



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**GFPT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2021



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
<b>Corporate Governance</b>	
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
<b>Financial Statement</b>	
Statement of Financial Position	30
Statement of Comprehensive Income	33
Statement of Cash Flow	34
Financial Ratios	35

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : GFPT PUBLIC COMPANY LIMITED

Symbol : GFPT

Address : 312 Rama 2 Road, Bangmod, Jomthong

Province : Bangkok

Postcode : 10150

Business : The Group operates integrated poultry business including feed mill, breeder farm, hatchery farm, broiler farm, chicken evisceration and processed food. Main products of the group are cooked chicken products, fresh and frozen chicken meat, processed food, land animal feed, and aquatic animal feed.

Registration Number : 0107537001471

Telephone : 0-2473-8000

Fax (if applicable) : 0-2473-8392, 0-2473-8384

Website : [www.gfpt.co.th](http://www.gfpt.co.th)

Email : [cs@gfpt.co.th](mailto:cs@gfpt.co.th)

#### Total Shares Sold (shares)

Common Stock : 1,253,821,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2019	2020	2021
<b>Total (Thousand baht)</b>	16,863,738.76	14,494,832.74	13,780,567.84
Food (Thousand baht)	8,603,261.01	6,744,552.89	7,108,951.56
Farm (Thousand baht)	5,088,531.35	4,720,566.59	3,826,944.21
Feed (Thousand baht)	3,171,946.40	3,029,713.26	2,844,672.07

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Food (%)	51.02	46.53	51.59
Farm (%)	30.17	32.57	27.77
Feed (%)	18.81	20.90	20.64

#### By Geographical Area or Market

	2019	2020	2021
<b>Total (Thousand baht)</b>	16,863,738.76	14,494,832.74	13,780,567.84
Domestic (Thousand baht)	12,782,617.58	11,769,363.56	10,690,577.14

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Domestic (%)	75.80	81.20	77.58

## 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	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)	: 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	: 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	: 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	: Yes
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	: No
Business operations that have no commercial results	: No
Lease agreement execution	: No
Safety, occupational health, and working environment	: Yes
Climate change and disasters	: Yes
Impact on the environment	: Yes
Impact from population structure	: No
Impact on human rights	: Yes
Corruption	: Yes

#### **Compliance Risk**

Change in laws and regulations	: Yes
Outdated laws and regulations	: No
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	: Yes

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

**Risk to Securities Holder (2.2.2)**

Return from investment of securities holder	: 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 : <https://www.gfpt.co.th/gfpt.php?me=th-cg>  
(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)	63,113,652.90	58,193,555.47	62,900,468.27

## 2. Water management

### 2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	2,077,580.00	1,874,797.00	2,048,760.00

## 3. Waste management

### 3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	26,149,140.00	17,868,320.00	21,788,750.00
Hazardous waste (kg)	13,875.90	24,860.00	19,680.00
<b>Total (kg)</b>	<b>26,163,015.90</b>	<b>17,893,180.00</b>	<b>21,808,430.00</b>

## 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://www.gfpt.co.th/gfpt.php?me=th-cg>

### 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)	2,484	2,218	2,245
Number of female employees (persons)	3,139	2,839	2,661
<b>Total (persons)</b>	<b>5,623</b>	<b>5,057</b>	<b>4,906</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	1,448,335,675.44	1,232,888,713.75	1,237,232,021.64

##### 1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	128.67	130.61	100.10
Employee development and training expenses (baht)	1,454,801.66	194,935.82	236,431.00

#### 1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	118.00	93.00	125.00

#### 1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	1.08	1.21	1.77

#### 2. Information on community and society

Activities or projects organized for the community and society : Education; Quality of life, health, and sport; 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 : <https://www.gfpt.co.th/gfpt.php?me=th-cg>

#### 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	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	3	33.33

#### 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. PRASIT SIRIMONGKOLKASEM Gender: Male Age: 81 years old Highest level of education: Below a bachelor's degree Major: None Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	27 Jan 1992	Agribusiness

