



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	23
Financial Statement	
Statement of Financial Position	32
Statement of Comprehensive Income	35
Statement of Cash Flow	36
Financial Ratios	37

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED

Symbol : FE

Address : 465/1-467 SI AYUTTHAYA ROAD, THUNGPHYATHAI, RATCHATHEWI

Province : Bangkok

Postcode : 10400

Business : The Company conducts 3 businesses as follows: 1) One stop marketing communication consultant service, 2) Production advertising-related services such as films and radio spots, creating layouts and producing print ads, direct mails, brochures, digital media etc. 3) Advertising agent/broker which deals with media owners such as television, radio, newspaper, cinema, digital media and magazine for media placements

Registration Number : 0107537001528

Telephone : 0-2354-3333

Fax (if applicable) : 0-2644-9550-2

Website : www.fareastfamineddb.com

Email : contact@fareastfamineddb.com

Total Shares Sold (shares)

Common Stock : 7,870,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	1,083,665.00	904,503.00	679,455.00
FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED (Thousand baht)	616,494.00	524,227.00	339,080.00
SPRINGBOARD PLUS COMPANY LIMITED (Thousand baht)	32,090.00	12,586.00	10,416.00
INTEGRATED COMMUNICATION COMPANY LIMITED (Thousand baht)	133,425.00	92,360.00	75,743.00
MEDIA INTELLIGENCE COMPANY LIMITED (Thousand baht)	301,651.00	275,330.00	254,216.00
DIGINAKHON COMPANY LIMITED (Thousand baht)	5.00	0.00	0.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED (%)	56.89	57.96	49.90
SPRINGBOARD PLUS COMPANY LIMITED (%)	2.96	1.39	1.53
INTEGRATED COMMUNICATION COMPANY LIMITED (%)	12.31	10.21	11.15
MEDIA INTELLIGENCE COMPANY LIMITED (%)	27.84	30.44	37.41
DIGINAKHON COMPANY LIMITED (%)	0.00	0.00	0.00

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	1,083,665.00	904,503.00	679,455.00
Domestic (Thousand baht)	1,083,665.00	904,503.00	679,455.00

	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)	: No
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	: No
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: Yes
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

Operational Risk

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

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

Compliance Risk

Change in laws and regulations	: Yes
Outdated laws and regulations	: N/A
Violations of laws and regulations	: Yes
Corporate Governance	: Yes

Financial Risk

Lack of proper and sufficient sources of funding	: No
Change in financial and investment policies of financial institutions that affect business operations	: No
Default on payment or exchange of goods	: N/A

Fluctuation in exchange rates, interest rates, or the inflation rate	: N/A
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 : Yes

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 : Yes

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)	N/A	413,331.00	278,054.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	N/A	2,183.00	915.00

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 : Yes

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)	61	58	57
Number of female employees (persons)	112	100	91
Total (persons)	173	158	148

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	137,953,748.00	115,067,445.00	109,427,997.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	N/A	14.82	7.89

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	0.00	0.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	0.00	0.00	0.00

2. Information on community and society

Activities or projects organized for the community and society : Community environment development; Community engagement; Education; Quality of life, health, and sport; Community economy, employment, and occupation; The disabled and the disadvantaged; Religion and culture

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, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

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, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	13	100.00
Number of male directors	7	53.85
Number of female directors	6	46.15
Number of executive directors	6	46.15
Number of non-executive directors	7	53.85
Number of independent directors	5	38.46

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. BOONCHAI CHOKWATANA Gender: Male Age: 75 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	15 May 2006	Commerce, Media & Publishing, Food & Beverage, Marketing, Corporate Management, Strategic Management

2. Mr. WASIN TEYATEETI Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	1 Jun 2003	Strategic Management, Corporate Management, Project Management, Media & Publishing
3. Mrs. MALEE LEELASIRIWONG Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	26 Apr 2000	Law, Human Resource Management, Risk Management, Project Management, Budgeting, Audit, Sustainability
4. Mr. KHACHORNSAKDI VANARATSEATH Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	6 Aug 2002	Audit, Governance/ Compliance, Accounting, Internal Control
5. Mr. VICHIT TANTIANUNANONT Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	6 Aug 2002	Risk Management, Marketing, Governance/ Compliance, Internal Control
6. Mr. AMORN ASVANUNT Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	6 Aug 2002	Audit, Internal Control, Governance/ Compliance, Finance

7. Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age: 46 years old Highest level of education: Master's degree Major: International Commerce and Policy Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Nov 2005	Fund Management, Budgeting, Data Analysis, Finance, Accounting, Media & Publishing
8. Mrs. CHATTONG TIPPAYAKALIN Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	11 Aug 2011	Finance, Banking, Audit, Accounting, Governance/ Compliance
9. Mr. WICHAR LDALLITSAKOOL Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	20 Mar 2013	Strategic Management, Corporate Management, Project Management, Budgeting, Media & Publishing, Sustainability, Corporate Social Responsibility
10. Mr. CHAILADOL CHOKWATANA Gender: Male Age: 45 years old Highest level of education: Bachelor's degree Major: Graphic Design Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re- elected as director	26 Apr 2013	Brand Management, Marketing, Digital Marketing, Design, Media & Publishing
11. Ms. WARAPORN KULSAWATPAKDEE Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	25 Apr 2014	Brand Management, Marketing, Digital Marketing, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology

12. Mrs. KADEKAEW ITTIKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Marketing and Media Communications Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	1 Aug 2018	Corporate Management, Project Management, Negotiation, Sustainability, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
13. Mrs. PREEYACHIT CHAROENWONGSE Gender: Female Age: 75 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	10 Aug 2018	Health Care Services, Corporate Social Responsibility, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. ANUPOL PUWAPOONPOL Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	Date position was assumed: 1 Aug 2018 Date directorship ended: 25 Jun 2021	No replacement director

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 : No

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. KHACHORNSAKDI VANARATSEATH [1] Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	6 Aug 2002	Audit, Governance/ Compliance, Accounting, Internal Control
2. Mr. VICHIT TANTIANUNANONT [1] Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	6 Aug 2002	Risk Management, Marketing, Governance/ Compliance, Internal Control
3. Mr. AMORN ASVANUNT [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	6 Aug 2002	Audit, Internal Control, Governance/ Compliance, Finance
4. Mrs. CHATTONG TIPPAYAKALIN [1] Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	11 Aug 2011	Finance, Banking, Audit, Accounting, Governance/ Compliance

[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
Risk Management And Anti-Corruption Committee	Mr. VICHIT TANTIANUNANONT	Chairman
	Mr. WICHAR LDALLITSAKOOL	Member
	Mrs. CHAILADA TANTIVEJAKUL	Member
	Ms. WARAPORN KULSAWATPAKDEE	Member
	Mrs. MALEE LEELASIRIWONG	Member
	Mrs. KADEKAEW ITTIKUL	Member
Nomination and Remuneration Committee	Mr. BOONCHAI CHOKWATANA	Chairman
	Mr. WICHAR LDALLITSAKOOL	Member
	Mrs. CHAILADA TANTIVEJAKUL	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management And Anti-Corruption 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	: Risk Management And Anti-Corruption Committee
Sub-committees responsible for corporate sustainability development	: Risk Management And Anti-Corruption Committee

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. WICHAR LDALLITSAKOOL Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts	CHAIRMAN OF THE EXECUTIVE BOARD	14 Nov 2017	Strategic Management, Corporate Management, Project Management, Budgeting, Media & Publishing, Sustainability, Corporate Social Responsibility
2. Mrs. KADEKAEW ITTIKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Marketing and Media Communications	MANAGING DIRECTOR	26 Jan 2018	Corporate Management, Project Management, Negotiation, Sustainability, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
3. Mrs. CHAILADA TANTIVEJAKUL [1] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: International Commerce and Policy	Chief Financial Officer	14 Nov 2017	Fund Management, Budgeting, Data Analysis, Finance, Accounting, Media & Publishing
4. Ms. WARAPORN KULSAWATPAKDEE Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Business Administration	Vice Chairman of the Executive Committee	25 Jan 2018	Brand Management, Marketing, Digital Marketing, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
5. Mrs. MALEE LEELASIRIWONG Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: Law	Executive Committee	25 Jan 2018	Law, Human Resource Management, Risk Management, Project Management, Budgeting, Audit, Sustainability
6. Dr. Chalinee Hirano Gender: Female Age: 52 years old Highest level of education: Doctoral degree Major: Philosophy in Asian Studies	Executive Committee	25 Jan 2018	Strategic Management, Data Analysis, Media & Publishing, Information & Communication Technology

7. Mrs. Phunpit Chaneiang Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Communication Arts	Executive Committee	25 Jan 2018	Brand Management, Marketing, Digital Marketing, Media & Publishing
8. Mrs. Sunee Chaijiraraks Gender: Female Age: 61 years old Highest level of education: Bachelor's degree Major: Communication Arts	Executive Committee	25 Jan 2018	Brand Management, Marketing, Digital Marketing, Design, Media & Publishing, Corporate Social Responsibility
9. Mrs. Janya Chanakulthorn [2] Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration	Senior Accounting Manager	24 Sep 2020	Budgeting, Accounting

