



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BUMRUNGRAD HOSPITAL 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	22
Financial Statement	
Statement of Financial Position	31
Statement of Comprehensive Income	34
Statement of Cash Flow	35
Financial Ratios	36

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED

Symbol : BH

Address : 33 SOI 3 (NANA NUA), SUKHUMVIT ROAD, KLONGTOEY NUA, VADHANA

Province : Bangkok

Postcode : 10110

Business : The Company operates a private hospital namely Bumrungrad International hospital in Bangkok, which serves both local and international wards. The Company provides complete healthcare services for both outpatients and inpatients and also invests in the related health care services businesses.

Registration Number : 0107536000994

Telephone : 02066-8888

Fax (if applicable) : 0-2011-5100

Website : www.bumrungrad.com

Email : pantipc@bumrungrad.com

Total Shares Sold (shares)

Common Stock : 794,885,742

Preferred Stock : 880,765

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	18,559,000.00	12,445,000.00	12,605,000.00
Rental business (Thousand baht)	85,000.00	83,000.00	145,000.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Rental business (%)	0.46	0.67	1.15

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	18,559,000.00	12,445,000.00	12,605,000.00
Domestic (Thousand baht)	18,287,783.00	12,164,632.00	12,267,125.00
Mongolia (Thousand baht)	244,000.00	249,000.00	306,000.00
Myanmar (Thousand baht)	27,000.00	32,000.00	32,000.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	98.54	97.75	97.32
Mongolia (%)	1.31	2.00	2.43
Myanmar (%)	0.15	0.26	0.25

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	: Yes
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	: No
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	: Yes
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: Yes

Product obsolescence	: No
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	: Yes
Outdated laws and regulations	: Yes
Violations of laws and regulations	: No
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	: Yes

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
Fluctuation in return on assets or investment	: Yes
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	: N/A
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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 : https://investor.bumrungrad.com/misc/sustainability_report/20220331-bh-sustainability-report-2021-th.pdf
(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 : https://investor.bumrungrad.com/misc/sustainability_report/20220331-bh-sustainability-report-2021-th.pdf
(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)	47,272.00	45,600.00	45,423.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	414,088.00	367,173.00	370,691.00

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) : https://investor.bumrungrad.com/misc/sustainability_report/20220331-bh-sustainability-report-2021-th.pdf

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)	820	750	710
Number of female employees (persons)	3,086	2,916	2,719
Total (persons)	3,906	3,666	3,429

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	3,231,523.00	2,723,335.00	2,718,091.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	69.40	59.60	56.55
Employee development and training expenses (baht)	265,966,821.59	249,655,697.09	229,203,887.15

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 : No

2. Information on community and society

Activities or projects organized for the community and society : Community engagement; Quality of life, health, and sport

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 : <https://investor-th.bumrungrad.com/misc/CG/20220503-bh-cg2022-th.pdf>

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	11	100.00
Number of male directors	8	72.73
Number of female directors	3	27.27
Number of executive directors	1	9.09
Number of non-executive directors	10	90.91
Number of independent directors	5	45.45

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. CHAI SOPHONPANICH Gender: Male Age: 79 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	9 Aug 2018	Commerce, Health Care Services, Insurance