2. Mr. VIRACH SIRIMONGKOLKASEM	Vice Chairman (Executive)	27 Jan 1992	Agribusiness
Gender: Male			
Age: 72 years old			
Highest level of education: Below a bachelor's degree	Director type: Original director		
Major: None			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. ANAN SIRIMONGKOLKASEM	Director (Executive)	27 Jan 1992	Agribusiness
Gender: Male			
Age: 70 years old			
Highest level of education: Bachelor's degree	Director type: Original director		
Major: None			
Thai nationality: Yes			
Residing in Thailand: Yes			
4. Mr. SATHIT KARANES	Director (Non-executive, Independent director)	25 Jun 1998	Governance/ Compliance
Gender: Male			
Age: 69 years old			
Highest level of education: Bachelor's degree			
Major: Medicine	Director type: Original director		
Thai nationality: Yes			
Residing in Thailand: Yes			
5. Mr. PARAMET HETRAKUL	Director (Non-executive, Independent director)	1 Jul 2005	Finance
Gender: Male			
Age: 58 years old			
Highest level of education: Master's degree			
Major: Finance	Director type: Original director		
Thai nationality: Yes			
Residing in Thailand: Yes			
6. Mr. THANATHIP PICHEDVANICHOK	Director (Non-executive, Independent director)	1 Jul 2008	Law
Gender: Male			
Age: 57 years old			
Highest level of education: Master's degree			
Major: Law	Director type: Re- elected as director		
Thai nationality: Yes			
Residing in Thailand: Yes			
7. Mrs. SOMSIRI INGPOCHAI	Director (Non-executive)	27 Jan 1992	Agribusiness
Gender: Female			
Age: 74 years old			
Highest level of education: Below a bachelor's degree	Director type: Original director		
Major: None			
Thai nationality: Yes			
Residing in Thailand: Yes			

8. Ms. WANNEE SIRIMONGKOLKASEM	Director (Non-executive)	18 Apr 2003	Agribusiness
Gender: Female			
Age: 64 years old			
Highest level of education:	Director type: Re-		
Bachelor's degree	elected as director		
Major: None			
Thai nationality: Yes			
Residing in Thailand: Yes			
9. Mr. SUJIN SIRIMONGKOLKASEM	Director (Executive)	18 Apr 2003	Agribusiness, Procurement
Gender: Male			
Age: 51 years old			
Highest level of education:	Director type: Re-		
Bachelor's degree	elected as director		
Major: Economics			
Thai nationality: Yes			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
No information			

## 3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : 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. Mr. SATHIT KARANES Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	25 Jun 1998	Governance/ Compliance
2. Mr. PARAMET HETRAKUL [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	1 Jul 2005	Finance
3. Mr. THANATHIP PICHEDVANICHOK Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	1 Jul 2008	Law

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

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

General information	Position	Tenure	Replacement Director
No information			

## 2. Other sub-committees

### 2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nomination Remuneration and Governance Committee	Mr. SATHIT KARANES	Chairman
	Mr. PARAMET HETRAKUL	Member
	Mr. THANATHIP PICHEDVANICHOK	Member
	Mr. ANAN SIRIMONGKOLKASEM	Member
	Mr. SUJIN SIRIMONGKOLKASEM	Member
Risk Management Committee	Mr. JEDSADA SIRIMONGKOLKASEM	Chairman
	Mr. SUJIN SIRIMONGKOLKASEM	Member
	Ms. WIWANYA SIRIMONGKOLKASEM	Member
	Ms. PAPINYA SIRIMONGKOLKASEM	Member
	Mr. WONGSAKORN SIRIMONGKOLKASEM	Member
	Ms. JUTAMAS INGPOCHAI	Member
Executive Committee	Mr. ANAN SIRIMONGKOLKASEM	Chairman
	Mr. VIRACH SIRIMONGKOLKASEM	Member
	Mrs. SOMSIRI INGPOCHAI	Member
	Mrs. PRANEE PARKSOOK	Member
	Mr. JEDSADA SIRIMONGKOLKASEM	Member
	Mr. SUJIN SIRIMONGKOLKASEM	Member
	Mr. WONGSAKORN SIRIMONGKOLKASEM	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination Remuneration and Governance Committee
Sub-committees responsible for remuneration	: Nomination Remuneration and Governance Committee
Sub-committees responsible for corporate governance	: Nomination Remuneration and Governance Committee
Sub-committees responsible for corporate sustainability development	: Nomination Remuneration and Governance 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. VIRACH SIRIMONGKOLKASEM Gender: Male Age: 72 years old Highest level of education: Below a bachelor's degree Major: None	MANAGING DIRECTOR	27 Jan 1992	Agribusiness
2. Mr. ANAN SIRIMONGKOLKASEM [1] Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: None	Senior Deputy Managing Director	27 Jan 1992	Agribusiness
3. Mrs. PRANEE PARKSOOK Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: Business Administration	Senior Vice President, Finance Department	1 Aug 2011	Finance
4. Mr. SUJIN SIRIMONGKOLKASEM Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics	Vice President, Live- Chicken Purchasing Department	18 Apr 2003	Agribusiness, Procurement
5. Mr. KITTICHAIR SIRIMONGKOLKASEM Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Business Administration	Vice President, Manufacturing and Marketing Department	18 Oct 2004	Agribusiness, Marketing
6. Ms. WIPAWADEE SIRIMONGKOLKASEM Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Vice President, Business Development Department	23 Feb 2015	Marketing