[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)	47,400,949.00	37,634,331.00	31,975,420.00

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)	: 57
Number of female employees (persons)	: 91
Total (persons)	: 148

2. Employee Remuneration

Total employee remuneration	: 109,427,997.00
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3. Provident fund

Information on employee provident fund	: Yes
Total number of employees (persons)	: 148
Number of employees contributing to the PVD (persons)	: 134
Percentage of employees who are members (%)	: 90.54

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. Janya Chanakulthorn	janya@fareastfamineddb.com	023543333

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Rachadawan Ritthirong	rachadawan@fareastfamineddb. com	023543333

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Sujittra Makanit	sujittra@fareastfamineddb. com	023543333

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. DR. VIRACH AND ASSOCIATES COMPANY LIMITED	1. Dr. Virach Aphimeteetamrong Email: virach5183@yahoo.com Telephone: 022500634 2. Mr. Chaiyakorn Aunpitipongsa Email: virach5183@yahoo.com Telephone: 022500634 3. Mr. Apiruk Ati-anuwat Email: virach5183@yahoo.com Telephone: 022500634 4. Dr. Preecha Suan Email: virach5183@yahoo.com Telephone: 022500634 5. Ms. Kornkaew Darbkaew Email: virach5183@yahoo.com Telephone: 022500634	1,280,000.00	-

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. KHACHORNSAKDI VANARATSEATH Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 6 Aug 2002	Audit, Governance/ Compliance, Accounting, Internal Control
2. Mrs. CHATTONG TIPPAYAKALIN Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 11 Aug 2011	Finance, Banking, Audit, Accounting, Governance/ Compliance
3. Mr. CHAILADOL CHOKWATANA Gender: Male Age: 45 years old Highest level of education: Bachelor's degree Major: Graphic Design Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 26 Apr 2013	Brand Management, Marketing, Digital Marketing, Design, Media & Publishing

4. Mrs. KADEKAEW ITTIKUL	Director	Date position was assumed:	Corporate Management,
Gender: Female	(Executive)	1 Aug 2018	Project Management,
Age: 60 years old			Negotiation,
Highest level of education: Master's degree	Director type: Re-elected as director		Sustainability, Corporate
Major: Marketing and Media Communications			Social Responsibility,
Thai nationality: Yes			Media & Publishing,
Residing in Thailand: Yes			Information & Communication Technology

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
Mr. BOONCHAI CHOKWATANA	Chairman of the board	-
Mr. WASIN TEYATEETI	Vice Chairman	-
Mrs. MALEE LEELASIRIWONG	Director	/
Mr. KHACHORNSAKDI VANARATSEATH	Director	-
Mr. VICHIT TANTIANUNANONT	Director	-
Mr. AMORN ASVANUNT	Director	-
Mrs. CHAILADA TANTIVEJAKUL	Director	/

Mrs. CHATTONG TIPPAYAKALIN	Director	-
Mr. WICHAR LDALLITSAKOOL	Director	/
Mr. CHAILADOL CHOKWATANA	Director	-
Ms. WARAPORN KULSAWATPAKDEE	Director	/
Mrs. KADEKAEW ITTIKUL	Director	/
Mrs. PREEYACHIT CHAROENWONGSE	Director	-

3. Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 9

Date of AGM Meeting : 28 Apr 2021

Number of EGM meetings : No

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. BOONCHAI CHOKWATANA	Chairman of the board	9/9	Did not attend the meeting	Did not hold the meeting
2. Mr. WASIN TEYATEETI	Vice Chairman	6/6	Did not attend the meeting	Did not hold the meeting
3. Mrs. MALEE LEELASIRIWONG	Director	9/9	Attended the meeting	Did not hold the meeting
4. Mr. KHACHORNSAKDI VANARATSEATH	Director	9/9	Attended the meeting	Did not hold the meeting
5. Mr. VICHIT TANTIANUNANONT	Director	9/9	Attended the meeting	Did not hold the meeting
6. Mr. AMORN ASVANUNT	Director	8/8	Did not attend the meeting	Did not hold the meeting
7. Mrs. CHAILADA TANTIVEJAKUL	Director	9/9	Attended the meeting	Did not hold the meeting
8. Mrs. CHATTONG TIPPAYAKALIN	Director	9/9	Attended the meeting	Did not hold the meeting
9. Mr. WICHAR LDALLITSAKOOL	Director	8/8	Attended the meeting	Did not hold the meeting
10. Mr. CHAILADOL CHOKWATANA	Director	9/9	Did not attend the meeting	Did not hold the meeting
11. Ms. WARAPORN KULSAWATPAKDEE	Director	9/9	Attended the meeting	Did not hold the meeting

