



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANGKOK LAND PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2022



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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 LAND PUBLIC COMPANY LIMITED

Symbol : BLAND

Address : NEW GENEVA INDUSTRY CONDOMINIUM, FLOOR 10, 47/569-576 MOO 3,
POPULAR 3 ROAD, TAMBOL BANNMAI, AMPHUR PAK KRET

Province : Nonthaburi

Postcode : 11120

Business : The principal business operations of the Company and its subsidiaries are the development of real estate for sale. Other business activities include retail business, building maintenance, management services, property rental as well as exhibition and convention facilities and services.

Registration Number : 0107536001222

Telephone : 0-2504-4940-49

Fax (if applicable) : 0-2504-4986

Website : www.bangkokland.co.th

Email : jongjira@bangkokland.co.th

Total Shares Sold (shares)

Common Stock : 17,374,401,054

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2020	2021	2022
Total (Thousand baht)	8,422.00	3,759.00	2,522.00
Real Estate (Thousand baht)	3,517.00	1,409.00	659.00
Exhibition, Convention and Hotel (Thousand baht)	4,307.00	1,855.00	1,436.00
Retail (Thousand baht)	434.00	346.00	306.00
Building Management and Others (Thousand baht)	164.00	149.00	121.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Real Estate (%)	41.76	37.48	26.13
Exhibition, Convention and Hotel (%)	51.14	49.35	56.94
Retail (%)	5.15	9.20	12.13
Building Management and Others (%)	1.95	3.96	4.80

By Geographical Area or Market

	2020	2021	2022
Total (Thousand baht)	8,422.00	3,759.00	2,522.00
Domestic (Thousand baht)	8,422.00	3,759.00	2,522.00
Thailand (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

Thailand (%)	0.00	0.00	0.00
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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)	2020	2021	2022
R&D expenses in the past 3 years	0.00	0.00	0.00

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	: No
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: No
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	: No
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	: No
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	: No
Loss or damage from non-compliance of partners or counterparties	: No
Delays in the development of new projects	: No
Business operations that have no commercial results	: No
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	: No
Default on payment or exchange of goods	: No

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	: No
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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 : No

2. Water management

2.1 Water consumption

Information on water consumption : No

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

	2020	2021	2022
Number of male employees (persons)	957	815	711
Number of female employees (persons)	1,040	891	797
Total (persons)	1,997	1,706	1,508

1.2 Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	838,401,020.27	656,513,238.03	633,495,102.71

1.3 Employee development and training

Information on employee development and training : Yes

	2020	2021	2022
Average training hours of employees (hour / person / year)	5.08	1.00	0.68
Employee development and training expenses (baht)	1,230,562.56	161,650.00	180,169.99

1.4 Health, safety and work environment

Information on Safety : No

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; The disabled and the disadvantaged; Education; Community economy, employment, and occupation; Community environment development

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	8	100.00
Number of male directors	8	100.00
Number of female directors	0	0.00
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	5	62.50

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
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1. Mr. SUI HUNG KANJANAPAS Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re- elected as director	27 Jul 2001	Marketing, Design, Negotiation, Property Development, IT Management, Project Management, Corporate Social Responsibility, Architecture, Media & Publishing, Strategic Management, Change Management, Corporate Management, Digital Marketing, Brand Management, Fashion, Information & Communication Technology, Statistics, Construction Materials, Leadership, Human Resource Management, Data Analysis, Finance
2. Mr. SHUI PANG KANJANAPAS Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	3 Nov 2003	Property Fund & REITs, Risk Management, Strategic Management, Project Management, Corporate Social Responsibility, Governance/ Compliance, Leadership, Property Development, Automotive, Food & Beverage, Information & Communication Technology, Economics, Change Management, Data Management, Brand Management, Media & Publishing, Industrial Materials & Machinery, Energy & Utilities, Sustainability, Negotiation, Data Analysis
3. Mr. BURIN WONGSANGUAN Gender: Male Age: 86 years old Highest level of education: Bachelor's degree Major: Architect Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	18 Oct 1993	Information & Communication Technology, Media & Publishing, Architecture, Engineering, Construction Materials, Property Development