7. Ms. JUTAMAS INGPOCHAI	Vice President,	1 Jan 2011	Agribusiness, Finance
Gender: Female	Investor Relations		
Age: 46 years old	Department		
Highest level of education: Doctoral degree			
Major: Business Administration			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Executive director and executive remuneration (7.4.2 – 7.4.3)

### 1. Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives : Yes

### 2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	49,385,049.00	48,238,119.00	39,054,324.00

### 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) : 2245

Number of female employees (persons) : 2661

Total (persons) : 4906

#### 2. Employee Remuneration

Total employee remuneration : 1,237,232,021.64

#### 3. Provident fund

Information on employee provident fund : No

Total number of employees (persons) : 4906

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

Percentage of employees who are members (%) : 0.00

## 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. RATCHANEEGORN PAVITRPOK	ratchaneekorn-pavi@gfpt.co.th	024738000

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. JUTAMAS INGPOCHAI	Jutamas@gfpt.co.th	024738000

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. THEERASAK PIAMSUPHAKPHONG	theerasak-piam@gfpt.co.th	024738000

#### 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 : Yes

General information	Email	Telephone
1. Ms. JUTAMAS INGPOCHAI	Jutamas@gfpt.co.th	024738000

#### 2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. SAM NAK-NGAN A.M.C. COMPANY LIMITED	1. Mr. NARIS SAOWALAKSAKUL Email: - Telephone: -	3,630,000.00	-

# 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
<b>1. Mr. THANATHIP PICHEDVANICHOK</b> Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 1 Jul 2008	Law
<b>2. Ms. WANNEE SIRIMONGKOLKASEM</b> Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: None Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 18 Apr 2003	Agribusiness
<b>3. Mr. SUJIN SIRIMONGKOLKASEM</b> Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 18 Apr 2003	Agribusiness, Procurement

## 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. PRASIT SIRIMONGKOLKASEM	Chairman of the board	-
Mr. VIRACH SIRIMONGKOLKASEM	Vice Chairman	-
Mr. ANAN SIRIMONGKOLKASEM	Director	/
Mr. SATHIT KARANES	Director	-
Mr. PARAMET HETRAKUL	Director	-
Mr. THANATHIP PICHEDVANICHOK	Director	-
Mrs. SOMSIRI INGPOCHAI	Director	-
Ms. WANNEE SIRIMONGKOLKASEM	Director	-
Mr. SUJIN SIRIMONGKOLKASEM	Director	-

3. Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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## 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 : 8 Apr 2022

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. PRASIT SIRIMONGKOLKASEM	Chairman of the board	9/9	Attended the meeting	Did not hold the meeting
2. Mr. VIRACH SIRIMONGKOLKASEM	Vice Chairman	9/9	Attended the meeting	Did not hold the meeting
3. Mr. ANAN SIRIMONGKOLKASEM	Director	9/9	Attended the meeting	Did not hold the meeting
4. Mr. SATHIT KARANES	Director	9/9	Attended the meeting	Did not hold the meeting
5. Mr. PARAMET HETRAKUL	Director	9/9	Attended the meeting	Did not hold the meeting
6. Mr. THANATHIP PICHEDVANICHOK	Director	9/9	Attended the meeting	Did not hold the meeting
7. Mrs. SOMSIRI INGPOCHAI	Director	9/9	Attended the meeting	Did not hold the meeting
8. Ms. WANNEE SIRIMONGKOLKASEM	Director	9/9	Attended the meeting	Did not hold the meeting
9. Mr. SUJIN SIRIMONGKOLKASEM	Director	9/9	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
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. PRASIT SIRIMONGKOLKASE M	-	600,000.00	50,000.00	-	650,000.00
2. Mr. VIRACH SIRIMONGKOLKASE M	-	540,000.00	45,000.00	-	585,000.00
3. Mr. ANAN SIRIMONGKOLKASE M	-	540,000.00	45,000.00	-	585,000.00
4. Mr. SATHIT KARANES	-	600,000.00	50,000.00	-	650,000.00
5. Mr. PARAMET HETRAKUL	-	540,000.00	45,000.00	-	585,000.00
6. Mr. THANATHIP PICHEDVANICHOK	-	540,000.00	45,000.00	-	585,000.00
7. Mrs. SOMSIRI INGPOCHAI	-	540,000.00	45,000.00	-	585,000.00
8. Ms. WANNEE SIRIMONGKOLKASE M	-	540,000.00	45,000.00	-	585,000.00
9. Mr. SUJIN SIRIMONGKOLKASE M	-	540,000.00	45,000.00	-	585,000.00