12. Mrs. KADEKAEW ITTIKUL	Director	9/9	Attended the meeting	Did not hold the meeting
13. Mrs. PREEYACHIT CHAROENWONGSE	Director	9/9	Did not attend the meeting	Did not hold the meeting

2.2 Meeting information of directors who resigned/vacated their position during the year

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. ANUPOL PUWAPOONPOL	Director	5/5	Attended the meeting	Did not hold the meeting

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. BOONCHAI CHOKWATANA	64,000.00	280,000.00	0.00	0.00	344,000.00
2. Mr. WASIN TEYATEETI	46,000.00	200,000.00	0.00	0.00	246,000.00
3. Mrs. MALEE LEELASIRIWONG	64,000.00	250,000.00	0.00	0.00	314,000.00
4. Mr. KHACHORNSAKDI VANARATSEATH	64,000.00	200,000.00	0.00	0.00	264,000.00
5. Mr. VICHIT TANTIANUNANONT	64,000.00	200,000.00	0.00	0.00	264,000.00
6. Mr. AMORN ASVANUNT	56,000.00	200,000.00	0.00	0.00	256,000.00
7. Mrs. CHAILADA TANTIVEJAKUL	64,000.00	250,000.00	0.00	0.00	314,000.00
8. Mrs. CHATTONG TIPPAYAKALIN	64,000.00	200,000.00	0.00	0.00	264,000.00
9. Mr. WICHAR LDALLITSAKOOL	56,000.00	280,000.00	0.00	0.00	336,000.00
10. Mr. CHAILADOL CHOKWATANA	64,000.00	200,000.00	0.00	0.00	264,000.00
11. Ms. WARAPORN KULSAWATPAKDEE	64,000.00	250,000.00	0.00	0.00	314,000.00
12. Mrs. KADEKAEW ITTIKUL	64,000.00	250,000.00	0.00	0.00	314,000.00
13. Mrs. PREEYACHIT CHAROENWONGSE	64,000.00	200,000.00	0.00	0.00	264,000.00

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)
1. Mr. ANUPOL PUWAPOONPOL	32,000.00	0.00	0.00	0.00	32,000.00

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. BOONCHAI CHOKWATANA	-	-	-
2. Mr. WASIN TEYATEETI	-	-	-
3. Mrs. MALEE LEELASIRIWONG	-	-	-
4. Mr. KHACHORNSAKDI VANARATSEATH	-	-	-
5. Mr. VICHIT TANTIANUNANONT	-	-	-
6. Mr. AMORN ASVANUNT	-	-	-
7. Mrs. CHAILADA TANTIVEJAKUL	-	-	-
8. Mrs. CHATTONG TIPPAYAKALIN	-	-	-
9. Mr. WICHAR LDALLITSAKOOL	-	-	-
10. Mr. CHAILADOL CHOKWATANA	-	-	-
11. Ms. WARAPORN KULSAWATPAKDEE	-	-	-
12. Mrs. KADEKAEW ITTIKUL	-	-	-
13. Mrs. PREEYACHIT CHAROENWONGSE	-	-	-

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)
1. Mr. ANUPOL PUWAPOONPOL	-	-	-

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. KHACHORNSAKDI VANARATSEATH	Chairman of the audit committee	4/4
2. Mr. VICHIT TANTIANUNANONT	Audit committee	4/4
3. Mr. AMORN ASVANUNT	Audit committee	4/4
4. Mrs. CHATTONG TIPPAYAKALIN	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	177,396.04	116,818.70	96,386.85
Short-Term Investments - Net	100,134.98	105,246.71	14,545.49
Trade And Other Receivables - Current - Net	333,588.87	218,064.53	153,173.99
Inventories - Net	5,430.84	1,862.97	803.70
Other Current Assets	21,189.99	14,525.29	7,371.12
Total Current Assets	637,740.72	456,518.20	272,281.15
Non-Current Assets			
Trade And Other Receivables - Non-Current - Net	0.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	171,922.34	172,930.00	180,628.69
Property, Plant And Equipment - Net	211,382.99	212,901.10	203,287.33
Other Non-Current Assets	699,832.63	932,690.50	1,039,466.66
Total Non-Current Assets	1,083,137.96	1,318,521.60	1,423,382.68
Total Assets	1,720,878.68	1,775,039.80	1,695,663.83

