



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANGKOK POST PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : BANGKOK POST PUBLIC COMPANY LIMITED

Symbol : POST

Address : BANGKOK POST BLDG, 136 SUNTHONKOSA ROAD, KHLONG TOEI

Province : Bangkok

Postcode : 10110

Business : Publishing and providing news and information through
newspapers and magazines including online channels

Registration Number : 0107536001583

Telephone : 0-2616-4000

Fax (if applicable) : 0-2240-3790

Website : <https://www.bangkokpost.co.th/>

Email : vasint@bangkokpost.co.th

Total Shares Sold (shares)

Common Stock : 500,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	800,800.00	455,100.00	423,100.00
Advertising sales (Thousand baht)	423,900.00	195,100.00	189,200.00
Sales of Publications (Thousand baht)	164,700.00	88,600.00	59,800.00
Printing contract (Thousand baht)	12,900.00	1,400.00	1,400.00
Television and digital media (Thousand baht)	199,300.00	170,000.00	172,700.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Advertising sales (%)	52.93	42.87	44.72
Sales of Publications (%)	20.57	19.47	14.13
Printing contract (%)	1.61	0.31	0.33
Television and digital media (%)	24.89	37.35	40.82

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	800,800.00	455,100.00	423,100.00
Domestic (Thousand baht)	800,800.00	455,100.00	423,100.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	-	-	-

Risk Management

Risk Management

Risk Factors (2.2)

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

Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: Yes
Changes in the industry in which the company operates	: Yes
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: No
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: Yes
Reliance on major shareholders or affiliates of major shareholders or managements	: Yes
Reliance on large customers or few customers	: Yes
Reliance on large partners/distributors or few partners/distributors	: Yes
Damage to company image and reputation	: Yes

Operational Risk

Loss of employees in key positions	: Yes
Shortage of skilled workers	: Yes
Shortage of raw materials or productive resources	: No
Error, failure or lack of proper control regarding company's systems or work process	: Yes
Human error in business operations	: Yes

Product obsolescence	: Yes
Information security and cyber-attack	: Yes
Loss or damage from non-compliance of partners or counterparties	: Yes
Delays in the development of new projects	: Yes
Business operations that have no commercial results	: Yes
Lease agreement execution	: No
Safety, occupational health, and working environment	: No
Climate change and disasters	: No
Impact on the environment	: No
Impact from population structure	: No
Impact on human rights	: No
Corruption	: No

Compliance Risk

Change in laws and regulations	: No
Outdated laws and regulations	: No
Violations of laws and regulations	: No
Corporate Governance	: No

Financial Risk

Lack of proper and sufficient sources of funding	: Yes
Change in financial and investment policies of financial institutions that affect business operations	: Yes
Default on payment or exchange of goods	: Yes

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
Fluctuation in return on assets or investment	: No
Unhedged loan and borrowing in a foreign currency	: No

Risk to Securities Holder (2.2.2)

Return from investment of securities holder	: Yes
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Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: No
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Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : No

Company website on sustainable development : -
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : No

Company website on sustainable : -
development – environmental aspect
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : No

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	2,671,000.00	2,344,000.00	1,991,000.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	22,193.00	21,427.00	14,266.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : No

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : No

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : No

Company website on human rights policy (if applicable) : -

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	398	317	280
Number of female employees (persons)	207	196	165
Total (persons)	605	513	445

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	316,036,642.08	251,700,000.00	215,438,682.41

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Employee development and training expenses (baht)	117,900.37	279,330.75	25,220.00

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	0.00	3.00	1.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	15.87	11.89	4.94

2. Information on community and society

Activities or projects organized for the community and society : Education; Community environment development; Community engagement; The disabled and the disadvantaged

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Company website on corporate : -
governance policy

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

1. Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board
of Directors

Code of Conduct (6.2)

Establishing a Code of Conduct

1. Establishing a Code of Conduct

Code of Conduct : Yes

2. Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	12	100.00
Number of female directors	0	0.00
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	5	41.67

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

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUTHIKIATI CHIRATHIVAT Gender: Male Age: 80 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	23 Apr 2004	Corporate Management