4. Mr. SUPAVAT SAICHEUA	Director	29 Jul 2010	Fund Management, Risk
Gender: Male	(Non-executive,		Management, Corporate
Age: 64 years old	Independent		Management, Audit,
Highest level of education:	director)		Statistics, Finance &
Master's degree			Securities, Information &
Major: Economics	Director type: Re-		Communication Technology,
Thai nationality: Yes	elected as director		Economics, Data
Residing in Thailand: Yes			Management, Data Analysis
5. Mr. SIRIWAT LIKITNURUK	Director	19 Oct 2010	Audit, Marketing,
Gender: Male	(Non-executive,		Budgeting, Data Analysis,
Age: 69 years old	Independent		Corporate Social
Highest level of education:	director)		Responsibility,
Master's degree			Leadership, Economics,
Major: Economics	Director type:		Finance & Securities,
Thai nationality: Yes	Original director		Statistics
Residing in Thailand: Yes			
6. Mr. PANYA BOONYAPIWAT	Director	19 Oct 2010	Strategic Management, Data
Gender: Male	(Non-executive,		Management, IT Management,
Age: 59 years old	Independent		Corporate Management, Data
Highest level of education:	director)		Analysis, Corporate Social
Doctoral degree			Responsibility,
Major: Management	Director type:		Leadership, Engineering,
Thai nationality: Yes	Original director		Information &
Residing in Thailand: Yes			Communication Technology,
			Law
7. Mr. PRASAN HOKCHOON	Director	27 Jan 2016	Strategic Management,
Gender: Male	(Non-executive,		Human Resource Management,
Age: 67 years old	Independent		IT Management, Information
Highest level of education:	director)		& Communication
Bachelor's degree			Technology, Statistics,
Major: Accounting	Director type:		Leadership, Accounting,
Thai nationality: Yes	Original director		Governance/ Compliance,
Residing in Thailand: Yes			Internal Control,
			Corporate Social
			Responsibility, Data
			Analysis

8. Mr. JAKAPAN PANOMOUPPATHAM	Director	25 Jul 2019	Strategic Management,
Gender: Male	(Non-executive,		Change Management, Risk
Age: 49 years old	Independent		Management, Brand
Highest level of education:	director)		Management, IT Management,
Master's degree			Corporate Management,
Major: Business Administration	Director type: Re-		Project Management,
Thai nationality: Yes	elected as director		Marketing, Digital
Residing in Thailand: Yes			Marketing, Data Analysis,
			Tourism & Leisure, Design,
			Corporate Social
			Responsibility, Commerce,
			Industrial Materials &
			Machinery, Economics,
			Information &
			Communication Technology,
			Media & Publishing,
			Statistics

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 : Yes

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. PRASAN HOKCHOON [1] Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	27 Jan 2016	Strategic Management, Human Resource Management, IT Management, Information & Communication Technology, Statistics, Leadership, Accounting, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Data Analysis
2. Mr. SUPAVAT SAICHEUA [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	9 Aug 2010	Fund Management, Risk Management, Corporate Management, Audit, Statistics, Finance & Securities, Information & Communication Technology, Economics, Data Management, Data Analysis
3. Mr. SIRIWAT LIKITNURUK [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Oct 2010	Audit, Marketing, Budgeting, Data Analysis, Corporate Social Responsibility, Leadership, Economics, Finance & Securities, Statistics

[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 Committee	Mr. JAKAPAN PANOMOUPPATHAM	Chairman
	Mr. SHUI PANG KANJANAPAS	Member
	Mr. SUPAVAT SAICHEUA	Member
Nomination and Remuneration Committee	Mr. SUI HUNG KANJANAPAS	Chairman
	Mr. SHUI PANG KANJANAPAS	Member
	Mr. JAKAPAN PANOMOUPPATHAM	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 : Nomination and Remuneration Committee