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	0.00
Trade And Other Payables - Current	328,865.98	238,294.40	157,791.32
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	0.00	1,619.63	1,783.78
Other Current Liabilities	28,106.57	14,898.29	10,231.42
Total Current Liabilities	356,972.55	254,812.32	169,806.52
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	0.00	3,422.72	1,294.45
Other Non-Current Liabilities	66,886.71	96,921.52	94,414.07
Total Non-Current Liabilities	66,886.71	100,344.24	95,708.52
Total Liabilities	423,859.26	355,156.56	265,515.04

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	78,700.00	78,700.00	78,700.00
Premium (Discount) On Share Capital	162,754.70	162,749.47	162,749.47
Retained Earnings (Deficits)	899,677.48	897,130.71	896,296.62
Other Components Of Equity	132,065.78	257,856.97	268,493.37
Equity Attributable To Owners Of The Parent	1,273,197.96	1,396,437.15	1,406,239.46
Total Equity	1,297,019.41	1,419,883.25	1,430,148.79

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	713,559.36	588,901.48	375,725.03
Total Revenue	741,957.30	600,931.68	408,697.77
Cost And Expenses			
Costs	476,415.85	400,081.81	227,821.71
Selling And Administrative Expenses	176,181.83	131,250.25	127,695.06
Total Cost And Expenses	652,597.68	531,332.06	355,516.77
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	28,101.81	15,993.53	17,168.88
Finance Costs	0.00	111.00	432.33
Income Tax Expense	19,405.08	15,685.22	9,275.34
Net Profit (Loss) For The Period	98,056.35	69,796.93	60,642.21
Net Profit (Loss) Attributable To : Owners Of The Parent	95,827.22	68,105.77	58,651.62
Basic Earnings (Loss) Per Share (Baht/Share)	12.27000	8.65000	7.45256
EBITDA	126,300.72	98,084.26	84,836.81
Operating Profit	60,961.68	57,569.42	20,208.26
Normalize Profit	98,056.35	69,796.93	65,315.68

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	8,839.29	12,491.11	14,486.93
Net Cash From (Used In) Operating Activities	185,471.00	69,481.52	100,597.89
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(19,386.85)	(14,064.63)	(2,658.99)
Net Cash From (Used In) Investing Activities	(4,310.10)	(48,433.60)	(58,306.77)
Net Cash From Financing Activities			
Dividend Paid	(77,499.50)	(78,700.00)	(59,025.00)
Net Cash From (Used In) Financing Activities	(68,134.55)	(81,625.25)	(62,722.97)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.79	1.79	1.60
Quick ratio (times)	1.76	1.73	1.56
Cash flow liquidity ratio (Average) (times)	0.80	0.83	0.76
Average account recievable turnover (times)	3.51	4.28	3.33
Average collection period (days)	104.00	85.00	109.00
Average finish goods turnover (times)	0.00	0.00	0.00
Average finish goods turnover period (days)	0.00	0.00	0.00
Average inventory turnover (times)	0.00	0.00	0.00
Average inventory turnover period (days)	0.00	0.00	0.00
Average account payable turnover (times)	3.68	4.14	2.79
Average payment period (days)	99.00	88.00	130.00
Average cash cycle (days)	0.00	0.00	0.00

Profitability

	2019	2020	2021
EBITDA margin (%)	16.46	16.21	18.61
Gross profit margin (%)	33.23	32.06	39.36
Operating margin (%)	8.54	8.07	6.51
Net profit margin (%)	13.74	13.20	16.14
Return on equity (ROE) (Average) (%)	7.70	5.13	4.26
Capacity utilization rate (%)	0.00	0.00	0.00
Fixed asset turnover ratio (times)	0.00	0.00	0.00
Gross profit margin (from project for sale) (%)	0.00	0.00	0.00
Operating margin before fuel expenses (%)	0.00	0.00	0.00
Other income to total income (%)	7.91	4.75	13.34
Cash from operation to operating profit (%)	191.29	146.15	411.28

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	0.00	0.00	0.00
Debt service coverage ratio (times)	0.00	0.00	0.00
Total debts to total equity (times)	0.33	0.25	0.19
Interest-bearing debt to equity ratio (times)	0.00	0.00	0.00
Dividend per shares (baht/share)	10.00	7.50	5.50
Dividend payout ratio (%)	81.50	86.71	73.83
Dividend yield (%)	5.00	4.12	2.81
Debt from financial institutions to total liabilities (times)	0.00	0.00	0.00
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.00	0.00	0.00
Interest bearing debt to EBITDA ratio (times)	0.00	0.00	0.00

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.22	0.34	0.42
Return on asset (ROA) (Average) (%)	3.49	4.45	5.79
Return On Fixed Assets (%)	0.00	0.00	0.00