2. Mr. WORACHAI BHICHARNCHITR	Vice Chairman (Non-executive)	22 Apr 2005	Law
Gender: Male			
Age: 68 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Law			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. CHARTSIRI SOPHONPANICH	Director (Non-executive)	22 Apr 2005	Finance
Gender: Male			
Age: 63 years old			
Highest level of education:	Director type:		
Honorary degree	Original director		
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			
4. Mr. PORNCHEI CHUNHACHINDA	Director (Non-executive, Independent director)	24 Apr 2018	Accounting, Internal Control, Finance
Gender: Male			
Age: 59 years old			
Highest level of education:			
Doctoral degree			
Major: Finance	Director type: Re- elected as director		
Thai nationality: Yes			
Residing in Thailand: Yes			
5. Mr. WUTISAK LAPCHAROENSAP	Director (Non-executive, Independent director)	21 Feb 2014	Law, Internal Control
Gender: Male			
Age: 73 years old			
Highest level of education:			
Master's degree			
Major: Political Science	Director type: Re- elected as director		
Thai nationality: Yes			
Residing in Thailand: Yes			
6. Mr. JOHN THOMPSON	Director (Non-executive, Independent director)	22 Apr 2005	Internal Control, Finance, Accounting
Gender: Male			
Age: 58 years old			
Highest level of education:			
Bachelor's degree			
Major: Finance	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
7. Mr. RUSSELL LEIGHTON KEKUEWA	Director (Non-executive, Independent director)	15 Aug 2016	Risk Management, Engineering
Gender: Male			
Age: 68 years old			
Highest level of education:			
Master's degree			
Major: Engineering	Director type:		
Thai nationality: No	Original director		
Residing in Thailand: Yes			

8. Mr. EK-RIT BOONPITI	Director (Non-executive)	21 Apr 2006	Marketing, Transportation & Logistics
Gender: Male			
Age: 60 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Marketing			
Thai nationality: Yes			
Residing in Thailand: Yes			
9. Mr. THIRAKIATI CHIRATHIVAT	Director (Non-executive)	1 Apr 2016	Procurement, Marketing
Gender: Male			
Age: 54 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Hotel Management			
Thai nationality: Yes			
Residing in Thailand: Yes			
10. Mr. RONNACHIT MAHATTANAPREUT	Director (Executive)	24 Apr 2018	Finance, Accounting
Gender: Male			
Age: 66 years old			
Highest level of education:	Director type: Re-		
Doctoral degree	elected as director		
Major: Management			
Thai nationality: Yes			
Residing in Thailand: Yes			
11. Mr. CHAROON INTACHAN	Director (Non-executive, Independent director)	10 Nov 2014	Law
Gender: Male			
Age: 78 years old			
Highest level of education:			
Doctoral degree			
Major: Public Administration	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
12. Mr. SIRITAJ ROJANAPRUK	Director (Non-executive)	10 Nov 2014	Information & Communication Technology, Accounting
Gender: Male			
Age: 76 years old			
Highest level of education:	Director type: Re-		
Honorary degree	elected as director		
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
No information			

3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda
of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PORNCCHAI CHUNHACHINDA [1] Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	14 Aug 2019	Accounting, Internal Control, Finance
2. Mr. WUTISAK LAPCHAROENSAP Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	1 Jul 2019	Law, Internal Control
3. Mr. JOHN THOMPSON [1] Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	22 Apr 2005	Internal Control, Finance, Accounting

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

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

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. WORACHAI BHICHARNCHITR	Chairman
	Mr. WUTISAK LAPCHAROENSAP	Member
	Mr. CHAROON INTACHAN	Member
Risk Management Committee	Mr. RUSSELL LEIGHTON KEKUEWA	Chairman
	Mr. EK-RIT BOONPITI	Member
	Mr. THIRAKIATI CHIRATHIVAT	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

1. The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. RONNACHIT MAHATTANAPREUT Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Management	CHIEF EXECUTIVE OFFICER	9 Sep 2021	Finance, Accounting
2. Mr. Vasint Chotirawi [1] Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Financial Officer and Company Secretary	1 Jun 2020	Accounting, Finance
3. Mr. Chiratas Nivatpumin Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: BA English	SVP – Strategy and Sustainability	9 Sep 2021	Strategic Management, Risk Management, Digital Marketing, Media & Publishing
4. Mr. Soonruth Bunyamanee Gender: Male Age: 54 years old Highest level of education: Master's degree Major: M.A Journalism and Mass Communication	Editor – Bangkok Post	14 Sep 2018	Media & Publishing
5. Mr. Wut Nontarit Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Communication Arts	Editor Post Today	1 Aug 2016	Media & Publishing
6. Mr. Wittanu Chumsuwan Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Laws	Executive Vice President – Human Resources	16 Jun 2017	Human Resource Management, Law