2. Mr. CHANVIT TANPHIPHAT	Vice Chairman (Non-executive)	8 Sep 1993	Health Care Services
Gender: Male			
Age: 79 years old			
Highest level of education:	Director type:		
Bachelor's degree	Original director		
Major: Medicine			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mrs. LINDA LISAHAPANYA	Director (Executive)	8 Sep 1993	Strategic Management
Gender: Female			
Age: 70 years old			
Highest level of education:	Director type: Re-		
Master's degree	elected as director		
Major: Finance			
Thai nationality: Yes			
Residing in Thailand: Yes			
4. Ms. SOPHADEE UTTAMOBOL	Director (Non-executive, Independent director)	4 Apr 2001	Audit, Law
Gender: Female			
Age: 62 years old			
Highest level of education:			
Master's degree			
Major: Business Administration	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
5. Mr. MARK ELLIOTT SCHATTEN	Director (Non-executive, Independent director)	28 Jun 2021	Audit
Gender: Male			
Age: 73 years old			
Highest level of education: Below a bachelor's degree			
Major: Business	Director type: Newly appointed director to replace ex-director		
Thai nationality: No			
Residing in Thailand: Yes			
6. Mr. PRIN CHIRATHIVAT	Director (Non-executive, Independent director)	27 Feb 2012	Audit
Gender: Male			
Age: 60 years old			
Highest level of education:			
Master's degree			
Major: Business Administration	Director type: Re-		
Thai nationality: Yes	elected as director		
Residing in Thailand: Yes			
7. Mr. CHANOND SOPHONPANICH	Director (Non-executive, Independent director)	28 Apr 2021	Audit
Gender: Male			
Age: 28 years old			
Highest level of education:			
Master's degree			
Major: M.Sc. in Operations Research	Director type: Additional and newly-		
Thai nationality: Yes	appointed directors		
Residing in Thailand: Yes			

8. Mrs. ARUNI KETTRATAD	Director	28 Apr 2010	Human Resource Management
Gender: Female	(Non-executive,		
Age: 75 years old	Independent		
Highest level of education:	director)		
Master's degree			
Major: Business Administration	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
9. Mr. CHONG TOH	Director	4 Apr 2001	Finance & Securities, Human
Gender: Male	(Non-executive)		Resource Management
Age: 54 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Management			
Thai nationality: No			
Residing in Thailand: Yes			
10. Mr. BERNARD CHARNWUT CHAN	Director	11 Oct 2017	Finance & Securities
Gender: Male	(Non-executive)		
Age: 57 years old			
Highest level of education:	Director type:		
Bachelor's degree	Original director		
Major: Fine and Applied Arts			
Thai nationality: No			
Residing in Thailand: No			
11. Mr. ANON VANGVASU	Director	27 May 2020	Law
Gender: Male	(Non-executive)		
Age: 68 years old			
Highest level of education:	Director type:		
Bachelor's degree	Original director		
Major: Law			
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
1. Mr. SORADIS VINYARATN	Director	Date position was	Mr. MARK ELLIOTT SCHATTEN
Gender: Male	(Non-executive,	assumed:	Date position was assumed:
Age: 82 years old	Independent	21 Apr 1994	28 Apr 2021
Highest level of education:	director)	Date directorship	
Bachelor's degree		ended:	
Major: Finance	Director type:	28 Apr 2021	
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

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 : Yes

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. Ms. SOPHADEE UTTAMOBOL [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	7 Aug 2019	Audit, Law
2. Mr. PRIN CHIRATHIVAT Gender: Male Age: 60 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)	7 Aug 2019	Audit
3. Mr. MARK ELLIOTT SCHATTEN Gender: Male Age: 73 years old Highest level of education: Below a bachelor's degree Major: Business Thai nationality: No Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	28 Apr 2021	Audit
4. Mr. CHANOND SOPHONPANICH Gender: Male Age: 28 years old Highest level of education: Master's degree Major: M.Sc. in Operations Research Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	28 Apr 2021	Audit

[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
1. Mr. SORADIS VINYARATN Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	Date position was assumed: 7 Aug 2019 Date directorship ended: 28 Apr 2021	Mr. MARK ELLIOTT SCHATTEN Date position was assumed: 28 Apr 2021

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

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Ms. SOPHADEE UTTAMOBOL	Chairman
	Mr. MARK ELLIOTT SCHATTEN	Member
	Mr. PRIN CHIRATHIVAT	Member
	Mr. CHANOND SOPHONPANICH	Member
Nomination and Remuneration Committee	Mrs. ARUNI KETTRATAD	Chairman
	Mr. CHANVIT TANPHIPHAT	Member
	Mr. CHONG TOH	Member
Investment Committee	Mr. CHAI SOPHONPANICH	Chairman
	Mrs. LINDA LISAHAPANYA	Member
	Mr. CHONG TOH	Member
	Mr. BERNARD CHARNWUT CHAN	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management : None

