessing the management's key assumptions, especially for the gross profit and growth rate by comparing them to historical results and the economic outlook. • Testing the parameters used to calculate the weighted average cost of capital, which is used as a discount rate and re-performed the calculations. • Comparing the recoverable amount determined from the discounted cash flow forecasts with the respective book value of the investment in a subsidiary to assess impairment. Based on my procedures above, I considered management's key assumptions used in assessing of recoverable amount in the investment in a subsidiary were reasonable based on available evidence.

Other information

The directors are 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 the audit committee.

Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS, and for such internal control as the directors 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, the directors are responsible for assessing the Group 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 the directors either intend to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee is responsible for overseeing the Group and 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 judgement and maintain professional scepticism 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 and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' 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 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 the audit committee 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 the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, 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.

PricewaterhouseCoopers ABAS Ltd.

Vichien Khingmontri
Certified Public Accountant (Thailand) No. 3977
Bangkok
28 February 2024

Dexon Technology Public Company Limited

Statement of Financial Position

As at 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023 Baht	2022 Baht	2023 Baht	2022 Baht
Assets					
Current assets					
Cash and cash equivalents	9	148,946,021	26,121,703	120,033,295	14,647,092
Financial assets measured at amortised cost	11	8,736,137	-	-	-
Trade and other receivables, net	10	141,439,814	182,463,713	138,434,581	174,610,770
Contract assets	21.1	114,212,377	17,751,165	72,831,538	15,713,080
Inventories, net	12	60,293,137	39,070,519	60,133,782	39,373,308
Other current assets		2,794,107	828,933	1,689,180	487,531
Total current assets		476,421,593	266,236,033	393,122,376	244,831,781
Non-current assets					
Investments in subsidiaries, net	13	-	-	116,845,049	54,583,070
Property, plant and equipment, net	14	426,652,341	292,562,385	433,517,151	296,791,274
Intangible assets, net	15	61,110,313	45,842,187	60,873,132	45,517,411
Right-of-use assets, net	16	20,877,072	14,259,146	18,265,698	12,954,253
Deferred tax assets, net	17	5,169,987	7,121,081	4,837,588	6,941,160
Other non-current assets	18	44,606,865	17,031,599	42,076,149	14,880,718
Total non-current assets		558,416,578	376,816,398	676,414,767	431,667,886
Total assets		1,034,838,171	643,052,431	1,069,537,143	676,499,667

The accompanying notes are an integral part of these consolidated and separate financial statements.



Dexon Technology Public Company Limited

Statement of Financial Position (Continued)

As at 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Liabilities and equity					
Current liabilities					
Bank overdrafts	20.1	-	15,600,808	-	15,600,808
Trade and other payables	19	68,901,310	88,004,884	82,754,776	84,533,863
Contract liabilities	21.2	513,650	8,415,035	230,900	5,000,905
Short-term loans from financial institution	20.2	57,472,853	104,972,853	57,472,853	104,972,853
Current portion of long-term loan from financial institution	20.3	-	33,203,198	-	33,203,198
Current portion of lease liabilities	20.4	8,901,501	7,038,582	6,680,018	6,056,003
Accrued dividend	29	-	10,235,600	-	10,235,600
Other current liabilities		3,711,558	20,307,777	2,181,233	19,504,270
Total current liabilities		139,500,872	287,778,737	149,319,780	279,107,500
Non-current liabilities					
Long-term loans from financial institution	20.3	-	54,799,487	-	54,799,487
Lease liabilities	20.4	12,071,386	6,896,586	11,579,542	6,557,456
Employee benefit obligations	22	24,766,340	20,483,163	23,104,346	19,283,689
Total non-current liabilities		36,837,726	82,179,236	34,683,888	80,640,632
Total liabilities		176,338,598	369,957,973	184,003,668	359,748,132

The accompanying notes are an integral part of these consolidated and separate financial statements.

Dexon Technology Public Company Limited

Statement of Financial Position (Continued)**As at 31 December 2023**

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Liabilities and equity (continued)					
Equity					
Share capital	23				
Authorised share capital					
476,500,000 ordinary shares of par value Baht 0.50 each		238,250,000	238,250,000	238,250,000	238,250,000
Issued and paid-up share capital					
476,500,000 ordinary shares of paid-up Baht 0.50 each		238,250,000	-	238,250,000	-
353,316,800 ordinary shares of paid-up Baht 0.50 each		-	176,658,400	-	176,658,400
Retained earnings					
Share premium		474,939,483	-	474,939,483	-
Appropriated - legal reserve	24	9,608,570	7,781,940	9,408,570	7,581,940
Unappropriated		150,057,178	102,319,156	149,803,049	119,378,822
Share-based reserve	32	13,132,373	13,132,373	13,132,373	13,132,373
Currency translation differences		5,016,138	5,706,758	-	-
Shortage from business combination under common control		(32,504,569)	(32,504,569)	-	-
Non-controlling interest		400	400	-	-
Total equity		858,499,573	273,094,458	885,533,475	316,751,535
Total liabilities and equity		1,034,838,171	643,052,431	1,069,537,143	676,499,667

The accompanying notes are an integral part of these consolidated and separate financial statements.



Dexon Technology Public Company Limited

Statement of Comprehensive Income

For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023 Baht	2022 Baht	2023 Baht	2022 Baht
Revenues					
Revenues from services		643,503,391	607,938,340	531,874,818	559,369,908
Revenues from sales		694,864	567,318	739,984	570,118
Other income		3,506,247	1,966,160	7,032,830	11,614,394
Total revenues		647,704,502	610,471,818	539,647,632	571,554,420
Expenses					
Cost of services		(423,186,631)	(353,776,570)	(359,986,260)	(315,793,669)
Cost of sales		(225,762)	(297,958)	(260,782)	(297,958)
Selling expenses		(48,668,891)	(40,672,154)	(47,547,063)	(39,547,794)
Administrative expenses		(115,163,534)	(94,448,519)	(89,084,237)	(83,668,513)
(Loss on) Reversal of expected credit loss on financial assets		(253,446)	1,192,855	(231,226)	1,445,114
Gain (loss) on exchange rate, net		(1,548,495)	1,665,875	(1,543,662)	1,751,603
Finance cost	25	(6,124,169)	(10,070,694)	(5,910,240)	(10,015,541)
Total expenses		(595,170,928)	(496,407,165)	(504,563,470)	(446,126,758)
Profit before income tax		52,533,574	114,064,653	35,084,162	125,427,662
Income tax	27	(2,203,169)	(8,911,641)	(2,249,519)	(8,949,943)
Profit for the year		50,330,405	105,153,012	32,834,643	116,477,719
Other comprehensive income:					
<i>Item that will not be reclassified subsequently to profit or loss</i>					
Remeasurement of employee benefit obligations	22	(957,191)	(548,969)	(729,733)	(696,477)
Income tax relating to item that will not to be reclassified subsequently to profit or loss		191,438	117,169	145,947	139,296
Total item that will not be reclassified subsequently to profit or loss, net of tax		(765,753)	(431,800)	(583,786)	(557,181)

The accompanying notes are an integral part of these consolidated and separate financial statements.

Dexon Technology Public Company Limited

Statement of Comprehensive Income (Continued)

For the year ended 31 December 2023

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Other comprehensive income (continued):					
<i>Item that will be reclassified subsequently to profit or loss</i>					
Currency translation differences		(690,620)	1,269,352	-	-
Total item that will be reclassified subsequently to profit or loss		(690,620)	1,269,352	-	-
Other comprehensive income for the year, net of tax		(1,456,373)	837,552	(583,786)	(557,181)
Total comprehensive income for the year		48,874,032	105,990,564	32,250,857	115,920,538
Earnings per share	28				
Basic earnings per share		0.11	0.43	0.07	0.48

The accompanying notes are an integral part of these consolidated and separate financial statements.

Dexon Technology Public Company Limited

Statement of Changes in Equity

For the year ended 31 December 2023

Consolidated financial statements										
Attributable to owners of the parent										
Other components of equity										
Retained earnings			Other comprehensive income			Shortage from business combination under common control			Non-controlling interest	
Appropriated			Currency translation difference			Share-based reserve			Non-controlling interest	
Share premium			Unappropriated			Baht			Baht	
Issued and paid-up share capital			Baht			Baht			Baht	
Notes	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Total equity
Opening balance as at 1 January 2022	75,819,400	-	2,000,000	139,855,779	4,437,406	13,132,373	(32,504,569)	400	202,740,789	
Total comprehensive income for the year	-	-	-	104,721,212	1,269,352	-	-	-	105,990,564	
Common shares issuance	100,839,000	-	-	-	-	-	-	-	100,839,000	
Dividends paid	-	-	-	(136,475,895)	-	-	-	-	(136,475,895)	
Legal reserve	-	-	5,781,940	(5,781,940)	-	-	-	-	-	
Closing balance as at 31 December 2022	176,658,400	-	7,781,940	102,319,156	5,706,758	13,132,373	(32,504,569)	400	273,094,458	
Opening balance as at 1 January 2023	176,658,400	-	7,781,940	102,319,156	5,706,758	13,132,373	(32,504,569)	400	273,094,458	
Total comprehensive income for the year	-	-	-	49,564,652	(690,620)	-	-	-	48,874,032	
Common shares issuance	61,591,600	474,939,483	-	-	-	-	-	-	536,531,083	
Legal reserve	-	-	1,826,630	(1,826,630)	-	-	-	-	-	
Closing balance as at 31 December 2023	238,250,000	474,939,483	9,608,570	150,057,178	5,016,138	13,132,373	(32,504,569)	400	858,499,573	

The accompanying notes are an integral part of these consolidated and separate financial statements.

Statement of Changes in Equity (Continued)

For the year ended 31 December 2023

	Notes	Separate financial statements						
		Issued and paid-up share capital	Share premium	Retained earnings		Other components of equity		Total equity
		Baht	Baht	Appropriated - legal reserve	Unappropriated	Share-based reserve	Baht	
				Baht	Baht	Baht		Baht
Opening balance as at 1 January 2022		75,819,400	-	2,000,000	145,515,144	13,132,373		236,466,917
Total comprehensive income for the year		-	-	-	115,920,538	-		115,920,538
Common shares issuance		100,839,000	-	-	-	-		100,839,000
Dividends paid	29	-	-	-	(136,474,920)	-		(136,474,920)
Legal reserve	24	-	-	5,581,940	(5,581,940)	-		-
Closing balance as at 31 December 2022		176,658,400	-	7,581,940	119,378,822	13,132,373		316,751,535
Opening balance as at 1 January 2023		176,658,400	-	7,581,940	119,378,822	13,132,373		316,751,535
Total comprehensive income for the year		-	-	-	32,250,857	-		32,250,857
Common shares issuance	23	61,591,600	474,939,483	-	-	-		536,531,083
Legal reserve	24	-	-	1,826,630	(1,826,630)	-		-
Closing balance as at 31 December 2023		238,250,000	474,939,483	9,408,570	149,803,049	13,132,373		885,533,475

The accompanying notes are an integral part of these consolidated and separate financial statements.



Dexon Technology Public Company Limited

Statement of Cash Flow

For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023 Baht	2022 Baht	2023 Baht	2022 Baht
Cash flows from operating activities					
Profit before income tax		52,533,574	114,064,653	35,084,162	125,427,662
Adjustments for:					
(Reversal) allowance for expected credit loss		257,632	(1,241,855)	231,226	(1,494,114)
(Reversal) provision for inventory obsolete	12	(30,942)	(19,250)	(30,942)	(19,250)
(Gain) Loss on disposals and write-off of assets		(680,372)	768,461	(680,372)	768,461
Gain on lease termination of right-of-use assets		-	(4,818)	-	(4,818)
Depreciation	14,16	96,377,643	79,793,740	91,971,719	76,063,872
Amortisation	15	17,524,042	6,933,033	17,333,075	6,714,420
Employee benefit expenses	22	3,325,986	3,461,927	3,090,924	3,206,582
Unrealised loss on exchange rate		191,783	627,465	1,495,240	634,266
Dividend income		-	-	-	(6,499,025)
Interest income		(1,012,839)	(323)	(564,505)	(323)
Finance cost	25	6,124,169	10,070,694	5,910,240	10,015,541
Cash flows before changes in operating assets and liabilities		174,610,676	214,453,727	153,840,767	214,813,274
Changes in operating assets and liabilities :					
Financial assets measured at amortised cost		(8,555,825)	-	-	-
Trade and other receivables		40,498,485	(84,788,164)	34,646,469	(79,761,863)
Contract assets		(96,461,212)	26,419,675	(57,118,458)	22,815,646
Inventories		(21,191,676)	(12,685,060)	(20,729,533)	(12,640,238)
Other current assets		(6,254,492)	2,518,380	(5,328,604)	2,406,996
Other non-current assets		1,818,759	1,239,753	215,816	1,459,459
Trade and other payables		(41,780,799)	42,856,699	(24,618,513)	41,125,503
Contract liabilities		(7,901,385)	6,955,785	(4,770,005)	3,627,505
Other current liabilities		(12,770,259)	1,103,180	(13,659,440)	983,505
Cash generated from operations		22,012,272	198,073,975	62,478,499	194,829,787
Interest received		832,528	323	564,506	323
Interest paid		(5,550,974)	(9,598,621)	(5,337,044)	(9,543,468)
Income tax paid		(13,984,141)	(12,516,281)	(11,940,727)	(11,787,660)
Net cash generated from operating activities		3,309,685	175,959,396	45,765,234	173,498,982

The accompanying notes are an integral part of these consolidated and separate financial statements.