7. Mrs. Patarika Juttijudata	Internal Audit	1 Jun 2016	Internal Control, Finance,
Gender: Female	Director		Accounting
Age: 50 years old			
Highest level of education: Master's degree			
Major: Master of Science (Finance)			
8. Mrs. Suvimon Khajornritdecha [2]	Senior Vice President	1 Jun 2016	Accounting
Gender: Female	- Accounting		
Age: 54 years old			
Highest level of education: Master's degree			
Major: Business Administration			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Executive director and executive remuneration (7.4.2 – 7.4.3)

1. Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives : Yes

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	20,907,395.00	19,546,898.00	16,524,166.00

3. Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

1. Employees

Number of male employees (persons) : 280

Number of female employees (persons) : 165

Total (persons) : 445

2. Employee Remuneration

Total employee remuneration : 215,438,682.41

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 445

Number of employees contributing to the PVD (persons) : 257

Percentage of employees who are members (%) : 57.75

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Mrs. Suvimon Khajornritdecha	suvimols@Bangkokpost.co.th	02-616-4037

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Vasint Chotirawi	vasint@Bangkokpost.co.th	02-616-4509

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mrs. Patarika Juttijudata	patarikaj@Bangkokpost.co.th	02-616-4567

1.4 Head of compliance unit

Head of compliance unit : No

General information	Email	Telephone
No information		

1.5 Head of investor relations

Head of investor relations : No

General information	Email	Telephone
No information		

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DHARMNITI AUDITING COMPANY LIMITED	1. Ms. Sulalit Ardsawang Email: sulalit.a@daa.co.th Telephone: 02 596 0500 ต่อ 635 2. Ms. Nanaphat Wannasomboon Email: nannaphat.w@daa.co.th Telephone: 02-5960500 ext 632 3. Ms. Wannisa Ngambuathong Email: wannisa.n@daa.co.th Telephone: 02- 5960500 ext 610	1,460,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

1. List of new directors appointed in the past year

1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PORNCCHAI CHUNHACHINDA Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Apr 2018	Accounting, Internal Control, Finance
2. Mr. WUTISAK LAPCHAROENSAP Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 21 Feb 2014	Law, Internal Control
3. Mr. RONNACHIT MAHATTANAPREUT Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Apr 2018	Finance, Accounting
4. Mr. SIRITAJ ROJANAPRUK Gender: Male Age: 76 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 10 Nov 2014	Information & Communication Technology, Accounting

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
No information			

1.3 Additional and newly-appointed directors

General information	Position	Date position was assumed	Experience and expertise
No information			

2. Development of directors over the past year

List of directors	Position	Participated in director development program
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3. Directors' performance assessment

Method used to evaluate directors' performance : None

Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 7

Date of AGM Meeting : 27 Apr 2021

Number of EGM meetings : 1

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. SUTHIKIATI CHIRATHIVAT	Chairman of the board	3/7	Did not attend the meeting	0/1
2. Mr. WORACHAI BHICHARNCHITR	Vice Chairman	7/7	Attended the meeting	1/1
3. Mr. CHARTSIRI SOPHONPANICH	Director	6/7	Did not attend the meeting	0/1
4. Mr. PORNCHEI CHUNHACHINDA	Director	7/7	Attended the meeting	1/1
5. Mr. WUTISAK LAPCHAROENSAP	Director	4/7	Did not attend the meeting	0/1
6. Mr. JOHN THOMPSON	Director	6/7	Did not attend the meeting	1/1
7. Mr. RUSSELL LEIGHTON KEKUEWA	Director	6/7	Attended the meeting	1/1
8. Mr. EK-RIT BOONPITI	Director	7/7	Attended the meeting	1/1
9. Mr. THIRAKIATI CHIRATHIVAT	Director	7/7	Attended the meeting	1/1
10. Mr. RONNACHIT MAHATTANAPREUT	Director	7/7	Attended the meeting	1/1
11. Mr. CHAROON INTACHAN	Director	5/7	Attended the meeting	1/1