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. Mrs. LINDA LISAHAPANYA Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Finance	MANAGING DIRECTOR	8 Sep 1993	Strategic Management
2. Mr. Aniello Sorrentino Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Business Administration	Chief Global Strategist	28 Feb 2017	Strategic Management, Project Management
3. Mrs. Artirat Charukitpipat Gender: Female Age: 54 years old Highest level of education: Master's degree Major: M.Sc. Human Resource Management, B. Sc. Pharmacy	Chief Executive Officer Bumrungrad International Hospital	31 Jan 2019	Corporate Management, Marketing, Risk Management
4. Ms. Oraphan Buamuang [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	19 Aug 2019	Finance, 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)	144,907,000.00	79,528,000.00	92,416,000.00

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) : 710

Number of female employees (persons) : 2719

Total (persons) : 3429

2. Employee Remuneration

Total employee remuneration : 2,718,090,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 3429

Number of employees contributing to the PVD (persons) : 2508

Percentage of employees who are members (%) : 73.14

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. Ms. Supawan Sirinuntawit	SupawanS@bumrungrad.com	02-0115055

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Pantip Chirakarnjanakorn	PantipC@bumrungrad.com	02-0114956

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Rangsim Thongdee	RangsimTho@bumrungrad.com	02-0114669

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. Rangsima Thongdee	rangsimatho@bumrungrad.com	02-0114669

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Daniel Kastner	DanielK@bumrungrad.com	020115929

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Kosum Cha-am Email: Kosum.Cha-em@th.ey.com Telephone: -	2,790,000.00	-

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. Mrs. LINDA LISAHAPANYA Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 8 Sep 1993	Strategic Management
2. Mr. PRIN CHIRATHIVAT Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent) Director type: Re-elected as director	Date position was assumed: 27 Feb 2012	Audit

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. MARK ELLIOTT SCHATTEN Gender: Male Age: 73 years old Highest level of education: Below a bachelor's degree Major: Business Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent) Director type: Newly appointed director to replace ex-director	Date position was assumed: 28 Jun 2021	Audit

1.3 Additional and newly-appointed directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHANOND SOPHONPANICH Gender: Male Age: 28 years old Highest level of education: Master's degree Major: M.Sc. in Operations Research Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 28 Apr 2021	Audit

2. Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHAI SOPHONPANICH	Chairman of the board	-
Mr. CHANVIT TANPHIPHAT	Vice Chairman	-
Mrs. LINDA LISAHAPANYA	Director	-
Ms. SOPHADEE UTTAMOBOL	Director	-
Mr. MARK ELLIOTT SCHATTEN	Director	/
Mr. PRIN CHIRATHIVAT	Director	-
Mr. CHANOND SOPHONPANICH	Director	/
Mrs. ARUNI KETTRATAD	Director	/
Mr. CHONG TOH	Director	-
Mr. BERNARD CHARNWUT CHAN	Director	-
Mr. ANON VANGVASU	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 : 4