Dexon Technology Public Company Limited

Statement of Cash Flow (Continued)

For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023 Baht	2022 Baht	2023 Baht	2022 Baht
Cash flows from investing activities					
Payment of investment in a subsidiary	13	-	-	(62,261,979)	-
Purchase of plant and equipment		(213,314,976)	(83,784,186)	(213,824,977)	(87,896,104)
Purchase of intangible assets		(32,792,103)	(28,950,461)	(32,688,796)	(28,753,996)
Proceeds from disposal of equipment		1,311,257	-	1,099,364	-
Dividend received	31.1	-	-	-	6,499,025
Net cash used in investing activities		(244,795,822)	(112,734,647)	(307,676,388)	(110,151,075)
Cash flows from financing activities					
Bank overdrafts	20.1	(15,600,808)	109,479	(15,600,808)	109,479
Repayment of short-term loans from financial institution	20.2	(47,500,000)	(15,000,000)	(47,500,000)	(15,000,000)
Repayment of long-term loans from financial institution	20.3	(88,564,290)	(31,790,000)	(88,564,290)	(31,790,000)
Payments of lease liabilities	16	(9,820,414)	(9,338,469)	(7,537,869)	(7,388,527)
Dividend paid	29	(10,235,600)	(126,240,295)	(10,235,600)	(126,239,320)
Proceeds from issuance of common shares	23	554,324,400	100,839,000	554,324,400	100,839,000
Payment for transaction costs related to share issuance		(17,588,476)	-	(17,588,476)	-
Net cash generated from (used in) financing activities		365,014,812	(81,420,285)	367,297,357	(79,469,368)
Net increase (decrease) in cash and cash equivalents		123,528,675	(18,195,536)	105,386,203	(16,121,461)
Cash and cash equivalents at the beginning of the year		26,121,703	43,211,158	14,647,092	30,768,553
Currency translation differences		(704,357)	1,106,081	-	-
Cash and cash equivalents at the end of the year		148,946,021	26,121,703	120,033,295	14,647,092
Non-cash transactions:					
Purchase of plant and equipment which was not yet paid		9,889,071	2,359,441	9,778,527	2,359,441
Right-of-use assets under lease liabilities	16	16,792,120	8,900,623	13,183,970	7,046,578
Accrued dividend	29	-	10,235,600	-	10,235,600

The accompanying notes are an integral part of these consolidated and separate financial statements.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

1 General information

Dexon Technology Public Company Limited ("the Company") is incorporated in Thailand on 10 May 1996. The address of its registered office is as follows:

78/4-5 Moo 6, Sukhumvit Road, Ban Chang, Ban Chang, Rayong 21130.

The principal business operations of the Company and its subsidiaries ("the Group") are providing non-destructive inspection services, inspection training across the board of inspection standards and distributor of tools, spare parts and equipment used for inspection of goods quality.

On 22 July 2022, the Company registered with the Department of Business Development converting from a limited company to a public limited company and changed its name from Dacon Inspection Technologies Company Limited to Dexon Technology Public Company Limited.

The Company's shares traded in the Stock Exchange of Thailand commencing on 31 March 2023.

These financial statements were authorised by the Board of Directors on 28 February 2024.

2 Basis of preparation

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards ("TFRS") and the financial reporting requirements issued under the Securities and Exchange Act.

The consolidated and separate financial statements have been prepared under the historical cost convention except as mentioned in the notes to the financial statements.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 7.

An English version of the consolidated and separate financial statements have been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

3 New and amended financial reporting standards

3.1 New and amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2023 and related to the Group

- a) **Amendment to TAS 16 - Property, plant and equipment** clarified to prohibit entities from deducting from the cost of an item of PP&E any proceeds received from selling any items produced while the entity is preparing that asset for its intended use.
- b) **Amendment to TAS 37 - Provisions, contingent liabilities and contingent assets** clarified that, in considering whether a contract is onerous, the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling the contract. Before recognising a separate provision for an onerous contract, the entity must recognise any impairment losses that have occurred on the assets used in fulfilling the contract.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

- c) **Amendment to TFRS 9 - Financial Instruments** clarified which fees should be included in the 10% test for the derecognition of financial liabilities. It should only include fees between the borrower and lender.

These financial reporting standards do not have the significant impact to the Group.

3.2 Amended financial reporting standards that are effective for the accounting period beginning on or after 1 January 2024 and related to the Group

The following amended TFRSs were not mandatory for the current reporting period and the Group has not early adopted them.

- a) **Amendment to TAS 1 - Presentation of financial statements** revised the disclosure from 'significant accounting policies' to 'material accounting policies'. The amendment also provides guidelines on identifying when the accounting policy information is material. Consequently, immaterial accounting policy information does not need to be disclosed. If it is disclosed, it should not obscure material accounting information.
- b) **Amendment to TAS 8 - Accounting policies, changes in accounting estimates and errors** revised to the definition of 'accounting estimates' to clarify how companies should distinguish between changes in accounting policies and changes in accounting estimates. The distinction is important because changes in accounting estimates are applied prospectively to transactions, other events and conditions from the date of that change. Whereas changes in accounting policies are generally applied retrospectively to past transactions and other past events as well as the current period as if the new accounting policy had always been applied.
- c) **Amendments to TAS 12 - Income taxes**

- c.1) Companies must recognise any deferred tax related to assets and liabilities arising from a single transaction that, on initial recognition, gives rise to equal amounts of taxable and deductible temporary differences. Example transactions are leases and decommissioning obligations.

The amendment should be applied to transactions on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that they can probably be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with:

- right-of-use assets and lease liabilities, and
- decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets.

The cumulative effect of recognising these adjustments is recognised at the beginning of retained earnings or any other component of equity, as appropriate.

- c.2) Companies must apply all income taxes arising from the tax law enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD), an international organisation.

In December 2021, the OECD released the Pillar Two model rules to apply the Global Anti-Base Erosion Proposal, or 'GloBE' to reform international corporate taxation. Large multinational enterprises within the rules' scope must calculate the GloBE effective tax rates for each territory in which they operate and pay a top-up tax for the differences between these and the 15% minimum rate.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

In December 2023, the amendments to TAS 12 provide a temporary relief from the requirement to recognise and disclose deferred taxes arising from enacted or substantively enacted tax law that implements the Pillar Two model rules, including tax law that implements qualified domestic minimum top-up taxes described in those rules. The amendments also require affected companies to disclose:

- the fact that they have applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes
- their current tax expense (if any) related to the Pillar Two income taxes, and
- during the period between the legislation being enacted or substantially enacted and the legislation becoming effective, known or reasonably estimable information that would help users of financial statements to understand an entity's exposure to Pillar Two income taxes arising from that legislation. If this information is not known or reasonably estimable, entities are instead required to disclose a statement to that effect and information about their progress in assessing the exposure.

The management is in the process of evaluating the impact of the adoption of the revised financial reporting standards.

3.3 Amended financial reporting standards that is effective for the accounting period beginning on or after 1 January 2025

TFRS 17 Insurance Contracts These revised financial reporting standards do not have the significant impact to the Group and the Group has not early adopted them.

4 Accounting policies

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below:

4.1 Principles of consolidation

a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group 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. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method. Direct costs are recorded as cost of initial investment. Dividend income is recognised as revenue in profit or loss.

b) Intercompany transactions on consolidation

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group are eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

4.2 Business combination

Business combination under common control

The Group accounts for business combination under common control by measuring acquired assets and liabilities of the acquiree at their carrying values presented in the highest level of the consolidation. The Group retrospectively adjusted the business combination under common control transactions as if the combination had occurred on the later of the beginning of the preceding comparative period and the date the acquiree has become under common control.

Consideration of business combination under common control are the aggregated amount of fair value of assets transferred, liabilities incurred and equity instruments issued by the acquirer at the date of which the exchange in control occurs.

The difference between consideration under business combination under common control and the acquirer's interests in the carrying value of the acquiree is presented as "surplus or shortage from business combination under common control" in equity and is derecognised when the investment is disposed of by transferred to retained earnings.

4.3 Foreign currency translation

a) Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Group's and the Company's functional and presentation currency.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or the date of revaluation where items are re-measured.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Any exchange component of gains and losses on a non-monetary item that recognised in profit or loss, or other comprehensive income is recognised following the recognition of a gain or loss on the non-monetary item.

c) Group companies

The operational results and financial position of the Group's entities (none of which has the currency of a hyper-inflationary economy) that have a different functional currency from the Group's presentation currency are translated into the presentation currency as follows.

- Assets and liabilities are translated at the closing rate at the date of respective statement of financial position;
- Income and expenses for statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised in other comprehensive income.

4.4 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call, short-term highly liquid investments with maturities of three months or less from acquisition date. In the statements of financial position, bank overdrafts are shown in current liabilities.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

4.5 Trade receivables

Trade receivables are amounts due from customers for goods sold or service performed in the ordinary course of business.

Trade receivables are recognised initially at the amount of consideration that is unconditionally unless they contain significant financing components, they are recognised at its present value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost.

The impairment of trade receivables are disclosed in Note 4.7 f).

4.6 Inventories

Inventories are stated at the lower of cost and net realisable value .

Cost of inventories is determined by the weighted average method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and directly attributable costs in bringing the inventories to their present location and condition.

Net realisable value is the estimate of the selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale. The Group set up allowance, where necessary, for reduction in the value of the inventories, obsolete inventories, or defective inventories.

4.7 Financial asset

a) Classification

The Group classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and
- those to be measured at amortised cost.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

For investments in equity instruments, the Group has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, they are measured at FVPL.

b) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

c) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest.

d) Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.
- **FVOCI:** Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income is included in other income. Impairment expenses are presented separately in the statement of comprehensive income.
- **FVPL:** Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

e) Equity instruments

The Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity instruments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of comprehensive income.

Impairment losses and reversal of impairment losses on equity investments are reported together with changes in fair value.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

f) Impairment

The Group applies the TFRS 9 simplified approach in measuring the impairment of trade receivables and contract assets, which applies lifetime expected credit loss, from initial recognition, for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

For other financial assets carried at amortised cost, the Group applies general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed every end of the reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

Impairment and reversal of impairment losses are recognised in profit or loss as a separate line item.

4.8 Property, plant and equipment

All property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses (if any).

Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group. The carrying amount of the replaced part is derecognised.

All other repairs and maintenance are charged to profit or loss when incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Buildings	20 years
Tools and equipment	5 years
Furniture and fixture	5 years
Office equipment	5 years
Computer	3 years
Vehicles	5 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

The asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in other profit or loss.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

4.9 Intangible assets

Computer software

Acquired computer software licences are capitalised as intangible assets on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software programmes are recognised as an expense as incurred.

Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Company will be recognised as intangible assets when the criteria of intangible assets are met.

Directly attributable costs of the software product include the software development employee costs and an appropriate portion of relevant overheads. Other development expenditures that do not meet the criteria of intangible assets are recognised as an expense as incurred. Development cost previously recognised as an expense are not recognised as an intangible asset in a subsequent period.

Expenditure which enhances or extends the performance of computer software programmes beyond their original specifications is recognised as a capital improvement and added to the original cost of the software.

The Group amortises on the straight-line basis over the useful life of 3 and 10 years.

4.10 Impairment of assets

Assets that have an indefinite useful life are tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever there is an indication of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

Where the reasons for previously recognised impairments no longer exist, the impairment losses on the assets concerned other than goodwill is reversed.

4.11 Leases

Leases - where the Group is the lessee

Leases are recognised as a right-of-use assets and a corresponding liability at the date at which the leased asset is available for use by the Group.

Liabilities arising from a lease are initially measured on the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Group under residual value guarantees
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the lease transfers ownership of the underlying asset to the lessee at the end of the lease term or the cost of the right-of-use asset reflecting that the lessee will use the purchase right. The lessee has to depreciate the right-of-use assets from the effective date of the lease until the end of underlying asset's useful life.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise small items of office furniture.

4.12 Financial liabilities

a) Classification

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations.

- Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Group's own equity instruments.
- Where the Group has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

b) Recognition and measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

c) Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Group assesses whether the renegotiation/modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised as other gains/(losses) in profit or loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated / modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in other gains/(losses) in profit or loss.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

4.13 Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets (assets that take long period to get ready for its intended use or sale) are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are expensed in the period in which they are incurred.

4.14 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, deferred income tax is not recognised for temporary differences arise from:

- initial recognition of an asset or liability in a transaction other than a business combination that affects neither accounting nor taxable profit or loss is not recognised
- investments in subsidiaries, associates and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax is measured using tax rates of the period in which temporary difference is expected to be reversed, based on tax rates and laws that have been enacted or substantially enacted by the end of the reporting period.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

4.15 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries, bonuses paid annual leave and paid sick leave, that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

b) Defined contribution plan

The Group pays contributions to a separate fund on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

c) Retirement benefit plans

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

4.16 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events. It is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

4.17 Share-based payment

The Group operates a number of equity-settled, share-based compensation plans, under which the entity receives services from employees as consideration for equity instruments (options) of the Group. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense.

When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value) and share premium.

4.18 Share capital

Ordinary shares are classified as equity.

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

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

4.19 Revenue recognition

Revenue includes all revenues from ordinary business activities. All ancillary income in connection with the delivery of goods and rendering of services in the course of the Group's ordinary activities is also presented as revenue.