12. Mr. SIRITAJ ROJANAPRUK	Director	4/7	Did not attend the meeting	0/1
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2.2 Meeting information of directors who resigned/vacated their position during the year

List of directors	Position	Board meetings	AGM meetings	EGM meetings
No information				

3. Remuneration for company directors

3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. SUTHIKIATI CHIRATHIVAT	-	630,000.00	-	-	630,000.00
2. Mr. WORACHAI BHICHARNCHITR	-	530,000.00	-	-	530,000.00
3. Mr. CHARTSIRI SOPHONPANICH	-	330,000.00	-	-	330,000.00
4. Mr. PORNCHAI CHUNHACHINDA	-	530,000.00	-	-	530,000.00
5. Mr. WUTISAK LAPCHAROENSAP	-	430,000.00	-	-	430,000.00
6. Mr. JOHN THOMPSON	-	430,000.00	-	-	430,000.00
7. Mr. RUSSELL LEIGHTON KEKUEWA	-	330,000.00	-	-	330,000.00
8. Mr. EK-RIT BOONPITI	-	530,000.00	-	-	530,000.00
9. Mr. THIRAKIATI CHIRATHIVAT	-	530,000.00	-	-	530,000.00

10. Mr. RONNACHIT MAHATTANAPREUT	-	363,639.00	-	-	363,639.00
11. Mr. CHAROON INTACHAN	-	330,000.00	-	-	330,000.00
12. Mr. SIRITAJ ROJANAPRUK	-	330,000.00	-	-	330,000.00

3.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
No information					

4. Non-monetary remuneration for the board of directors

4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. SUTHIKIATI CHIRATHIVAT	-	-	-
2. Mr. WORACHAI BHICHARNCHITR	-	-	-
3. Mr. CHARTSIRI SOPHONPANICH	-	-	-
4. Mr. PORNCHAI CHUNHACHINDA	-	-	-
5. Mr. WUTISAK LAPCHAROENSAP	-	-	-
6. Mr. JOHN THOMPSON	-	-	-
7. Mr. RUSSELL LEIGHTON KEKUEWA	-	-	-
8. Mr. EK-RIT BOONPITI	-	-	-
9. Mr. THIRAKIATI CHIRATHIVAT	-	-	-
10. Mr. RONNACHIT MAHATTANAPREUT	-	-	-

11. Mr. CHAROON INTACHAN	-	-	-
12. Mr. SIRITAJ ROJANAPRUK	-	-	-

4.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
No information			

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

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

1. Audit committee meetings

Number of Audit committee meetings (times) : 4

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. PORNCHEI CHUNHACHINDA	Chairman of the audit committee	4/4
2. Mr. WUTISAK LAPCHAROENSAP	Audit committee	4/4
3. Mr. JOHN THOMPSON	Audit committee	4/4

2.2 Meeting information of audit committee members who resigned/vacated their position during the year

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	5,663.59	3,025.10	3,574.02
Short-Term Investments – Net	0.00	-	-
Trade And Other Receivables – Current – Net	218,777.07	85,138.52	90,938.99
Inventories – Net	13,067.37	3,807.88	2,821.01
Other Current Assets	117,302.30	7,622.67	4,931.57
Total Current Assets	354,810.33	99,594.17	102,265.60
Non-Current Assets			
Trade And Other Receivables – Non-Current – Net	0.00	-	-
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method – Net	7,481.21	7,973.68	7,973.68
Property, Plant And Equipment – Net	1,609,645.83	1,322,191.24	1,671.85
Other Non-Current Assets	311,955.06	338,583.21	278,157.57
Total Non-Current Assets	1,929,082.09	1,668,748.13	287,803.10
Total Assets	2,283,892.43	1,768,342.30	390,068.69