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. CHAI SOPHONPANICH	Chairman of the board	4/4	Attended the meeting	Did not hold the meeting
2. Mr. CHANVIT TANPHIPHAT	Vice Chairman	4/4	Attended the meeting	Did not hold the meeting
3. Mrs. LINDA LISAHAPANYA	Director	4/4	Attended the meeting	Did not hold the meeting
4. Ms. SOPHADEE UTTAMOBOL	Director	4/4	Attended the meeting	Did not hold the meeting
5. Mr. MARK ELLIOTT SCHATTEN	Director	2/2	Attended the meeting	Did not hold the meeting
6. Mr. PRIN CHIRATHIVAT	Director	4/4	Did not attend the meeting	Did not hold the meeting
7. Mr. CHANOND SOPHONPANICH	Director	2/2	Did not attend the meeting	Did not hold the meeting
8. Mrs. ARUNI KETTRATAD	Director	4/4	Attended the meeting	Did not hold the meeting
9. Mr. CHONG TOH	Director	4/4	Attended the meeting	Did not hold the meeting
10. Mr. BERNARD CHARNWUT CHAN	Director	4/4	Did not attend the meeting	Did not hold the meeting
11. Mr. ANON VANGVASU	Director	4/4	Attended 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. SORADIS VINYARATN	Director	1/1	Did not attend 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. CHAI SOPHONPANICH	200,000.00	1,970,000.00	-	-	2,170,000.00
2. Mr. CHANVIT TANPHIPHAT	250,000.00	1,600,000.00	-	-	1,850,000.00
3. Mrs. LINDA LISAHAPANYA	120,000.00	1,510,000.00	-	-	1,630,000.00
4. Ms. SOPHADEE UTTAMOBOL	320,000.00	1,510,000.00	-	-	1,830,000.00
5. Mr. MARK ELLIOTT SCHATTEN	120,000.00	980,000.00	-	-	1,100,000.00
6. Mr. PRIN CHIRATHIVAT	240,000.00	1,510,000.00	-	-	1,750,000.00
7. Mr. CHANOND SOPHONPANICH	120,000.00	980,000.00	-	-	1,100,000.00
8. Mrs. ARUNI KETTRATAD	270,000.00	1,510,000.00	-	-	1,780,000.00
9. Mr. CHONG TOH	210,000.00	1,510,000.00	-	-	1,720,000.00
10. Mr. BERNARD CHARNWUT CHAN	120,000.00	1,510,000.00	-	-	1,630,000.00
11. Mr. ANON VANGVASU	120,000.00	1,510,000.00	-	-	1,630,000.00

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. SORADIS VINYARATN	60,000.00	500,000.00	-	-	560,000.00

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. CHAI SOPHONPANICH	-	-	-
2. Mr. CHANVIT TANPHIPHAT	-	-	-
3. Mrs. LINDA LISAHAPANYA	-	-	-
4. Ms. SOPHADEE UTTAMOBOL	-	-	-
5. Mr. MARK ELLIOTT SCHATTEN	-	-	-
6. Mr. PRIN CHIRATHIVAT	-	-	-
7. Mr. CHANOND SOPHONPANICH	-	-	-
8. Mrs. ARUNI KETTRATAD	-	-	-
9. Mr. CHONG TOH	-	-	-
10. Mr. BERNARD CHARNWUT CHAN	-	-	-
11. Mr. ANON VANGVASU	-	-	-

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. SORADIS VINYARATN	-	-	-

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. Ms. SOPHADEE UTTAMOBOL	Chairman of the audit committee	4/4
2. Mr. PRIN CHIRATHIVAT	Audit committee	4/4
3. Mr. MARK ELLIOTT SCHATTEN	Audit committee	2/2
4. Mr. CHANOND SOPHONPANICH	Audit committee	2/2

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

List of directors	Position	Audit Committee meetings
1. Mr. SORADIS VINYARATN	Audit committee	1/1

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	2,080,581.05	1,229,423.95	1,802,026.38
Short-Term Investments - Net	6,409,686.16	6,908,692.69	4,133,570.38
Trade And Other Receivables - Current - Net	2,747,661.93	2,205,538.50	1,461,048.84
Inventories - Net	330,321.04	309,199.01	327,556.47
Other Current Assets	168,191.39	148,052.75	337,775.11
Total Current Assets	11,736,441.57	10,800,906.90	8,061,977.19
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	78,102.18	75,726.36	1,437.91
Property, Plant And Equipment - Net	11,860,082.94	11,725,733.04	11,532,471.25
Other Non-Current Assets	2,506,405.80	1,619,299.10	1,260,918.36
Total Non-Current Assets	14,444,590.92	13,420,758.50	12,794,827.52
Total Assets	26,181,032.49	24,221,665.40	20,856,804.71

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	870,348.66	704,155.35	805,040.23
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	0.00	2,497,288.96	0.00
Other Current Liabilities	1,768,703.67	1,216,585.35	1,479,145.23
Total Current Liabilities	2,639,052.33	4,418,029.66	2,284,215.46
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	2,513,041.42	20,833.50	23,224.51
Other Non-Current Liabilities	763,807.35	946,191.49	931,427.40
Total Non-Current Liabilities	3,276,848.77	967,024.99	954,651.91
Total Liabilities	5,915,901.10	5,385,054.65	3,238,867.37