Revenue is recorded net of cashback and discount. It is recognised in accordance with the provision of goods or services, provided that collectibility of the consideration is probable.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfillment of the obligation to the customer.

a) Services

The Group recognised service contracts with a continuous service provision as revenue based on the stage of completion determined by reference to services performed to date as a percentage of total services to be performed over the contract term, regardless of the payment pattern.

Contract assets and contract liabilities

A contract asset is recognised where the Group records revenue for fulfillment of a contractual performance obligation before the customer pays consideration or before the requirements for billing.

A contract liability is recognised when the customer pays consideration or a receivable from the customer that is due before the Group fulfills a contractual performance obligation.

For each customer contract, contract liability is set off against contract asset.

b) Sales

Revenue from sales of goods is recognised when the Group satisfies a performance obligation by transferring goods to customers. Delivery occurs when the products have been shipped to the specific location. A receivable is recognised when the goods are delivered as this is the point in time.

c) Interest income

Interest income is recognised using the effective interest method.

d) Other income

Other income is recognised on the accrual basis.



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

4.20 Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the expected credit loss model under TFRS 9; and
- the amount initially recognised less the cumulative amount of income recognised in accordance with the principles of TFRS 15.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between a) the contractual payments required under the debt instrument; and b) the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Where guarantees in relation to loans or other payables of associates are provided for no compensation, the fair values are accounted for as contributions and recognised as part of the cost of the investment.

5 Financial risk management

5.1 Financial risk

The Group exposes to a variety of financial risks: market risk, credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

5.1.1 Market risk

a) Foreign exchange risk

The Group are exposed to foreign exchange risk from commercial transactions, net investments in foreign operations, and net monetary assets and liabilities that are denominated in a currency that is not the entity's functional currency.

Exposure

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Baht is as follows:

	Consolidated financial statements					
	As at 31 December 2023			As at 31 December 2022		
	US Dollar Baht	SG Dollar Baht	Euro Baht	US Dollar Baht	SG Dollar Baht	Euro Baht
Cash and cash equivalents	13,933,203	1,717,194	3,327,930	385,305	6,155,658	45,800
Financial assets measured at amortised cost	8,736,137	-	-	-	-	-
Trade and other receivables - net	19,396,017	25,164,694	15,455,713	41,735,883	6,191,098	5,170,737
Trade and other payables	2,137,287	1,732,589	1,172,672	1,321,585	457,066	210,975

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	Separate financial statements					
	As at 31 December 2023			As at 31 December 2022		
	US Dollar Baht	SG Dollar Baht	Euro Baht	US Dollar Baht	SG Dollar Baht	Euro Baht
Trade and other receivables - net	56,616,256	1,891,451	-	41,735,883	40,507	3,066,124
Trade and other payables	1,999,353	-	202,362	1,321,585	(231,551)	195,328

Sensitivity

The Group is primarily exposed to changes in Baht and US Dollar, SG Dollar and Euro exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from financial assets and financial liabilities denominated in US Dollar.

	Consolidated financial statements Impact to net profit	
	2023 Baht	2022 Baht
US Dollar to Baht exchange rate - increase 5% *	1,996,403	2,039,980
US Dollar to Baht exchange rate - decrease 5%*	(1,996,403)	(2,039,980)
Singapore Dollar to Baht exchange rate - increase 5%*	1,257,465	594,485
Singapore Dollar to Baht exchange rate - decrease 5%*	(1,257,465)	(594,485)
Euro to Baht exchange rate - increase 5%*	880,549	250,278
Euro to Baht exchange rate - decrease 5%*	(880,549)	(250,278)

* Holding all other variables constant

	Separate financial statements Impact to net profit	
	2023 Baht	2022 Baht
US Dollar to Baht exchange rate - increase 5% *	2,730,845	2,020,715
US Dollar to Baht exchange rate - decrease 5%*	(2,730,845)	(2,020,715)
Singapore Dollar to Baht exchange rate - increase 5%*	94,573	(9,483)
Singapore Dollar to Baht exchange rate - decrease 5%*	(94,573)	9,483
Euro to Baht exchange rate - increase 5%*	(10,118)	143,540
Euro to Baht exchange rate - decrease 5%*	10,118	(143,540)

* Holding all other variables constant

b) Interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group has interest rate risk arising from borrowings and debentures with floating and fixed interest rates. However, the Group has not entered into interest rate swap contract covering the interest rate risk because the management believes that effect of interest rate fluctuation will not materially affect the Group.

Classification of borrowings by interest rate and term is as follows:



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Note to the Financial Statements

For the year ended 31 December 2023

Consolidated financial statements						
	Fixed interest rates		Floating interest rates		Total Baht	Interest rate (% p.a.)
	Within 1 year	1 - 5	Within 1 year	1 - 5		
	Baht	years Baht	Baht	years Baht		
As at 31 December 2023						
Financial liabilities						
Short-term loans						
from financial institution	-	-	57,472,853	-	57,472,853	MLR - 2.50
Lease liabilities	8,901,501	12,071,386	-	-	20,972,887	1.71 - 7.94
	8,901,501	12,071,386	57,472,853	-	78,445,740	
Consolidated financial statements						
	Fixed interest rates		Floating interest rates		Total Baht	Interest rate (% p.a.)
	Within 1 year	1 - 5	Within 1 year	1 - 5		
	Baht	years Baht	Baht	years Baht		
As at 31 December 2022						
Financial liabilities						
Bank overdrafts	-	-	15,600,808	-	15,600,808	MOR - 1.75
Short-term loans						
from financial institution	-	-	104,972,853	-	104,972,853	MLR - 2.50
Long-term loans						
from financial institution	-	-	33,203,198	54,799,487	88,002,685	MLR - 2.40
Lease liabilities	7,038,582	6,896,586	-	-	13,935,168	1.71 - 5.85
	7,038,582	6,896,586	153,776,859	54,799,487	222,511,514	
Separate financial statements						
	Fixed interest rates		Fixed interest rates		Total Baht	Interest rate (% p.a.)
	Within 1 year	1 - 5	Within 1 year	1 - 5		
	Baht	years Baht	Baht	years Baht		
As at 31 December 2023						
Financial liabilities						
Short-term loans						
from financial institution	-	-	57,472,853	-	57,472,853	MLR - 2.50
Lease liabilities	6,680,018	11,579,542	-	-	18,259,560	1.71 - 7.94
	6,680,018	11,579,542	57,472,853	-	75,732,413	
Separate financial statements						
	Fixed interest rates		Fixed interest rates		Total Baht	Interest rate (% p.a.)
	Within 1 year	1 - 5	Within 1 year	1 - 5		
	Baht	years Baht	Baht	years Baht		
As at 31 December 2022						
Financial liabilities						
Bank overdrafts	-	-	15,600,808	-	15,600,808	MOR - 1.75
Short-term loans						
from financial institution	-	-	104,972,853	-	104,972,853	MLR - 2.50
Long-term loans						
from financial institution	-	-	33,203,198	54,799,487	88,002,685	MLR - 2.40
Lease liabilities	6,056,003	6,557,456	-	-	12,613,459	1.71 - 5.85
	6,056,003	6,557,456	153,776,859	54,799,487	221,189,805	

Sensitivity

Profit or loss is sensitive as a result of changes in interest rates as follows:

	Impact to net profit			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
	Baht	Baht	Baht	Baht
Interest rate - increase 1% (2022: 1%) *	574,729	2,091,380	574,729	2,091,380
Interest rate - decrease 1% (2022: 1%) *	(574,729)	(2,091,380)	(574,729)	(2,091,380)
* Holding all other variables constant				

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Note to the Financial Statements

For the year ended 31 December 2023

c) Price risk

The Group determines selling price using the cost-plus pricing method. The Group's main costs comprise labour and equipment costs. There is change in price of other factors, it has no significant effect to profit of the Group.

5.1.2 Credit risk

Credit risk arises from cash and cash equivalents and deposits with bank as well as credit exposures to customers, including outstanding receivables.

a) Risk management

The Group manages credit risk by a group of risks. For cash at banks and financial institutions, the Group makes transactions with financial institutions that have high credit rating.

The Group assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on the assessments in accordance with limits set by credit committee. The compliance with credit limits by customers is regularly monitored by line management. Sales to retail customers and high credit risk customers are required to be settled in cash to mitigate credit risk.

b) Impairment of financial assets

The Group has financial assets that are subject to the expected credit loss model as follows:

- Cash and cash equivalents
- Financial assets measured at amortised cost
- Trade and other receivables
- Contract assets

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, however, the identified impairment loss is immaterial.

5.1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities, and the ability to close out market positions.

Management monitors i) rolling forecasts of the Group's liquidity reserve (comprising the undrawn borrowing facilities); and ii) cash and cash equivalents. In addition, the Group considers the level of liquid assets necessary, monitoring balance sheet liquidity ratios and maintaining financing plans.

Maturity of financial liabilities

The table below analyses the maturity of financial liabilities grouping based on their contractual maturities. The amounts disclosed are the contractual undiscounted cash flows.

	Consolidated financial statements			
	Within 1 year Baht	1 - 5 years Baht	Total Baht	Book value Baht
As at 31 December 2023				
Trade and other payables	68,901,310	-	68,901,310	68,901,310
Short-term loans from financial institution	57,472,853	-	57,472,853	57,472,853
Lease liabilities	9,806,185	12,829,529	22,635,714	20,972,887



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	Consolidated financial statements			
	Within 1 year Baht	1 - 5 years Baht	Total Baht	Book value Baht
As at 31 December 2022				
Bank overdrafts	15,600,808	-	15,600,808	15,600,808
Trade and other payables	88,004,884	-	88,004,884	88,004,884
Short-term loans from financial institution	104,972,853	-	104,972,853	104,972,853
Long-term loans from financial institution	37,953,304	55,838,419	93,791,723	88,002,685
Lease liabilities	7,651,177	7,369,942	15,021,119	13,935,168
	Separate financial statements			
	Within 1 year Baht	1 - 5 years Baht	Total Baht	Book value Baht
As at 31 December 2023				
Trade and other payables	82,754,776	-	82,754,776	82,754,776
Short-term loans from financial institution	57,472,853	-	57,472,853	57,472,853
Lease liabilities	7,464,098	12,331,290	19,795,388	18,259,560
	Separate financial statements			
	Within 1 year Baht	1 - 5 years Baht	Total Baht	Book value Baht
As at 31 December 2022				
Bank overdrafts	15,600,808	-	15,600,808	15,600,808
Trade and other payables	84,533,863	-	84,533,863	84,533,863
Short-term loans from financial institution	104,972,853	-	104,972,853	104,972,853
Long-term loans from financial institution	37,953,304	55,838,419	93,791,723	88,002,685
Lease liabilities	6,625,687	7,022,365	13,648,052	12,613,459

5.2 Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amounts of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

6 Fair Value

Fair values are categorised into hierarchy based on inputs used as follows:

Level 1 : The fair value of financial instruments is based on the quoted prices in active markets for identical assets or liabilities.

Level 2 : The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.

Level 3 : The fair value of financial instruments is not based on observable market data.

Short-term financial assets and liabilities have carrying amounts approximate fair value.

7 Critical estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Critical accounting estimates, assumptions and judgements are as follows:

a) Revenues from services

The Group recognised service contracts with a continuous service provision as revenue based on the stage of completion determined by reference to services performed to date as a percentage of total services to be performed over the contract term.

b) Retirement benefit obligations

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in note 22.

c) Determination of lease terms

Critical judgement in determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended or not terminated.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

d) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

e) Impairment of investment in a subsidiary

The Group tests whether investment in a subsidiary has suffered any impairment when indicators of impairment trigger. The recoverable amounts of cash-generating units have been determined based on the fair value less costs to sell or value-in-use calculations. In calculating value-in-use, the Group estimates the present value of future cash flows expected to arise from the cash-generating unit.



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f) Allowances for obsolete and slow-moving inventories

The Company estimates the allowances for obsolete and slow-moving inventories to reflect the impairment. The allowances are taken into account inventory aging, recent sales experience and other factors that affecting obsolete and slow-moving inventories.

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The Group's chief operating decision-maker identifies reportable segments of its business to examine the Group's performance from segment operating profit and net profit. Reporting segment has identified as the revenue from non-destructive inspection services, pipeline service and others.

Consolidated financial statements																				
	Advance inspection technology																			
	Conventional Non-destructive Inspection				Advance Non-destructive Testing Technology				Advance In-line Inspection Technology				Research and development innovation				Total			
	Domestic		Overseas		Domestic		Overseas		Domestic		Overseas		Domestic		Overseas		Domestic		Overseas	
	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$	Baht	US\$
For the year ended 31 December 2023																				
Revenues from sales and service	122,341,412	733,521	153,804,910	68,351,957	66,744,000	248,871,372	42,992,182	-	10,778,614	3,517,359	595,050,494	18,228,862	-	739,984	737,104,263	644,198,755				
Cost of sales and services	(96,461,469)	(560,614)	(102,932,229)	(52,453,949)	(47,571,231)	(169,141,631)	(28,047,287)	-	(5,367,259)	(1,785,465)	(404,878,485)	(10,754,890)	-	(250,752)	(515,906,230)	(423,417,333)				
Segment operating profit (loss)	22,879,943	182,907	50,872,681	15,918,012	19,172,859	82,729,741	14,044,895	-	4,811,321	1,731,890	190,161,959	7,473,982	-	479,202	221,198,033	220,780,862				
Unallocated income (expenses)																				
Other income																	3,505,247			
Selling expenses																	(48,608,091)			
Administrative expenses																	(115,163,534)			
Reversal of expected capital loss on financial assets																	(253,445)			
Loss on financial assets																	(1,548,486)			
Finance cost																	(6,124,169)			
Income tax expense																	(2,203,169)			
Profit for the year																	50,330,475			
Timing of revenue recognition																				
At a point in time	172,341,412	733,521	153,804,910	68,351,957	66,744,000	248,871,372	42,992,182	-	10,778,614	3,517,359	595,050,494	18,228,862	-	739,984	736,964,279	694,054				
Overtime																	(45,120)			
																	(52,600,000)			
	122,341,412	733,521	153,804,910	68,351,957	66,744,000	248,871,372	42,992,182	-	10,778,614	3,517,359	595,050,494	18,228,862	-	739,984	737,104,263	644,198,755				

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Note to the Financial Statements

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[illegible]

Management consider overall assets and liabilities for the common use of all segments by aggregating assets and liabilities of all segments.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

Information about major customers

For the year ended 31 December 2023, the Group had no revenue from major customer which contributed equal or over 10% of the Group's total revenue. (2022: the Group had no revenue from major customer which contributed equal or over 10% of the Group's total revenue).