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	981,784.97	965,125.11	204,991.05
Trade And Other Payables - Current	124,054.56	105,664.61	84,070.06
Short-Term Borrowings	166,880.00	310,880.00	137,000.00
Current Portion Of Long-Term Debts	99,000.00	132,574.82	-
Other Current Liabilities	60,288.35	42,621.08	86,092.79
Total Current Liabilities	1,432,007.87	1,556,865.63	512,153.90
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	-	-
Non-Current Portion Of Long-Term Debts	201,467.40	141,467.40	-
Other Non-Current Liabilities	0.00	-	-
Total Non-Current Liabilities	553,425.96	452,775.61	145,351.75
Total Liabilities	1,985,433.84	2,009,641.24	657,505.64

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	500,000.00	500,000.00	500,000.00
Premium (Discount) On Share Capital	0.00	-	-
Retained Earnings (Deficits)	(1,198,780.37)	(1,560,249.45)	(764,238.84)
Other Components Of Equity	993,986.38	830,042.43	(1,957.81)
Equity Attributable To Owners Of The Parent	295,206.01	(230,207.03)	(266,196.64)
Total Equity	298,458.59	(241,298.94)	(267,436.95)

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	815,381.32	465,936.18	618,606.22
Total Revenue	815,381.32	465,936.18	618,606.22
Cost And Expenses			
Costs	748,410.25	481,212.41	364,563.58
Selling And Administrative Expenses	524,825.79	281,973.29	157,983.08
Total Cost And Expenses	1,273,236.04	763,185.70	522,546.66
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(2,634.78)	492.48	-
Finance Costs	78,625.99	83,932.89	42,526.04
Income Tax Expense	(179,903.40)	(5,922.75)	160,955.26
Net Profit (Loss) For The Period	(359,212.09)	(374,767.18)	(107,421.74)
Net Profit (Loss) Attributable To : Owners Of The Parent	(308,762.65)	(364,940.63)	(108,204.34)
Basic Earnings (Loss) Per Share (Baht/Share)	(0.61753)	(0.73000)	(0.22000)
EBITDA	(365,547.35)	(228,078.66)	152,009.45
Operating Profit	(282,290.26)	(231,799.69)	(99,408.88)
Normalize Profit	(359,212.09)	(374,767.18)	(288,226.23)

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	94,942.15	68,678.38	55,949.89
Net Cash From (Used In) Operating Activities	(146,570.57)	(22,855.03)	(78,938.25)
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(3,123.10)	(1,753.92)	(461.55)
Net Cash From (Used In) Investing Activities	844.56	714.49	1,176,745.32
Net Cash From Financing Activities			
Dividend Paid	0.00	-	-
Net Cash From (Used In) Financing Activities	142,609.18	19,502.04	(1,097,258.15)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	0.25	0.06	0.20
Quick ratio (times)	0.16	0.06	0.18
Cash flow liquidity ratio (Average) (times)	-	-	-
Average account recievable turnover (times)	-	-	-
Average collection period (days)	-	-	-
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	-	-	-
Average inventory turnover period (days)	-	-	-
Average account payable turnover (times)	-	-	-
Average payment period (days)	-	-	-
Average cash cycle (days)	-	-	-

Profitability

	2019	2020	2021
EBITDA margin (%)	(44.83)	(48.95)	24.57
Gross profit margin (%)	6.55	(5.73)	13.84
Operating margin (%)	(35.25)	(50.93)	(23.49)
Net profit margin (%)	(44.05)	(80.43)	(24.54)
Return on equity (ROE) (Average) (%)	-	-	-
Capacity utilization rate (%)	-	-	-
Fixed asset turnover ratio (times)	-	-	-
Gross profit margin (from project for sale) (%)	-	-	-
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	-	-	-
Cash from operation to operating profit (%)	-	-	-

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	-	-	-
Debt service coverage ratio (times)	(0.32)	(0.16)	0.44
Total debts to total equity (times)	6.65	(8.33)	(2.46)
Interest-bearing debt to equity ratio (times)	3.85	(6.42)	(1.28)
Dividend per shares (baht/share)	-	-	-
Dividend payout ratio (%)	-	-	-
Dividend yield (%)	-	-	-
Debt from financial institutions to total liabilities (times)	-	-	-
Interest bearing debt due in 1 year to total interest bearing debt (times)	-	-	-
Interest bearing debt to EBITDA ratio (times)	-	-	-

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	-	-	-
Return on asset (ROA) (Average) (%)	-	-	-
Return On Fixed Assets (%)	-	-	-