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	730,052.22	795,766.51	795,766.51
Premium (Discount) On Share Capital	285,568.30	449,854.02	449,854.02
Retained Earnings (Deficits)	18,652,325.74	17,235,806.65	15,946,976.19
Other Components Of Equity	305,420.56	50,107.28	93,519.92
Equity Attributable To Owners Of The Parent	19,973,366.82	18,531,534.46	17,286,116.64
Total Equity	20,265,131.39	18,836,610.75	17,617,937.34

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	18,474,311.76	12,362,100.37	12,460,420.94
Total Revenue	18,718,272.07	12,572,521.84	12,673,301.02
Cost And Expenses			
Costs	10,285,083.38	7,677,335.49	7,730,980.53
Selling And Administrative Expenses	3,769,622.31	3,394,254.91	3,354,266.97
Total Cost And Expenses	14,054,705.69	11,071,590.40	11,085,247.50
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(3,049.13)	(2,377.13)	(12,417.94)
Finance Costs	127,012.99	127,619.01	119,755.90
Income Tax Expense	773,190.71	149,681.02	215,846.91
Net Profit (Loss) For The Period	3,760,313.55	1,221,254.28	1,240,032.77
Net Profit (Loss) Attributable To : Owners Of The Parent	3,747,729.30	1,204,137.57	1,215,678.23
Basic Earnings (Loss) Per Share (Baht/Share)	5.14000	1.54000	1.52995
EBITDA	5,886,348.16	2,721,329.91	2,758,268.26
Operating Profit	4,438,045.04	1,290,509.97	1,433,534.52
Normalize Profit	3,772,747.37	1,216,557.88	1,241,945.73

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	1,223,296.58	1,222,775.60	1,179,921.64
Net Cash From (Used In) Operating Activities	4,897,346.41	2,260,525.47	3,556,157.97
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(1,885,190.95)	(992,717.33)	(969,241.21)
Net Cash From (Used In) Investing Activities	(2,854,504.88)	(363,856.96)	2,252,062.80
Net Cash From Financing Activities			
Dividend Paid	(2,150,897.95)	(2,543,962.95)	(2,556,721.12)
Net Cash From (Used In) Financing Activities	(2,475,943.60)	(2,736,978.79)	(5,255,447.29)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	4.40	2.40	3.50
Quick ratio (times)	1.80	0.80	1.40
Cash flow liquidity ratio (Average) (times)	1.80	0.60	1.10
Average account recievable turnover (times)	6.40	4.60	6.10
Average collection period (days)	56.60	78.80	58.90
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)	26.40	21.80	22.20
Average inventory turnover period (days)	13.60	16.50	16.20
Average account payable turnover (times)	12.50	11.00	11.70
Average payment period (days)	28.70	32.70	30.90
Average cash cycle (days)	41.50	62.50	44.30

Profitability

	2019	2020	2021
EBITDA margin (%)	30.90	20.80	21.90
Gross profit margin (%)	48.20	43.30	43.00
Operating margin (%)	24.40	11.00	12.50
Net profit margin (%)	20.20	9.70	9.60
Return on equity (ROE) (Average) (%)	19.20	6.20	6.70
Capacity utilization rate (%)	0.00	0.00	0.00
Fixed asset turnover ratio (times)	1.50	1.00	1.00
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 (%)	0.80	1.00	1.60
Cash from operation to operating profit (%)	55.50	102.10	148.20

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	45.10	19.70	21.60
Debt service coverage ratio (times)	38.50	17.20	27.90
Total debts to total equity (times)	0.30	0.30	0.20
Interest-bearing debt to equity ratio (times)	0.10	0.10	0.00
Dividend per shares (baht/share)	3.20	3.20	3.20
Dividend payout ratio (%)	62.70	207.70	209.20
Dividend yield (%)	2.20	2.70	2.30
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	97.20	42.90
Interest bearing debt to EBITDA ratio (times)	0.00	1.00	0.00

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.70	0.50	0.60
Return on asset (ROA) (Average) (%)	14.70	4.80	5.40
Return On Fixed Assets (%)	43.00	20.60	20.60