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Revenue recognition from contracts with customers in the separate financial statements as follows:

	Separate financial statements															
	Advance inspection technology															
	Conventional Non-destructive Inspection				Advance Non-destructive Testing Technology				Advance In-line Inspection Technology				Research and development innovation			
	Domestic		Overseas		Domestic		Overseas		Domestic		Overseas		Domestic		Overseas	
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
For the year ended 31 December 2023	80,010,711	733,521	153,804,910	16,546,019	66,744,090	155,623,083	42,992,162	-	10,778,614	3,517,359	450,006,257	1,124,329	-	735,984	532,614,802	
Revenues from sales and service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timing of revenue recognition	80,010,711	733,521	153,804,910	16,546,019	66,744,090	155,623,083	42,992,162	-	10,778,614	3,517,359	450,006,257	1,124,329	-	735,984	531,874,818	
At a point in time	80,010,711	733,521	153,804,910	16,546,019	66,744,090	155,623,083	42,992,162	-	10,778,614	3,517,359	450,006,257	1,124,329	-	735,984	532,614,802	
Over time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	80,010,711	733,521	153,804,910	16,546,019	66,744,090	155,623,083	42,992,162	-	10,778,614	3,517,359	450,006,257	1,124,329	-	735,984	532,614,802	
	Separate financial statements															
	Advance inspection technology															
	Conventional Non-destructive Inspection				Advance Non-destructive Testing Technology				Advance In-line Inspection Technology				Research and development innovation			
	Domestic		Overseas		Domestic		Overseas		Domestic		Overseas		Domestic		Overseas	
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
For the year ended 31 December 2022	105,177,781	5,346,536	162,283,513	46,659,128	89,265,023	137,346,613	3,083,108	-	8,080,119	573,223	447,290,727	1,554,864	-	570,116	559,940,026	
Revenues from sales and service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timing of revenue recognition	105,177,781	5,346,536	162,283,513	46,659,128	89,265,023	137,346,613	3,083,108	-	8,080,119	573,223	447,290,727	1,554,864	-	570,116	559,369,906	
At a point in time	105,177,781	5,346,536	162,283,513	46,659,128	89,265,023	137,346,613	3,083,108	-	8,080,119	573,223	447,290,727	1,554,864	-	570,116	559,940,026	
Over time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	105,177,781	5,346,536	162,283,513	46,659,128	89,265,023	137,346,613	3,083,108	-	8,080,119	573,223	447,290,727	1,554,864	-	570,116	559,940,026	

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9 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Cash on hand	60,000	60,000	50,000	50,000
Cheques on hand	2,528,908	741,972	2,409,496	240,032
Deposits with banks - current accounts	42,945,345	25,173,082	17,927,590	14,340,390
- savings accounts	103,405,850	140,760	99,640,291	10,781
- fixed deposits	5,918	5,889	5,918	5,889
	148,946,021	26,121,703	120,033,295	14,647,092

As at 31 December 2023, savings accounts bear interest at the rate of 0.10% - 1.15% per annum (2022 : 0.20 - 0.40% per annum), and fixed deposits bear interest at the rate of 0.90% per annum (2022: 0.50% per annum).

10 Trade and other receivables, net

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Trade receivables				
- other companies	126,299,300	161,524,426	84,509,885	149,376,675
- related parties (note 31.3)	-	-	41,353,678	3,377,865
Total trade receivables	126,299,300	161,524,426	125,863,563	152,754,540
Less Allowance for expected credit loss	(2,787,743)	(2,530,111)	(2,871,895)	(2,640,669)
Trade receivables, net	123,511,557	158,994,315	122,991,668	150,113,871
Other receivables				
- other companies	1,422,876	854,922	212,189	854,922
- related companies (note 31.3)	53,600	-	1,167,556	1,120,076
Compensation receivable from insurance company	-	9,713,681	-	9,713,681
Prepaid expenses				
- other companies	14,309,105	12,294,151	12,726,978	12,066,614
- related parties (note 31.3)	236,773	-	236,773	-
Advance payment				
- other companies	1,028,648	606,644	1,028,648	593,984
- related parties (note 31.3)	877,255	-	70,769	147,622
	141,439,814	182,463,713	138,434,581	174,610,770



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Impairments of trade receivables

Aging of trade receivables can be analysed as follows:

Consolidated financial statements						
	Current Baht	Up to 3 months Baht	3 - 6 months Baht	6 - 12 months Baht	Over 12 months Baht	Total Baht
31 December 2023						
Gross carrying amount - trade receivables	74,072,433	48,276,532	417,568	3,532,767	-	126,299,300
Loss allowance	483,974	1,094,327	93,750	1,115,692	-	2,787,743
31 December 2022						
Gross carrying amount - trade receivables	126,530,383	34,221,225	237,818	-	535,000	161,524,426
Loss allowance	1,163,687	796,130	35,294	-	535,000	2,530,111
Separate financial statements						
	Current Baht	Up to 3 months Baht	3 - 6 months Baht	6 - 12 months Baht	Over 12 months Baht	Total Baht
31 December 2023						
Gross carrying amount - trade receivables	80,516,766	43,859,697	-	1,487,100	-	125,863,563
Loss allowance	649,999	1,106,204	-	1,115,692	-	2,871,895
31 December 2022						
Gross carrying amount - trade receivables	123,476,997	28,504,725	237,818	-	535,000	152,754,540
Loss allowance	1,198,165	821,591	85,913	-	535,000	2,640,669

The reconciliation of loss allowance for receivables during the year is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Opening loss allowance as at 1 January	2,530,111	3,747,466	2,640,669	4,110,283
Increase in loss allowance recognised (reversed) in profit or loss during the year	257,632	(1,192,855)	231,226	(1,445,114)
Receivable written off during the year	-	(24,500)	-	(24,500)
As at 31 December	2,787,743	2,530,111	2,871,895	2,640,669

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Compensation receivable from insurance company

During the fourth quarter of 2021, while the Company was providing oil pipeline inspection services for a customer, there was an incident where the inspection equipment got stuck in the pipeline. As a result, the Company could not operate as usual during that time and had to perform a search and rescue operation. The equipment was eventually restored in October 2022, and the pipeline was returned to the customer. With total expenses incurred in the amount of Baht 16.4 million and recorded as cost of sales in the income statement of 2022. However, the Company has insurance with an insurance company, and they confirmed compensation of Baht 16.21 million, with Baht 6.5 million received on 22 December 2022 and Baht 9.71 million received on 14 February 2023. This Compensation of Baht 16.21 million has been recorded as a reduction to the cost of sales in the income statement of 2022.

This service contract has a condition that the customer has the right to claim fines and damages from the Company in case of late delivery or failure to deliver services. However, the management of the Company believes that there will be no additional expenses to be recorded in the financial statements because the incident was an accident. The Company had returned to providing the mentioned pipeline inspection services to the customer by completing inspection work and delivering the data to the customer on 31 January 2023.

11 Financial assets and financial liabilities

The financial assets and financial liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Amortised cost Baht	2022 Amortised cost Baht	2023 Amortised cost Baht	2022 Amortised cost Baht
Financial assets				
Cash and cash equivalents	148,946,021	26,121,703	120,033,295	14,647,092
Financial assets measured at amortised cost	8,736,137	-	-	-
Trade and other receivables, net	126,893,936	170,169,562	125,470,830	162,544,156
Other current assets	515,759	104,587	512,122	-
Other non-current assets	44,606,865	17,031,599	42,076,149	14,880,718
Financial liabilities				
Bank overdrafts	-	15,600,808	-	15,600,808
Trade and other payables	68,901,310	88,004,884	82,754,776	84,533,863
Short-term loans from financial institution	57,472,853	104,972,853	57,472,853	104,972,853
Long-term loans from financial institution	-	88,002,685	-	88,002,685
Accrued Dividend	-	10,235,600	-	10,235,600
Lease Liabilities	20,972,887	13,935,168	18,259,560	12,613,459
Other Current Liabilities	677,563	4,034,673	-	3,662,967

As at 31 December 2023, financial assets measured at amortised cost is fixed deposit at financial institution with a maturity of 6 months bears interest at the rate of 2.96% per annum.



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Note to the Financial Statements

For the year ended 31 December 2023

12 Inventories, net

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Supplies	53,241,673	32,894,607	53,082,318	33,197,396
Work in process	5,903,394	6,131,651	5,903,394	6,131,651
Finished goods	1,161,592	88,725	1,161,592	88,725
	60,306,659	39,114,983	60,147,304	39,417,772
<u>Less</u> Allowance for impairment of inventory	(13,522)	(44,464)	(13,522)	(44,464)
	60,293,137	39,070,519	60,133,782	39,373,308

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

13 Investments in subsidiaries

As at 31 December 2023, the subsidiaries included in consolidated financial statements are listed below. The subsidiaries have only ordinary shares in which the Group directly holds those shares. The proportion of ownership interests held by the Group is equal to voting rights in subsidiaries held by the Group.

Separate financial statements													
Entity name	Business	Incorporated in	Relationship	Currency	Paid-up share capital		% Ownership		Investment value under cost method				
					2023 Baht	2022 Baht	2023 (%)	2022 (%)	2023 Baht	2022 Baht	2023	2022	
Dexon Technology Pte. Ltd.	Providing inspection services	Singapore	Being shareholder and management participation	Singapore Dollar	SGD 2,595,903 or equivalent Baht 60,458,952	SGD 2,595,903 or equivalent Baht 60,458,952	100.00	100.00	100.00	60,458,952	60,458,952		
Dexon Training Center Co., Ltd.	Providing training services	Thailand	Being shareholder and management participation	Thai Baht	Baht 1,999,700	Baht 1,999,700	99.99	99.99	99.99	1,999,700	1,999,700		
Dexon Mechanical Solutions Co., Ltd.	Providing fabrication services	Thailand	Being shareholder and management participation	Thai Baht	Baht 4,999,800	Baht 999,800	99.99	99.98	99.98	4,999,800	999,800		
Dexon Technology Europe B.V.	Providing inspection services	Netherlands	Being shareholder and management participation	Euro	Euro 651,000 or equivalent Baht 24,401,320	Euro 1,000 or equivalent Baht 39,320	100.00	100.00	100.00	24,401,320	39,320		
Dexon Technology USA Inc.	Providing inspection services	United States of America	Being shareholder and management participation	US Dollar	USD 1,000,000 or equivalent Baht 33,899,979	-	100.00	-	-	33,899,979	-		
<u>Less Allowance for impairment</u>											125,759,751 (8,914,702)	63,497,772 (8,914,702)	
											116,845,049	54,583,070	



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

The movement of investment in subsidiaries is as follows

	Separate financial statements	
	2023 Baht	2022 Baht
Opening net book amount	54,583,070	54,583,070
Addition in investments	62,261,979	-
Reversal of allowance for impairment in investment	-	-
Closing net book amount	116,845,049	54,583,070

Investment in Dexon Mechanical Solutions Co., Ltd.

On 7 April 2023, the Board of Director's Meeting 1/2023 passed a resolution to approve the increase of the authorised share capital from Baht 1,000,000 to Baht 5,000,000 by issuing 40,000 shares with a par value of Baht 100 per share. Dexon Technology Public Company Limited's share portion increased from 99.98% to 99.99%. The Subsidiary fully received the share subscription from Dexon Technology Public Company Limited and registered with the Ministry of Commerce on the same day.

Investment in Dexon Technology Europe B.V.

The Company invested in Dexon Technology Europe B.V. 650,000 shares with a par value of Euro 1 each, totalling Euro 650,000 or equivalent to Baht 24,362,000. On 12 May 2023, the Subsidiary fully received the called-up share capital from Dexon Technology Public Company Limited. The Company had 100% investment in Dexon Technology Europe B.V. totalling Euro 651,000 or equivalent to Baht 24,401,320.

Investment in Dexon Technology USA Inc.

On 19 January 2023, the Company established a new subsidiary, Dexon Technology USA Inc. The Company invested in 100 ordinary shares with a par value of US Dollar 1 each or equivalent to Baht 3,369. On 12 May 2023, the Company increased the investment in a total of US Dollar 999,900 or equivalent to Baht 33,896,610 by the same 100 ordinary shares but increased in a par value from US Dollar 1 per share to US Dollar 10,000 per share. The Company had 100% investment in Dexon Technology USA Inc. totalling US Dollar 1,000,000 or equivalent to Baht 33,899,979.