Sub-committees responsible for corporate sustainability development : Risk Management 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. SHUI PANG KANJANAPAS [1] Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	15 Feb 2021	Property Fund & REITs, Risk Management, Strategic Management, Project Management, Corporate Social Responsibility, Governance/ Compliance, Leadership, Property Development, Automotive, Food & Beverage, Information & Communication Technology, Economics, Change Management, Data Management, Brand Management, Media & Publishing, Industrial Materials & Machinery, Energy & Utilities, Sustainability, Negotiation, Data Analysis

[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

	2020	2021	2022
Total executive director and executive remuneration (baht)	31,601,192.00	17,862,162.00	17,754,851.00

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) : 711

Number of female employees (persons) : 797

Total (persons) : 1508

2. Employee Remuneration

Total employee remuneration : 633,495,102.71

3. Provident fund

Information on employee provident fund : No

Total number of employees (persons) : 1508

Number of employees contributing to the PVD (persons) : 0

Percentage of employees who are members (%) : 0

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. Mr. Chamras Hongpaisarn	chamras@bangkokland.co.th	025044940-9 ต่อ 1023

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Pravate Earmsmut	p.pravate@gmail.com	025044940-9 ต่อ 1090

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Udom Tangmanaskul	udomproact@hotmail.com	0819303977, 027440100

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. Aumpornprapa Wongsaroj	aumpornprapa@bangkokland.co.th	025044940-9 ต่อ 1092, 0894428896

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mrs. Jongjira Jamkrajay	jongjira@bangkokland.co.th	025044940-9 ต่อ 1022, 0891138828

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KARIN AUDIT COMPANY LIMITED	1. Ms. Kannika Wipanurat Email: kannika@karinaudit.co.th Telephone: 021054661, 0886531105	7,170,000.00	-

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. SUI HUNG KANJANAPAS Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 27 Jul 2001	Marketing, Design, Negotiation, Property Development, IT Management, Project Management, Corporate Social Responsibility, Architecture, Media & Publishing, Strategic Management, Change Management, Corporate Management, Digital Marketing, Brand Management, Fashion, Information & Communication Technology, Statistics, Construction Materials, Leadership, Human Resource Management, Data Analysis, Finance Fund Management, Risk Management, Corporate Management, Audit, Statistics, Finance & Securities, Information & Communication Technology, Economics, Data Management, Data Analysis
2. Mr. SUPAVAT SAICHEUA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 29 Jul 2010	Fund Management, Risk Management, Corporate Management, Audit, Statistics, Finance & Securities, Information & Communication Technology, Economics, Data Management, Data Analysis

3. Mr. JAKAPAN PANOMOUPPATHAM	Director	Date position was assumed:	Strategic Management,
Gender: Male	(Non-executive,	25 Jul 2019	Change Management, Risk
Age: 49 years old	Independent		Management, Brand
Highest level of education: Master's degree	director)		Management, IT Management,
Major: Business Administration	Director type: Re-		Corporate Management,
Thai nationality: Yes	elected as director		Project Management,
Residing in Thailand: Yes			Marketing, Digital
			Marketing, Data Analysis,
			Tourism & Leisure, Design,
			Corporate Social
			Responsibility, Commerce,
			Industrial Materials &
			Machinery, Economics,
			Information &
			Communication Technology,
			Media & Publishing,
			Statistics

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. SUI HUNG KANJANAPAS	Chairman of the board	-
Mr. SHUI PANG KANJANAPAS	Vice Chairman	-
Mr. BURIN WONGSANGUAN	Director	-

Mr. SUPAVAT SAICHEUA	Director	-
Mr. SIRIWAT LIKITNURUK	Director	-
Mr. PANYA BOONYAPIWAT	Director	-
Mr. PRASAN HOKCHOON	Director	-
Mr. JAKAPAN PANOMOUPPATHAM	Director	-

3. Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-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 : 22 Jul 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. SUI HUNG KANJANAPAS	Chairman of the board	4/4	Attended the meeting	1/1
2. Mr. SHUI PANG KANJANAPAS	Vice Chairman	4/4	Attended the meeting	1/1
3. Mr. BURIN WONGSANGUAN	Director	4/4	Attended the meeting	1/1
4. Mr. SUPAVAT SAICHEUA	Director	4/4	Attended the meeting	1/1
5. Mr. SIRIWAT LIKITNURUK	Director	4/4	Attended the meeting	1/1
6. Mr. PANYA BOONYAPIWAT	Director	4/4	Attended the meeting	1/1
7. Mr. PRASAN HOKCHOON	Director	4/4	Attended the meeting	1/1
8. Mr. JAKAPAN PANOMOUPPATHAM	Director	4/4	Attended the meeting	1/1

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. SUI HUNG KANJANAPAS	-	-	-	-	-
2. Mr. SHUI PANG KANJANAPAS	-	-	-	-	-
3. Mr. BURIN WONGSANGUAN	-	-	-	-	-
4. Mr. SUPAVAT SAICHEUA	-	-	-	-	-
5. Mr. SIRIWAT LIKITNURUK	-	-	-	-	-
6. Mr. PANYA BOONYAPIWAT	-	-	-	-	-
7. Mr. PRASAN HOKCHOON	-	-	-	-	-
8. Mr. JAKAPAN PANOMOUPPATHAM	-	-	-	-	-

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. SUI HUNG KANJANAPAS	-	-	-
2. Mr. SHUI PANG KANJANAPAS	-	-	-
3. Mr. BURIN WONGSANGUAN	-	-	-
4. Mr. SUPAVAT SAICHEUA	-	-	-
5. Mr. SIRIWAT LIKITNURUK	-	-	-
6. Mr. PANYA BOONYAPIWAT	-	-	-
7. Mr. PRASAN HOKCHOON	-	-	-
8. Mr. JAKAPAN PANOMOUPPATHAM	-	-	-

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. PRASAN HOKCHOON	Chairman of the audit committee	4/4
2. Mr. SUPAVAT SAICHEUA	Audit committee	4/4
3. Mr. SIRIWAT LIKITNURUK	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)	2020	2021	2022
Current Assets			
Cash And Cash Equivalents	3,571,966.31	4,326,376.30	4,224,440.95
Short-Term Investments - Net	2,434,605.91	0.00	0.00
Trade And Other Receivables - Current - Net	205,754.90	206,757.84	141,811.93
Inventories - Net	1,551,728.73	720,012.56	913,991.52
Other Current Assets	139,892.15	1,628,884.55	1,154,030.24
Total Current Assets	7,903,948.01	6,882,031.25	6,434,274.65
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	0.00	0.00	0.00
Property, Plant And Equipment - Net	15,133,792.81	14,674,277.73	14,389,382.55
Other Non-Current Assets	40,186,605.06	41,322,231.48	42,639,050.69
Total Non-Current Assets	55,320,397.87	55,996,509.22	57,028,433.25
Total Assets	63,224,345.88	62,878,540.47	63,462,707.89

Liabilities

(Unit : Thousand baht)	2020	2021	2022
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	0.00
Trade And Other Payables - Current	936,386.11	751,217.67	799,304.43
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	4,750.00	4,750.00	1,872,000.00
Other Current Liabilities	613,941.10	1,601,785.85	1,676,746.15
Total Current Liabilities	1,555,077.21	2,357,753.52	4,347,780.59
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	3,874,650.42	3,870,286.55	1,998,973.67
Other Non-Current Liabilities	3,904,874.06	3,980,014.68	4,336,789.95
Total Non-Current Liabilities	7,779,524.49	7,850,301.23	6,335,763.62
Total Liabilities	9,334,601.69	10,208,054.75	10,683,544.21