Note to the Financial Statements

For the year ended 31 December 2023

14. Property, plant and equipment, net

	Consolidated financial statements						
	Land Baht	Building Baht	Tools and equipment Baht	Office furniture Baht	Office equipment Baht	Computer hardware Baht	Construction in progress Baht
As at 1 January 2022							
Cost	31,475,800	60,328,466	420,918,687	9,030,831	14,511,305	13,656,583	577,500,757
Less Accumulated depreciation	-	(22,057,176)	(242,248,671)	(7,760,007)	(10,825,203)	(11,187,061)	(294,584,656)
Net book amount	31,475,800	38,271,290	178,670,016	1,270,824	3,686,102	2,469,522	282,916,101
For the year ended 31 December 2022							
Opening net book amount	31,475,800	38,271,290	178,670,016	1,270,824	3,686,102	2,469,522	282,916,101
Exchange differences	-	-	172,585	-	442	10,110	183,137
Addition	-	2,023,525	12,081,118	656,776	966,666	1,836,295	62,740,551
Transfer in (out)	-	1,620,011	69,981,080	-	-	-	(71,601,091)
Disposals (net)	-	-	(767,411)	(199)	(1)	(849)	(768,460)
Depreciation charged	-	(3,392,064)	(62,813,556)	(589,647)	(1,373,724)	(1,781,960)	(70,081,643)
Closing net book amount	31,475,800	38,522,762	197,323,832	1,337,754	3,279,485	2,533,118	292,562,385
As at 31 December 2022							
Cost	31,475,800	63,982,099	501,005,645	9,650,186	15,419,672	15,517,439	655,777,705
Less Accumulated depreciation	-	(25,459,337)	(303,681,813)	(8,312,432)	(12,140,187)	(12,984,321)	(363,215,320)
Net book amount	31,475,800	38,522,762	197,323,832	1,337,754	3,279,485	2,533,118	292,562,385



Dexon Technology Public Company Limited

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For the year ended 31 December 2023

	Consolidated financial statements							Total Baht
	Land Baht	Building Baht	Tools and equipment Baht	Office furniture Baht	Office equipment Baht	Computer hardware Baht	Construction in progress Baht	
As at 1 January 2023								
Cost	31,475,800	63,982,099	501,005,645	9,650,186	15,419,672	15,517,439	17,744,461	655,777,705
Less Accumulated depreciation	-	(25,459,337)	(303,681,813)	(8,312,432)	(12,140,187)	(12,994,321)	-	(363,215,320)
Net book amount	31,475,800	38,522,762	197,323,832	1,337,754	3,279,485	2,533,118	17,744,461	292,562,385
For the year ended 31 December 2023								
Opening net book amount	31,475,800	38,522,762	197,323,832	1,337,754	3,279,485	2,533,118	17,744,461	292,562,385
Exchange differences	-	(466)	19,180	(12,149)	30	1,488	-	8,083
Addition	-	7,373,620	53,380,732	2,982,549	1,145,225	2,853,267	151,926,938	220,844,606
Transfer in (out)	-	150,706	118,386,207	-	-	-	(118,536,913)	-
Disposals and write-off (net)	-	-	(409,932)	(8,791)	(201)	(68)	(211,893)	(630,885)
Depreciation charged	-	(3,711,793)	(78,035,240)	(890,731)	(1,505,313)	(1,812,642)	(176,129)	(86,131,848)
Closing net book amount	31,475,800	42,334,829	290,664,779	3,408,632	2,919,226	3,575,163	51,134,486	426,652,341
As at 31 December 2023								
Cost	31,475,800	71,508,484	667,512,250	12,326,492	16,140,494	16,931,082	51,134,486	868,831,146
Less Accumulated depreciation	-	(29,173,655)	(376,847,471)	(8,917,860)	(13,221,268)	(13,355,919)	-	(442,178,805)
Net book amount	31,475,800	42,334,829	290,664,779	3,408,632	2,919,226	3,575,163	51,134,486	426,652,341

Note to the Financial Statements

For the year ended 31 December 2023

	Separate financial statements							Total Baht
	Land Baht	Building Baht	Tools and equipment Baht	Office furniture Baht	Office equipment Baht	Computer hardware Baht	Vehicle Baht	
As at 1 January 2022								
Cost	31,475,800	60,588,267	385,273,513	8,798,831	13,389,125	12,481,139	351,900	539,244,976
Less Accumulated depreciation	-	(21,796,780)	(208,198,951)	(7,523,369)	(9,836,795)	(10,314,239)	(158,034)	(257,828,168)
Net book amount	31,475,800	38,791,487	177,074,562	1,275,462	3,552,330	2,166,900	193,866	281,416,808
For the year ended 31 December 2022								
Opening net book amount	31,475,800	38,791,487	177,074,562	1,275,462	3,552,330	2,166,900	193,866	281,416,808
Addition	-	1,503,328	15,132,302	652,132	927,168	1,709,612	-	64,500,627
Transfer in (out)	-	1,620,011	69,981,080	-	-	-	-	(71,601,091)
Disposals (net)	-	-	(767,411)	(199)	(1)	(849)	-	(768,460)
Depreciation charged	-	(3,392,064)	(61,258,875)	(589,650)	(1,331,608)	(1,639,743)	(70,303)	(68,282,243)
Closing net book amount	31,475,800	38,522,762	200,161,658	1,337,745	3,147,889	2,235,920	123,563	296,791,274
As at 31 December 2022								
Cost	31,475,800	63,711,606	467,610,763	9,413,542	14,219,493	14,170,381	351,900	620,739,422
Less Accumulated depreciation	-	(25,188,844)	(267,449,105)	(8,075,797)	(11,071,604)	(11,934,461)	(228,337)	(323,948,148)
Net book amount	31,475,800	38,522,762	200,161,658	1,337,745	3,147,889	2,235,920	123,563	296,791,274



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For the year ended 31 December 2023

	Separate financial statements								
	Land Baht	Building Baht	Tools and equipment Baht	Office furniture Baht	Office equipment Baht	Computer hardware Baht	Vehicle in progress Baht	Construction in progress Baht	Total Baht
As at 1 January 2023									
Cost	31,475,800	63,711,606	467,610,763	9,413,542	14,219,493	14,170,381	351,900	19,785,937	620,739,422
Less Accumulated depreciation	-	(25,188,844)	(267,449,105)	(8,075,797)	(11,071,604)	(11,934,461)	(228,337)	-	(323,948,148)
Net book amount	31,475,800	38,522,762	200,161,658	1,337,745	3,147,889	2,235,920	123,563	19,785,937	296,791,274
For the year ended 31 December 2023									
Opening net book amount	31,475,800	38,522,762	200,161,658	1,337,745	3,147,889	2,235,920	123,563	19,785,937	296,791,274
Addition	-	7,397,472	54,136,873	1,602,635	1,140,188	2,630,150	1,231,566	153,105,179	221,244,063
Transfer in (out)	-	150,706	118,386,207	-	-	-	-	(118,536,813)	-
Disposals and write-off (net)	-	-	(409,932)	(8,791)	(201)	(68)	-	-	(418,992)
Depreciation charged	-	(3,707,827)	(76,386,423)	(750,175)	(1,466,920)	(1,654,182)	(133,667)	-	(84,099,194)
Closing net book amount	31,475,800	42,363,113	295,888,383	2,181,414	2,820,956	3,211,820	1,221,462	54,354,203	433,517,151
As at 31 December 2023									
Cost	31,475,800	71,259,784	634,664,465	10,723,223	14,925,399	15,515,777	1,583,466	54,354,203	834,502,117
Less Accumulated depreciation	-	(28,896,671)	(338,776,082)	(8,541,809)	(12,104,443)	(12,303,957)	(362,004)	-	(400,984,966)
Net book amount	31,475,800	42,363,113	295,888,383	2,181,414	2,820,956	3,211,820	1,221,462	54,354,203	433,517,151

As at 31 December 2023, Land, building and part of equipment amount of Baht 32.61 million (2022 : Baht 35.21 million) have been pledged as collateral for borrowings (Note 20).

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

15 Intangible assets, net

	Consolidated financial statements			Separate financial statements		
	Computer software Baht	Development In progress Baht	Total Baht	Computer software Baht	Development In progress Baht	Total Baht
As at 1 January 2022						
Cost	28,844,148	13,928,622	42,772,770	27,852,259	13,928,622	41,780,881
<u>Less</u> Accumulated amortisation	(18,950,596)	-	(18,950,596)	(18,303,046)	-	(18,303,046)
Net book amount	9,893,552	13,928,622	23,822,174	9,549,213	13,928,622	23,477,835
For the year ended 31 December 2022						
Opening net book amount	9,893,552	13,928,622	23,822,174	9,549,213	13,928,622	23,477,835
Exchange differences	2,585	-	2,585	-	-	-
Addition	1,203,672	27,746,789	28,950,461	1,007,207	27,746,789	28,753,996
Transfer in (out)	33,481,174	(33,481,174)	-	33,481,174	(33,481,174)	-
Amortisation charged	(6,933,033)	-	(6,933,033)	(6,714,420)	-	(6,714,420)
Closing net book amount	37,647,950	8,194,237	45,842,187	37,323,174	8,194,237	45,517,411
As at 31 December 2022						
Cost	63,556,023	8,194,237	71,750,260	62,340,640	8,194,237	70,534,877
<u>Less</u> Accumulated amortisation	(25,908,073)	-	(25,908,073)	(25,017,466)	-	(25,017,466)
Net book amount	37,647,950	8,194,237	45,842,187	37,323,174	8,194,237	45,517,411
	Consolidated financial statements			Separate financial statements		
	Computer software Baht	Development In progress Baht	Total Baht	Computer software Baht	Development In progress Baht	Total Baht
As at 1 January 2023						
Cost	63,556,023	8,194,237	71,750,260	62,340,640	8,194,237	70,534,877
<u>Less</u> Accumulated amortisation	(25,908,073)	-	(25,908,073)	(25,017,466)	-	(25,017,466)
Net book amount	37,647,950	8,194,237	45,842,187	37,323,174	8,194,237	45,517,411
For the year ended 31 December 2023						
Opening net book amount	37,647,950	8,194,237	45,842,187	37,323,174	8,194,237	45,517,411
Exchange differences	65	-	65	-	-	-
Addition	9,297,510	23,494,593	32,792,103	9,194,203	23,494,593	32,688,796
Transfer in (out)	14,274,076	(14,274,076)	-	14,274,076	(14,274,076)	-
Amortisation charged	(17,524,042)	-	(17,524,042)	(17,333,075)	-	(17,333,075)
Closing net book amount	43,695,559	17,414,754	61,110,313	43,458,378	17,414,754	60,873,132
As at 31 December 2023						
Cost	87,135,051	17,414,754	104,549,805	85,808,919	17,414,754	103,223,673
<u>Less</u> Accumulated amortisation	(43,439,492)	-	(43,439,492)	(42,350,541)	-	(42,350,541)
Net book amount	43,695,559	17,414,754	61,110,313	43,458,378	17,414,754	60,873,132

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16 Right-of-use assets, net

Right-of-use asset balance are as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Land	126,313	431,640	126,313	431,640
Building	2,611,374	1,115,384	-	-
Tools and equipment	69	71	69	71
Office equipment	-	2,600	-	2,600
Computer	2,868,255	2,376,332	2,868,255	2,376,332
Motor vehicles	15,270,854	10,167,664	15,270,854	9,978,155
Computer software	207	165,455	207	165,455
	20,877,072	14,259,146	18,265,698	12,954,253

The movement of right-of-use, net for the year ended 31 December 2023 and 2022 is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Opening net book amount	14,259,146	15,102,543	12,954,253	13,784,477
Addition	16,792,120	8,900,623	13,183,970	7,046,578
Depreciation	(10,245,795)	(9,712,097)	(7,872,525)	(7,781,629)
Lease termination	-	(95,173)	-	(95,173)
Exchange differences	71,601	63,250	-	-
Closing net book amount	20,877,072	14,259,146	18,265,698	12,954,253

For the year ended 31 December 2023 and 2022, amounts charged to profit or loss and cash flows relating to leases are as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Depreciation charge of right-of-use assets:				
Land	305,327	306,163	305,327	306,163
Building	2,182,301	1,043,280	-	-
Tools and equipment	-	451,181	-	451,181
Office equipment	2,600	86,100	2,600	86,100
Computer	1,912,696	1,396,535	1,912,696	1,396,535
Motor vehicles	5,677,623	6,185,270	5,486,654	5,298,082
Computer software	165,248	243,568	165,248	243,568
Total	10,245,795	9,712,097	7,872,525	7,781,629
Addition to the right-of-use assets during the year	16,792,120	8,900,623	13,183,970	7,046,578
Total cash outflow for leases	10,787,779	9,961,893	8,292,317	7,956,798

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

17 Deferred tax assets, net

The analysis of deferred tax assets and deferred tax liabilities is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Deferred tax assets:	5,169,787	7,180,653	4,837,588	7,000,732
Deferred tax liabilities:	-	(59,572)	-	(59,572)
	5,169,987	7,121,081	4,837,588	6,941,160

The gross movement on the deferred tax assets is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Opening balance	7,121,081	6,465,249	6,941,160	6,301,503
Recognised in profit or loss (Note 27)	(2,142,533)	538,663	(2,249,519)	500,361
Recognised to other comprehensive income	191,439	117,169	145,947	139,296
Closing balance	5,169,987	7,121,081	4,837,588	6,941,160

The movement in deferred tax assets and liabilities during the year is as follows:

	Consolidated financial statements				Separate financial statements			
	2021 Baht	Recognised in profit or loss Baht	Recognised in other comprehensive income Baht	2022 Baht	2021 Baht	Recognised in profit or loss Baht	Recognised in other comprehensive income Baht	2022 Baht
Deferred tax assets								
Employee benefit obligations	6,099,040	679,618	117,169	6,895,827	5,935,295	641,315	139,296	6,715,906
Allowance for doubtful accounts	479,321	(199,211)	-	280,110	479,320	(199,210)	-	280,110
Allowance impairment of inventory	7,430	(2,714)	-	4,716	7,430	(2,714)	-	4,716
	6,585,791	477,693	117,169	7,180,653	6,422,045	439,391	139,296	7,000,732
Deferred tax liabilities								
Front end fee	(120,542)	60,970	-	(59,572)	(120,542)	60,970	-	(59,572)
	(120,542)	60,970	-	(59,572)	(120,542)	60,970	-	(59,572)
Deferred tax assets, net	6,465,249	538,663	117,169	7,121,081	6,301,503	500,361	139,296	6,941,160



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

	Consolidated financial statements			Separate financial statements			
	2022 Baht	Recognised in profit or loss Baht	Recognised in other comprehensive income Baht	2023 Baht	2022 Baht	Recognised in profit or loss Baht	Recognised in other comprehensive income Baht
Deferred tax assets							
Employee benefit obligations	6,895,827	(2,133,998)	191,439	4,953,268	6,715,908	(2,240,984)	145,947
Allowance for doubtful accounts	280,110	(64,407)	-	215,703	280,110	(64,407)	-
Allowance impairment of inventory	4,716	(3,700)	-	1,016	4,716	(3,700)	-
	7,180,653	(2,202,105)	191,439	5,169,987	7,000,732	(2,309,091)	145,947
Deferred tax liabilities							
Front end fee	(59,572)	59,572	-	-	(59,572)	59,572	-
	(59,572)	59,572	-	-	(59,572)	59,572	-
Deferred tax assets, net	7,121,081	(2,142,533)	191,439	5,169,987	6,941,160	(2,249,519)	145,947

Deferred income tax assets are recognised for tax loss carry forwards only to the extent that realisation of the related tax benefit through the future taxable profits is probable. The Group did not recognise deferred income tax assets of Baht 852,513 (2022: Baht 1,719,771) in respect of losses amounting to Baht 4,262,563 (2022: Baht 10,116,298) that can be carried forward against future taxable income.

18 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Advanced payment for a subsidiary's establishment	15,470,520	-	15,470,520	-
Income tax refunded	27,304,920	15,133,788	25,322,143	13,582,831
Others	1,831,425	1,897,811	1,283,486	1,297,887
	44,606,865	17,031,599	42,076,149	14,880,718

On 26 September 2023, the Board of Directors' Meeting No. 5/2023 passed a resolution to approved establish a new subsidiary in Germany named Dexon Technology Europe GMBH. The Company invested in 400,000 ordinary shares with a par value of Euro 1 per share totalling Euro 400,000, 100% of share portion. On 12 December 2023, Dexon Technology Europe B.V., a subsidiary incorporated in the Netherlands, made an advance payment for registering on behalf of the Company in the amount of Euro 400,000, or Baht 15,470,520. However, there is still in the process of registering.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

19 Trade and other payables

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Trade payables - other companies	28,145,233	23,474,044	26,019,580	20,348,010
- related companies (Note 31.3)	273,871	595,610	4,052,636	4,240,359
Other payables - other companies	10,000,505	12,868,913	9,322,240	12,102,820
- related companies (Note 31.3)	-	-	15,408,205	-
- related person (Note 31.3)	392,123	-	-	-
Accrued expenses	30,089,578	51,066,317	27,952,115	47,842,674
	68,901,310	88,004,884	82,754,776	84,533,863

20 Borrowings**20.1 Bank overdrafts**

	Consolidated and Separate financial statements	
	2023 Baht	2022 Baht
Bank overdrafts	-	15,600,808
	-	15,600,808

As at 31 December 2023, the Company has a outstanding credit facility for bank overdrafts of Baht 30 million (2022: Baht 30 million).

20.2 Short-term loans from financial institution

	Consolidated and Separate financial statements	
	2023 Baht	2022 Baht
Short-term loans from financial institution	57,472,853	104,972,853
	57,472,853	104,972,853

As at 31 December 2023, short-term loans from financial institution bear interest at the rate of MLR - 2.50% per annum (2022: MLR - 2.50% per annum).



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

The movement of short-term loans from financial institution is as follows:

	Consolidated and Separate financial statements	
	2023 Baht	2022 Baht
Opening balance	104,972,853	119,972,853
Repayment	(47,500,000)	(15,000,000)
Closing balance	57,472,853	104,972,853

The fair value of borrowings is equal their carrying amount, as the impact of the discount rate is not significant and the interest rate of borrowings is float rate.

On 31 December 2023, short-term loans of Baht 57.47 million. The loans bear interest at the rate of MLR - 2.5% per annum and are due for repayment within four months. Land, building and part of equipment (Note 14) are pledged for borrowings with financial institutions together with a guarantee by directors and person related to the director. The Company is required to comply with various financial conditions, including dividend payment conditions that require the consent of the bank. However, this condition was terminated by the bank on 31 March 2023.

20.3 Long-term loan from financial institution

	Consolidated and Separate financial statements	
	2023 Baht	2022 Baht
Current portion of long-term loan from financial institution	-	33,203,198
Long-term loan from financial institution	-	54,799,487
	-	88,002,685

The movement of long-term loan from financial institution is as follows:

	Consolidated and Separate financial statements	
	2023 Baht	2022 Baht
Opening balance	88,002,685	119,320,612
Repayment	(88,564,290)	(31,790,000)
Amortisation of front end fee	561,605	472,073
Closing balance	-	88,002,685

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

20.4 Lease liabilities

Minimum lease liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Not later than 1 year	9,806,185	7,651,177	7,464,098	6,625,687
Later than 1 year but not later than 5 years	12,829,529	7,369,942	12,331,290	7,022,365
<u>Less</u> Future finance charges on leases	(1,662,827)	(1,085,951)	(1,535,828)	(1,034,593)
Present value of lease liabilities	20,972,887	13,935,168	18,259,560	12,613,459
Lease liabilities				
- current	8,901,501	7,038,582	6,680,018	6,056,003
- non-current	12,071,386	6,896,586	11,579,542	6,557,456
	20,972,887	13,935,168	18,259,560	12,613,459

The present value of lease liabilities is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Not later than 1 year	8,901,501	7,038,582	6,680,018	6,056,003
Later than 1 year but not later than 5 years	12,071,386	6,896,586	11,579,542	6,557,456
	20,972,887	13,935,168	18,259,560	12,613,459

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

21 Assets and liabilities relating to contracts with customers

21.1 Contract assets

The Group and the Company has recognised the following asset related to contracts with customers:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Current contract assets	114,212,377	17,751,165	72,831,538	15,713,080
	114,212,377	17,751,165	72,831,538	15,713,080

Contract assets are unbilled revenue from customers. After 31 December 2023 until the date of the report, the contract assets are invoiced for the amount of Baht 69.87 million in the consolidated financial statements and Baht 49.01 million in the separate financial statements. The Company is in the process of invoicing to customers for the amount of Baht 44.34 million in the consolidated financial statements and Baht 28.82 million in the separate financial statements for the completed works. The majority can be invoiced within 31 March 2024.

Significant changes in contract assets

Contract assets increased because unbilled revenue from customers increased at the end of the period.

21.2 Contract liabilities

The Group and the Company has recognised the following liability related to contracts with customers:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Current - contract liabilities	513,650	8,415,035	230,900	5,000,905
	513,650	8,415,035	230,900	5,000,905

Revenue recognised in relation to contract liabilities

Revenue recognised in the current reporting period relates to carried-forward contract liabilities and revenue recognised in the current period relates to performance obligations that were satisfied in a prior year.

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Revenue recognised relating to the carried forward of contract liabilities	8,415,035	1,459,250	5,000,905	1,373,400
	8,415,035	1,459,250	5,000,905	1,373,400

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

22 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Statement of financial position				
Retirement benefits	24,766,340	20,483,163	23,104,346	19,283,689
Profit or loss				
Retirement benefits	3,325,986	3,461,927	3,090,924	3,206,582
Other comprehensive income				
Remeasurement for retirement benefits	957,191	548,969	729,733	696,477

Movement of employee benefit obligations during the year is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
As at 1 January	20,483,163	30,768,110	19,283,689	29,676,473
Current service costs	2,727,647	3,003,892	2,530,188	2,775,009
Past service cost	-	26,462	-	-
Interest cost	598,339	431,573	560,736	431,573
Reclassification to other current liabilities	-	(14,295,843)	-	(14,295,843)
Remeasurements:				
(Gain) loss from change in financial assumptions	435,017	(3,649,738)	387,010	(3,406,890)
Experience loss	522,174	4,190,894	342,723	4,095,910
Loss from change in demographic assumption	-	7,813	-	7,457
As at 31 December	24,766,340	20,483,163	23,104,346	19,283,689

In 2022, the Company had reclassified employee benefit obligations amounting to Baht 14,295,843 as other current liabilities since the employee retired in 2022. The Company paid this benefit in March 2023.

The significant actuarial assumptions used are as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Discount rate (%)	2.47 - 4.55	1.64 - 5.25	2.47 - 4.55	1.64 - 5.25
Salary increase rate (%)	4.00 - 7.50	4.00 - 7.50	4.00 - 7.50	4.00 - 7.50
Turnover rate (%)	10.00 - 18.00	10.00 - 18.00	10.00 - 18.00	10.00 - 18.00

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

Sensitivity analysis for significant assumptions disclosed is as follows:

Consolidated financial statements						
Impact on defined benefit obligation						
	Change in assumption		Increase in assumption		Decrease in assumption	
	2023	2022	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Discount rate	1%	1%	Decrease by 2,867,089	Decrease by 2,314,914	Increase by 3,356,453	Increase by 2,715,492
Salary increase rate	1%	1%	Increase by 3,266,552	Increase by 2,646,871	Decrease by 2,850,962	Decrease by 2,304,620
Turnover rate	20%	20%	Decrease by 3,931,174	Decrease by 3,255,939	Increase by 5,097,586	Increase by 4,227,822
Separate financial statements						
Impact on defined benefit obligation						
	Change in assumption		Increase in assumption		Decrease in assumption	
	2023	2022	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Discount rate	1%	1%	Decrease by 2,867,089	Decrease by 2,314,914	Increase by 3,356,453	Increase by 2,715,492
Salary increase rate	1%	1%	Increase by 3,266,552	Increase by 2,646,871	Decrease by 2,850,962	Decrease by 2,304,620
Turnover rate	20%	20%	Decrease by 3,931,174	Decrease by 3,255,939	Increase by 5,097,586	Increase by 4,227,822

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis do not change comparing to the previous year.

23 Share capital and premium on share capital

Movements of share capital for year ended 31 December 2023 are as follows:

	Number of Shares shares	Ordinary Shares Baht	Share premium Baht	Amount Baht Baht
Opening balance	353,316,800	176,658,400	-	176,658,400
Paid-up capital	123,183,200	61,591,600	492,732,800	554,324,400
Cost of share issuance	-	-	(17,793,317)	(17,793,317)
Closing balance	476,500,000	238,250,000	474,939,483	713,189,483

Dexon Technology Public Company Limited

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For the year ended 31 December 2023

On 31 March 2023, the Company received an approval to make an initial public offering of 123,183,200 ordinary shares with a par value of Baht 0.50 per share, initial public offering price of Baht 4.50 per share, totalling Baht 554,324,400. The Company recorded cost of issuing ordinary shares, net of tax amounting to Baht 17,793,317 deduct to share premium. The Company fully received a payment of all issued shares and registered the paid-up share capital with the Ministry of Commerce on 28 March 2023. The Company's shares traded in the Stock Exchange of Thailand commencing on 31 March 2023.

24 Legal reserve

Under the Public Companies Act

The Company is required to set aside as statutory reserve at least 5 percent of its net profit after accumulated deficit brought forward (if any) until the reserve is not less than 10 percent of the registered capital. This reserve is not available for dividend distribution.

25 Finance cost

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Interest from loans from financial institution	5,156,804	9,447,270	5,155,792	9,447,270
Interest and finance charges paid for lease liabilities	967,365	623,424	754,448	568,271
	6,124,169	10,070,694	5,910,240	10,015,541

26 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Staff costs	273,072,232	252,327,752	233,496,492	221,941,970
Subcontract costs	52,615,898	32,198,347	27,863,591	33,928,158
Travelling expenses	32,164,005	25,886,590	25,275,090	22,757,362
Depreciation and amortisation	113,901,685	86,726,773	109,304,794	82,778,292
Supplies for tools and equipment	47,751,620	29,263,038	45,766,500	25,631,900
Professional fee	7,272,128	10,694,486	3,367,727	8,078,920
Rental of tools and equipment	4,389,789	5,312,714	2,732,861	4,051,121
Repair and maintenance	7,557,772	8,804,945	6,506,908	7,775,501



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

27 Income tax expense

Income tax expense for the year comprises the following:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Current tax	60,636	9,450,304	-	9,450,304
Deferred tax (Note 17)	2,142,533	(538,663)	2,249,519	(500,361)
Total	2,203,169	8,911,641	2,249,519	8,949,943

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic tax rate of the home country of the Company as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Profit before income tax	52,533,574	114,064,653	35,084,162	125,427,662
Tax calculated at a tax rate of 20%	10,506,715	22,812,931	7,016,832	25,085,532
Tax effects of:				
Difference in tax rate	(410,238)	133,474	-	-
Income not subject to tax	(2,984,580)	(13,336,642)	-	(14,626,276)
Expenses not deductible for tax purpose	708,732	339,543	663,309	353,570
Expenses additionally deductible for tax purpose	(6,399,367)	(1,863,816)	(6,254,860)	(1,862,883)
Utilisation of previously unrecognised tax losses	(70,606)	-	-	-
Tax losses for which no deferred income tax asset was recognised	852,513	826,151	824,238	-
Tax charge	2,203,169	8,911,641	2,249,519	8,949,943

Changes in tax rate from prior year are due to the decreases in non-exempted taxable revenue under investment promotion certificate.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

28 Earnings per share

Basic earnings per share is calculated by dividing the net profit for the year attributable to owners of the parent by the weighted average number of ordinary shares in issue during the year.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Net profit attributable to owners of the parent (Baht)	50,330,405	105,153,012	32,834,643	116,477,719
Weighted average number of ordinary shares for basic earnings per share (share)	446,463,548	242,808,307	446,463,548	242,808,307
Basic earnings per share (Baht per share)	0.11	0.43	0.07	0.48

There are no potential dilutive ordinary shares in issue for the year.

29 Dividends paid

On 24 June 2022, the Board of Directors Meeting 4/2022 approved interim dividend payments for the operating results ended 31 March 2022 to all shareholders for 379,097 shares at Baht 360 per share totalling of Baht 136.47 million by arranging in two payment portions. The first portion was at Baht 280 per share totalling of Baht 106.15 million and the second one was at Baht 80 per share totalling of Baht 30.32 million. The first portion was paid to shareholders on 22 July 2022. The second one of Baht 17.06 million was paid to shareholders on 10 August 2022 and Baht 3.03 million was paid to shareholders on 1 December 2022. The accrued dividend of Baht 10.24 million was paid to shareholders on 7 February 2023.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

30 Change in liabilities arising from financing activities

Consolidated financial statements				
	2021 Baht	Cash flows Baht	Non-cash changes Baht	2022 Baht
Bank overdrafts	15,491,329	109,479	-	15,600,808
Short-term loans from financial institution	119,972,853	(15,000,000)	-	104,972,853
Long-term loans from financial institution	119,320,612	(31,790,000)	472,073	88,002,685
Lease liabilities	14,387,318	(9,338,469)	8,886,319	13,935,168
Separate financial statements				
	2021 Baht	Cash flows Baht	Non-cash changes Baht	2022 Baht
Bank overdrafts	15,491,329	109,479	-	15,600,808
Short-term loans from financial institution	119,972,853	(15,000,000)	-	104,972,853
Long-term loans from financial institution	119,320,612	(31,790,000)	472,073	88,002,685
Lease liabilities	13,055,399	(7,388,527)	6,946,587	12,613,459
Consolidated financial statements				
	2022 Baht	Cash flows Baht	Non-cash changes Baht	2023 Baht
Bank overdrafts	15,600,808	(15,600,808)	-	-
Short-term loans from financial institution	104,972,853	(47,500,000)	-	57,472,853
Long-term loans from financial institution	88,002,685	(88,564,290)	561,605	-
Lease liabilities	13,935,168	(9,820,414)	16,858,133	20,972,887
Separate financial statements				
	2022 Baht	Cash flows Baht	Non-cash changes Baht	2023 Baht
Bank overdrafts	15,600,808	(15,600,808)	-	-
Short-term loans from financial institution	104,972,853	(47,500,000)	-	57,472,853
Long-term loans from financial institution	88,002,685	(88,564,290)	561,605	-
Lease liabilities	12,613,459	(7,537,869)	13,183,970	18,259,560

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

31 Related party transactions

The Company is controlled by Mr. Stale Martin Stuvik, Executive Director, who was appointed by the shareholders. The shareholders comprise of Ms. Korbkaew Kraowkaew and Dacon Industrial Inspection (Singapore) Pte. Ltd. (incorporated in Singapore) who own 36.33% and 25.02% of the Company's shares, respectively.

The relationship between the Company and its related parties are as follows:

Name of entity	Type
Dexon Technology Pte. Ltd.	Subsidiary, common shareholder and directors
Dexon Training Center Co., Ltd.	Subsidiary, common shareholder and directors
Dexon Mechanical Solutions Co., Ltd.	Subsidiary, common shareholder and directors
Dexon Technology Europe B.V.	Subsidiary, common shareholder and directors
Dexon Technology USA Inc.	Subsidiary, common shareholder and directors
Dacon Trading Co., Ltd.	Common shareholder and directors
Dacon Services AS	Common shareholder and directors

Pricing policy regarding business transaction with related entities comprises the following:

Related transaction	Pricing policy
Revenue from services	Mutual agreed price based on market price
Revenue from sales	Cost-plus pricing
Revenue from sales on fixed assets	Markup on net book value of asset but not less than comparable market price
Cost of services	Mutual agreed price based on market price
Purchase of goods	Mutual agreed price computed by markup on cost
Purchase of fixed assets	Mutual agreed price computed by markup on net book value



Dexon Technology Public Company Limited

Note to the Financial Statements

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During the year, the Company has significant business transactions with related parties as follows:

31.1) Sales of goods, service income and other income

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Sales of goods:				
- Subsidiaries	-	-	45,120	-
	-	-	45,120	-
Service income and other income:				
- Subsidiaries	-	-	79,178,350	13,217,828
- Other related parties	1,357,630	-	1,339,630	-
	1,357,630	-	80,517,980	13,217,828
Dividend income:				
- subsidiaries	-	-	-	6,499,025
	-	-	-	6,499,025

31.2) Purchase of goods and service expenses

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Purchase of goods:				
- Subsidiaries	-	-	-	4,512,558
- Other related parties	798,010	778,972	798,010	737,472
	798,010	778,972	798,010	5,250,030
Purchase of fixed assets:				
- Subsidiaries	-	-	261,183	4,887,343
- Other related parties	362,747	-	362,747	-
	362,747	-	623,930	4,887,343
Service expenses:				
- Subsidiaries	-	-	17,272,461	14,653,686
- Other related parties	8,905,136	6,982,012	8,837,509	6,852,272
	8,905,136	6,982,012	26,109,970	21,505,958

Trade and service transactions charged with related parties are based on agreed contracts.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

31.3) Outstanding balances arising from sales and purchase of goods and services

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Trade receivables (Note 10):				
- Subsidiaries	-	-	41,353,678	3,377,865
	-	-	41,353,678	3,377,865
Other receivables (Note 10):				
- Subsidiaries	-	-	1,113,956	1,120,076
- Other related parties	53,600	-	53,600	-
	53,600	-	1,167,556	1,120,076
Prepaid expense (Note 10)				
- Other related parties	236,773	-	236,773	-
	236,773	-	236,773	-
Advance payment (Note 10):				
- Subsidiaries	-	-	-	147,622
- Other related parties	877,255	-	70,769	-
	877,255	-	70,769	147,622
Trade payables (Note 19):				
- Subsidiaries	-	-	3,778,765	3,644,749
- Other related parties	273,871	595,610	273,871	595,610
	273,871	595,610	4,052,636	4,240,359
Other payables (Note 19):				
- Subsidiaries	-	-	15,408,205	-
- Other related person	392,123	-	-	-
	392,123	-	15,408,205	-



Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

31.4) Key management compensation

Key management compensation is benefits paid to key management personnel of the Company. The benefits include monetary remuneration such as salaries, related benefits and directors' benefits, including non-monetary benefits.

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Short-term benefits	45,707,067	37,299,931	45,707,067	37,299,931
Post employment benefits	539,939	1,238,482	539,939	1,238,482
	46,247,006	38,538,413	46,247,006	38,538,413

32 Share - based payment

The Company's existing shareholder sold her shares to the Company's employees at price lower than fair value of 4,999 shares on 23 December 2016. The shares have been granted under the condition that the employees have to continuously work for the Company at least 5 years after buying date. If such employees resigned from the Company, shareholder has the right to buy shares back at the first price. A summary of Share - based payments:

Type of arrangement	General employee share buying plan
Date of grant	23 December 2016
Number of granted	4,999 shares
Selling price	Baht 1,800
Contractual life	5 years
Vesting conditions	5 years' service

The estimate fair value of each share sold to employees calculated by Discounted Free Cash Flow to firm and Multiples of Comparable. The difference of Baht 13,132,373 between selling price and fair value is recognised over vesting period with a corresponding adjustment to equity.

Dexon Technology Public Company Limited

Note to the Financial Statements

For the year ended 31 December 2023

33 Commitments and contingencies

The Group has contingent liabilities in respect of bank and other guarantees and other matters arising in the ordinary course of business from which it is anticipated that no material liabilities will arise. In the ordinary course of business, the Group has provided guarantees to third parties as follows:

Bank guarantees

Banks have provided guarantees on behalf of the Company and its subsidiaries, primarily in respect of electricity and service agreements as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Bank guarantees	38,380,597	21,426,918	38,380,597	21,426,918

34 Promotional privileges

The Group received the promotional privileges from the Board of Investment three projects no. 2608(1)/2555, no. 63-1366-1-00-2-0 and no. 61-1150-1-00-2-0 on 4 October 2012 for scientific testing services, 20 August 2018 for scientific testing services and 24 November 2020 for design training center. Subject to certain imposed conditions, the privileges include the following conditions:

- Exemption from import duty on machinery as approved by the board.
- Exemption from corporate income tax earned from promoted business for the period of 8 years counting from the date the company first derived revenue from the respective business activities.
- 50 percent reduction on the normal rate of corporate income tax for a period of 5 years after the expiration of the corporate income tax exemption period as mentioned above.

35 Events after the reporting date

On 28 February 2024, the Board of Directors Meeting 1/2024 approved dividend payments for the operating results year ended 2023 to all shareholders for 476,500,000 shares at Baht 0.052 per share totalling of Baht 24,778,000. The dividend will be approved by the Annual General meeting of Shareholder on 26 April 2024 and the payment will be paid within 26 May 2024.



Part 04

Certification of Information Accuracy

Appendix 1	
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Appendix 1:

Information about Directors, Executives, Controlling Persons with Highest Level of Responsibilities in Accounting and Finance in Each Work Section, Executive Directors, Accounting Department of the Organization, the Company's Secretary, Persons Directly Assigned to Control Account Preparations and Accountants Meeting the Qualifications and Conditions for Being Accountants According to the Criteria Specified in the Announcement of the Department of Business Development, Policies and Overall Business Operations

Director's Profile



Mr. Somchai Manopinives

- Chairman of the Board of Directors
- Independent Director

Age: 70 years.

Company Share:

- 111,100 shares or 0.023% of all voting shares without indirect shareholding (as of 31 December 2023).

Education/Training

- Master of M.S. (Petroleum Engineering), University of Kansas, USA.
- Bachelor of Engineering, Mining Engineering, Chulalongkorn University.
- Naval War College, Class 37.
- Director Accreditation Program, Batch 128/2016, Thai Institute of Directors.
- Advanced Senior Executive Program (Kellogg School of Management), Northwestern University, USA.

Work Experience (Past 5 Years)

- 2016-Present: Chairman of the Board/Independent Director
Dexon Technology Public Company Limited.
- 2014-2015: Directors' Advisor,
National Anti-Corruption Commission (NACC).
- 2012-2014: Executive Vice President
PTT Exploration and Production Public Company Limited

Current Positions on Other Boards

- None.

Family Relationships Between Directors and Executives

- None.

History of Violating Securities Laws and Futures Contracts

- None.



Mr. Boonchuay Korkitrotjana

- Independent Director
- Chairman of the Risk Management Committee
- Audit Committee

Age: 58 years.

Company Share:

- 11,100 shares or 0.0023% of all voting shares without indirect shareholding (as of 31 December 2023).

Education/Training

- Master of Business Administration (Business Management), University of the Thai Chamber of Commerce.
- Bachelor of Engineering (Electrical), Chiang Mai University.
- Bachelor of Health Science (Occupational Health and Safety), Sukhothai Thammathirat University.
- Bachelor of Science and Technology (Business Information Technology), Sukhothai Thammathirat University
- Bachelor of Economics (Business Economics), Sukhothai Thammathirat University.
- Bachelor of Managing Science (Human Resources), Sukhothai Thammathirat University.
- Director Accreditation Program, Class 92/2011, Thai Institute of Directors.
- Advanced Audit Committee Program, Batch 13/2013, Thai Institute of Directors.
- Anti-Corruption: The Practical Guide, Batch 14/2014, Thai Institute of Directors.

Work Experience (Past 5 Years)

- 2002-Present: Independent Consultant and Lecturer, Global Products & Services Co., Ltd.
- 2016-Present: Independent Director, Dexon Technology Public Company Limited
Independent Director, Chairman of the Audit Committee - Nomination and Remuneration Committee.
(January 2024-Present: Independent Director - Audit Committee - Chairman of the Risk Management Committee (2022-2023)).
- 2018-Present: Chairman of the Board - Independent Director, BJC Heavy Industry Public Company Limited,
Chairman of the Audit Committee - Independent Director, BJC Heavy Industry Public Company Limited (2023-2018).
- September 2023 - Present: Independent Director - Chairman of the Board of Directors - Chairman of the Sustainability and Risk Management Committee, BPS Technology Public Company Limited.
- 2023-2024 Independent Director - Chairman of the Board of Directors - Chairman of the Risk and Sustainability Management Committee, Royal Tech International Co., Ltd.
- 2022-2023 Independent Director - Chairman of the Board of Directors, Big Phaisan Project Co., Ltd.
- 2019-2021 Chairman of the Risk Management Committee - Audit Committee - Independent Director, Sunshine International Co., Ltd.