Equity

(Unit : Thousand baht)	2020	2021	2022
Issued And Paid-Up Share Capital	17,374,401.05	17,374,401.05	17,374,401.05
Premium (Discount) On Share Capital	1,995,515.33	1,995,515.33	1,995,515.33
Retained Earnings (Deficits)	11,999,104.23	10,907,963.97	11,054,174.63
Other Components Of Equity	14,397,833.84	14,320,579.36	14,239,640.00
Equity Attributable To Owners Of The Parent	45,766,854.45	44,598,459.71	44,663,731.01
Total Equity	53,889,744.18	52,670,485.72	52,779,163.69

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2020	2021	2022
Revenue			
Revenue From Operations	7,310,720.25	3,116,643.90	1,990,454.30
Total Revenue	7,443,000.12	3,257,838.28	2,098,160.58
Cost And Expenses			
Costs	4,541,603.12	2,402,836.06	1,524,693.45
Selling And Administrative Expenses	1,878,300.36	2,079,805.17	1,036,606.27
Total Cost And Expenses	6,419,903.47	4,482,641.23	2,561,299.72
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
Finance Costs	145,535.65	115,407.75	114,095.57
Income Tax Expense	837,676.89	327,697.89	589,993.88
Net Profit (Loss) For The Period	1,835,507.53	(577,980.40)	651,998.73
Net Profit (Loss) Attributable To : Owners Of The Parent	1,216,596.30	(801,332.40)	571,533.62
Basic Earnings (Loss) Per Share (Baht/Share)	0.07002	(0.04600)	0.03300
EBITDA	3,455,072.82	524,423.54	1,995,592.25
Operating Profit	890,816.78	(1,365,997.33)	(570,845.42)
Normalize Profit	39,884.11	(1,667,908.59)	(1,167,228.59)

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2020	2021	2022
Net Cash From Operating Activities			
Depreciation And Amortisation	636,352.75	659,298.30	639,504.07
Net Cash From (Used In) Operating Activities	3,859,208.56	755,425.66	293,260.93
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(511,303.43)	(190,533.97)	(162,286.43)
Net Cash From (Used In) Investing Activities	(1,671,900.48)	758,812.58	287,797.63
Net Cash From Financing Activities			
Dividend Paid	(2,848,114.47)	(621,381.08)	(557,608.78)
Net Cash From (Used In) Financing Activities	(3,004,908.03)	(759,828.25)	(682,993.92)

Financial Ratios

Financial Ratios

Liquidity

	2020	2021	2022
Current ratio (times)	5.08	2.92	1.48
Quick ratio (times)	4.00	1.92	1.00
Cash flow liquidity ratio (Average) (times)	0.00	0.00	0.00
Average account recievable turnover (times)	12.24	10.22	7.28
Average collection period (days)	29.42	35.24	49.45
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)	1.61	2.12	1.87
Average inventory turnover period (days)	223.67	170.19	192.87
Average account payable turnover (times)	3.75	2.85	1.97
Average payment period (days)	95.90	126.37	182.95
Average cash cycle (days)	157.19	79.06	59.37

Profitability

	2020	2021	2022
EBITDA margin (%)	0.00	0.00	0.00
Gross profit margin (%)	37.87	22.88	23.41
Operating margin (%)	0.00	0.00	0.00
Net profit margin (%)	13.17	0.00	14.60
Return on equity (ROE) (Average) (%)	2.63	0.00	1.28
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 (%)	0.00	0.00	0.00
Cash from operation to operating profit (%)	0.00	0.00	0.00

Financial Policy

	2020	2021	2022
Interest coverage ratio (times)	33.17	10.42	8.75
Debt service coverage ratio (times)	0.00	0.00	0.00
Total debts to total equity (times)	0.20	0.23	0.24
Interest-bearing debt to equity ratio (times)	0.00	0.00	0.00
Dividend per shares (baht/share)	0.06	0.03	0.03
Dividend payout ratio (%)	85.62	0.00	91.08
Dividend yield (%)	0.00	0.00	0.00
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

	2020	2021	2022
Asset turnover (Average) (times)	0.00	0.00	0.00
Return on asset (ROA) (Average) (%)	1.91	0.00	0.91
Return On Fixed Assets (%)	0.00	0.00	0.00