Current Positions on Other Boards

- Director, BJC Heavy Industry Public Company Limited.
- Director, BPS Technology Public Company Limited.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Mr. Narongrit Tavornvisitporn

- Independent Director
- Chairman of the Audit Committee

Age: 72 years.

Company Share:

- None.

Education/Training

- Master of Commerce (Mcom), Thammasat University.
- Master's Degree, Norwegian University of Science and Technology Trondheim.
- Bachelor of Engineering (BEng) in Electrical Engineering, Chulalongkorn University.
- Director Certification Program, Batch 166/2012, Thai Institute of Directors.

Work Experience (Past 5 Years)

- 2016-Present: Independent Director - Chairman of the Audit Committee, Dexon Technology Public Company Limited.
- 2017-Present: Chairman of the Board of Directors - Audit Committee - Nomination and Remuneration Committee - Independent Director, CAZ (Thailand) Public Company Limited.
- 2018-Present Chairman of the Board of Directors - Audit Committee - Independent Director, Successmore Being Public Company Limited.
- 2018-2023 Chairman of the Board of Directors - Audit Committee - Independent Director, STC Concrete Products Public Company Limited.

Current Positions on Other Boards

- Director, CAZ (Thailand) Public Company Limited.
- Director, Successmore Being Public Company Limited.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Mr. Anurak Lelapiyamit

- Independent Director
- Audit Committee

Age: 65 years.

Company Share:

- 25,000 shares or 0.0005% without indirect shareholding (as of 31 December 2023).

Education/Training

- Certified Public Accountant (CPA), Thailand.
- Certified Public Internal Auditor, The Institute of Internal Auditing Thailand, Federation of Accounting Professions.
- Director Certification Program, Batch DCP173/2013, Thai Institute of Directors.
- Master of Business Administration (Finance), Texas University, Arlington, USA.
- Bachelor of Accounting, Chulalongkorn University (2nd Class Honors).

Work Experience (Past 5 Years)

- 2016-Present: Independent Director - Audit Committee
Dexon Technology Public Company Limited.
- 2016-Present: Independent Director - Audit Committee and
Chairman of the Nomination and Remuneration Committee,
Quick Leasing Co., Ltd.
- 2010-Present Director
Ban Seng Hin Co., Ltd.

Current Positions on Other Boards

- Director, Quick Leasing Co., Ltd.
- Director, Ban Seng Hin Co., Ltd.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Mr. Prayad Krongapiradee

- Independent Director

Age: 72 years.

Company Share:

- 32,200 shares or 0.0006% without indirect shareholding (as of 31 December 2023).

Education/Training

- Master of Commerce in Business Administration, Thammasat University.
- Master of Engineering (Computer Applications), Asian Institute of Technology.
- Bachelor of Engineering in Electrical Engineering, Chulalongkorn University.
- Advanced Audit Committee Program, Batch 51/2024,
- Thai Institute of Directors.
- Director Accreditation Program, Batch 128/2016,
- Thai Institute of Directors.

Work Experience (Past 5 Years)

- 2016-Present: Independent Director
Dexon Technology Public Company Limited.
- 2011-2014: Director of Information Technology Office,
Srivichai Vejvivat Public Company Limited.

Current Positions on Other Boards :

- None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Mr. Steiner Trygve Thormod

- Director

Age: 70 years.

Company Share:

- None.

Education/Training

- Bachelor of Science, University of Oslo.
- Director Accreditation Program, Batch 115/2015, Thai Institute of Directors.

Work Experience (Past 5 Years)

- 2016-Present: Director,
Dexon Technology Public Company Limited.
- 2011-Present Director,
Dexon Technology PTE., Ltd.
- 1993-Present Director,
Dacon Industrial Inspection PTE., Ltd.
- 2017-Present Chairman of the Board of Directors,
Dacon Services AS (Norway)
- 2005-Present Director,
Steinert AS (Norway)
- 1997-Present Director,
Dacon Holding AS (Norway)
- 2019-Present Director,
Dacon AS (Norway).
- 2014-Present Director,
Dacon Inspection Technology BV (Netherlands).
- 2017-2019 Managing Director
Dacon AS (Norway).

Current Positions on Other Boards

- Director, Dacon Industrial Inspection PTE., Ltd.
- Director, Dacon Services AS (Norway)
- Director, Steinert AS (Norway)
- Director, Dacon Holding AS (Norway)
- Director, Dacon AS (Norway).
- Director, Director, Dacon Inspection Technology BV (Netherlands).

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.

Profile of Executive Directors



Mr. Stuvik Stale Martin

- Director
- Chairman of the Executive Committee
- Executive Committee

Age: 61 years.

Company Share:

- 2,570,000 shares or 0.539% without indirect shareholding (as of 31 December 2023).

Education/Training

- High School, Skeisvang Secondary School, Haugesund, Norway.
- Director Accreditation Program, Batch 115/2015, Thai Institute of Directors.
- Role of the Chairman Program, Batch 38/2016, Thai Institute of Directors.

Work Experience (Past 5 Years)

- 2016-Present: Director - Chairman of the Executive Committee - Executive Committee - Nomination and Remuneration Committee, Dexon Technology Public Company Limited
- 2012-Present: Director, Dexon Technology PTE, Ltd.
- 1999-Present: Director, Dacon Trading Co., Ltd.
- 2010-Present: Director, Stuvik Racing Project Co., Ltd.

Current Positions on Other Boards

- Director, Dacon Trading Co., Ltd.
- Director, Stuvik Racing Project Co., Ltd.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Dr. Mallika Kaekla

- Executive Committee
- Chief Executive Officer

Age: 52 years.

Company Share:

- 36,519,300 shares or 7.66% without indirect shareholding (as of 31 December 2023).

Education/Training

- Doctor of Industrial Business Management, King Mongkut's University of Technology North Bangkok.
- Master of Business Management, Ramkhamhaeng University.
- Bachelor of Accounting and Finance, University of the Thai Chamber of Commerce.
- Director Accreditation Program (DAP), Thai Institute of Directors.
- Successful Formulation & Executive of Strategy (SFE), Thai Institute of Directors.
- Board Nomination and Compensation Program (BNCP), Thai Institute of Directors.
- How to Develop a Risk Management Plan Course, Thai Institute of Directors.
- R-DF-Director Forum Course, Thai Institute of Directors.
- Director Certification Program (DCP), Thai Institute of Directors.

Work Experience (Past 5 Years)

- 2015-Present: Executive Committee / Chairman of the Executive Committee, Dexon Technology Public Company Limited.
- 2012-2015: General Manager, Dacon Inspection Technologies Co., Ltd.
- 2008-2012: Chief Officer of Finance, Dacon Inspection Services Co., Ltd.
- 2005-2008: Manager, Accounting and Finance Department, Dacon Inspection Services Co., Ltd.
- 2004-2005: Manager, Accounting and Finance Department, Thai-Scandic Steel Co., Ltd.
- 1999-2004: Manager, Accounting and Finance Department, Bergmann (Thailand) Co., Ltd.
- 1995-1999: Senior Accountant in Finance and Accounting, Charoen Pokphand Petrochemical Co., Ltd.

Current Positions on Other Boards :

- None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.

Executive's Profile



Mr. Jarno De Jonge

- Chief Technical Officer

Age: 51 years.

Company Share:

- 22,082,400 shares or 4.75% without indirect shareholding (as of 31 December 2023).

Education/Training

- Diploma - Mechanical Engineering, Zeeland College, Vlissingen, the Netherlands.

Work Experience (Past 5 Years)

- 2016-Present: Chief Technical Officer, Dexon Technology Public Company Limited.
- 2010-2015: Director of Operations, Dexon Technology Public Company Limited.

Current Positions on Other Boards

- None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Mr. Koramest Khumsand

- Chief Sales and Marketing Officer (Acting)
- Director of Commercial Operations Department

Age: 39 years.

Company Share:

- None.

Education/Training

- Bachelor of Business Administration, Chiang Mai University.

Work Experience (Past 5 Years)

- 2022-Present: Chief Commercial Officer (Acting)
Dexon Technology Public Company Limited.
- 2017-Present: Director of Commercial Operations Department,
Dexon Technology Public Company Limited.

Current Positions on Other Boards :

- Other Listed Companies: None.
- Non-Listed Companies: None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Dr. Anotai Mohjhaw

- Chief People Officer

Age: 53 years.

Company Share:

- None.

Education/Training

- Doctor of Human Resources Development (International Program), Burapha University.
- Master of Engineering Administration, Western Michigan University, USA.
- Bachelor of Mechanical Engineering, Chulalongkorn University.

Work Experience (Past 5 Years)

- 2023-Present: Chief People Officer, Dexon Technology Public Company Limited.
- 2017-2023: Executive Vice President - Human Resources and General Affairs, Somboon Advance Technology Public Company Limited.
- 2015-2017: General Manager, Human Resources Department, Bangkok Komatsu Sales Co., Ltd.

Current Positions on Other Boards

- Other Listed Companies: None.
- Non-Listed Companies: None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Profile of the Person Assigned with Direct Responsibility in Controlling Accounting



Miss Podjana Chayarat

- Chief Financial Officer (Acting)
- Director, Accounting Department

Age: 55 years.

Company Share:

- None.

Education/Training

- Bachelor of Accounting, Rajamangala University of Technology, Phra Nakhon.

Work Experience (Past 5 Years)

- 22 August 2023-Present: Chief Financial Officer (Acting), Dexon Technology Public Company Limited.
- 17 February 2023-Present: Director of Accounting, Dexon Technology Public Company Limited.
- 20 June 2012-17 February 2023: Manager, Accounting Department, Dexon Technology Public Company Limited.

Current Positions on Other Boards :

- Other Listed Companies: None.
- Non-Listed Companies: None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.

Profile of the Company's Secretary



Miss Pimfun Jierapipatkul

- Company Secretary
- (Date of appointment: 15 August 2023).
- Investor Relations Officer

Age: 34 years.

Company Share:

- None.

Education/Training

- Bachelor of Business Administration in Marketing, Assumption University.

Work Experience (Past 5 Years)

- 2023-Present: Investor Relations Officer,
Dexon Technology Public Company Limited.
- 2023-February 2024: Company Secretary
Dexon Technology Public Company Limited.
- 2020-2023: Company Secretary and Investor Relations,
Zhulian Holdings Co., Ltd.
- 2013-2020: Assistant Analyst,
Trinity Securities Public Company Limited.

Current Positions on Other Boards

- Other Listed Companies: None.
- Non-Listed Companies: None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Appendix 2:

Information about the Tenures of Directors

List of Directors	Dexon Training Center Co., Ltd.	Dexon Mechanical Solutions Co., Ltd.	DEXON TECHNOLOGY PTE.LTD.	Dexon Technology Europe B.V.	Dexon Technology USA Inc.
Mr. Stuvik Stale Martin	/	/	/		
Mr. Jarno De Jonge	/	/		/	/
Dr. Mallika Kaekla	/	/			
Mr. Chua Chew Bee			/		
Mr. Steiner Trygve Thormod			/		
Mr. Koramest Khumsand				/	
Miss Lila Stuvik					/
Mr. Mohammed Ilyas Mohiuddin					/

Remarks: 1. Data as of 31 December 2022.

Appendix 3:

Information about the Head of Internal Audit and Head of Compliance of the Company

Head of Compliance of the Company



Miss Kemmarat Wanitchapan

- Director of Compliance Department

Age: 46 years.

Company Share:

- None.

Education/Training

- Master of Business Administration, Sukhothai Thammathirat University.
- Bachelor of Business Administration, Naresuan University.
- Risk Management Program for Corporate Leaders (ref. RCL 22/2021) by the Thai Institute of Directors (IOD).
- How to Develop a Risk Management Plan Course (HRP33/2022) by the Thai Institute of Directors.
- Anti-Corruption; The Practical Guide (ref. ACPG 64/2023) by the Thai Institute of Directors.
- Corruption Risk and Control Workshop (ref. CRC 18/2023) by the Thai Institute of Directors.
- Ethical Leadership Program (ref. ELP 31/2023) by the Thai Institute of Directors (IOD).
- Business Sustainability Strategy Training Course, Batch 3/2023 by the Stock Market of Thailand.

Work Experience (Past 5 Years)

- 2022-Present: Director of Compliance Department
Dexon Technology Public Company Limited
- 2021-2022: Director of Office and Corporate Affairs Department,
Dacon Inspection Technologies Co., Ltd.
- 2020-2021: Manager, Quality Control and Safety Department,
Dacon Inspection Technologies Co., Ltd.

Current Positions on Other Boards

- Other Listed Companies: None.
- Non-Listed Companies: None.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



Head of Internal Auditor



Mr. Karun Peerabul

- Outsourced Internal Auditor

Age: 36 years.

Company Share:

- None.

Education/Training

- Bachelor of Business Administration in Accounting, Kasetsart University.
- Internal Audit Plan Preparation Course.
- Quality Assurance and Improvement Program (QAIP).
- COSO Enterprise Risk Management 2017.
- Quality Assurance Review (QAR).

Work Experience (Past 5 Years)

- 2018-Present: Managing Director,
PP Internal Audit Co., Ltd.
- 2017-2018: Head of Internal Audit,
Dharmniti Auditing Co., Ltd.

Family Relationships Between Directors and Executives :

- None.

History of Violating Securities Laws and Futures Contracts :

- None.



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