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

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

## 4. Non-monetary remuneration for the board of directors

### 4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. PRASIT SIRIMONGKOLKASEM	-	-	-
2. Mr. VIRACH SIRIMONGKOLKASEM	-	-	-
3. Mr. ANAN SIRIMONGKOLKASEM	-	-	-
4. Mr. SATHIT KARANES	-	-	-
5. Mr. PARAMET HETRAKUL	-	-	-
6. Mr. THANATHIP PICHEDVANICHOK	-	-	-
7. Mrs. SOMSIRI INGPOCHAI	-	-	-
8. Ms. WANNEE SIRIMONGKOLKASEM	-	-	-
9. Mr. SUJIN SIRIMONGKOLKASEM	-	-	-

### 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. SATHIT KARANES	Chairman of the audit committee	4/4
2. Mr. PARAMET HETRAKUL	Audit committee	4/4
3. Mr. THANATHIP PICHEDVANICHOK	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
<b>Current Assets</b>			
Cash And Cash Equivalents	1,087,255.19	1,187,463.37	962,733.65
Short-Term Investments – Net	0.00	0.00	0.00
Trade And Other Receivables – Current – Net	889,859.24	715,058.98	780,062.33
Inventories – Net	3,716,828.97	3,798,303.06	3,498,591.27
Other Current Assets	19,595.01	33,448.96	52,711.69
<b>Total Current Assets</b>	<b>5,713,538.41</b>	<b>5,737,822.85</b>	<b>5,753,027.16</b>
<b>Non-Current Assets</b>			
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	2,891,820.12	3,159,111.60	3,284,487.18
Property, Plant And Equipment – Net	9,038,063.82	10,424,752.96	10,830,203.27
Other Non-Current Assets	68,514.28	97,204.48	29,457.80
<b>Total Non-Current Assets</b>	<b>13,106,557.52</b>	<b>14,671,943.62</b>	<b>15,471,065.94</b>
<b>Total Assets</b>	<b>18,820,095.93</b>	<b>20,409,766.47</b>	<b>21,224,093.10</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	830,000.00	700,000.00	1,310,000.00
Trade And Other Payables - Current	982,014.75	1,080,427.05	1,102,484.19
Short-Term Borrowings	0.00	0.00	160,500.00
Current Portion Of Long-Term Debts	0.00	553,000.00	1,360,000.00
Other Current Liabilities	33,186.41	37,834.87	24,071.25
<b>Total Current Liabilities</b>	<b>1,937,020.25</b>	<b>2,515,731.22</b>	<b>4,032,023.52</b>
<b>Non-Current Liabilities</b>			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	2,594,400.00	2,160,000.00	1,500,000.00
Other Non-Current Liabilities	15,429.56	14,138.45	12,871.45
<b>Total Non-Current Liabilities</b>	<b>3,268,032.85</b>	<b>3,184,606.96</b>	<b>2,506,911.70</b>
<b>Total Liabilities</b>	<b>5,205,053.10</b>	<b>5,700,338.18</b>	<b>6,538,935.22</b>



## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	1,253,821.00	1,253,821.00	1,253,821.00
Premium (Discount) On Share Capital	525,000.00	525,000.00	525,000.00
Retained Earnings (Deficits)	11,695,599.76	12,794,020.15	12,770,881.35
Other Components Of Equity	10,495.92	10,586.39	10,714.87
<b>Equity Attributable To Owners Of The Parent</b>	<b>13,484,916.69</b>	<b>14,583,427.54</b>	<b>14,560,417.22</b>
<b>Total Equity</b>	<b>13,615,042.83</b>	<b>14,709,428.29</b>	<b>14,685,157.88</b>

# Statement of Comprehensive Income

## Statement of Comprehensive Income

### Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
<b>Revenue</b>			
Revenue From Operations	16,863,738.76	14,471,022.68	13,780,567.84
<b>Total Revenue</b>	17,139,718.76	14,982,077.15	14,090,819.19
<b>Cost And Expenses</b>			
Costs	14,443,470.29	12,361,495.11	12,707,915.85
Selling And Administrative Expenses	1,406,572.61	1,323,458.79	1,337,652.63
<b>Total Cost And Expenses</b>	15,850,042.90	13,684,953.90	14,045,568.48
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	255,901.42	354,915.20	227,139.33
Finance Costs	79,390.66	91,029.91	70,201.37
Income Tax Expense	257,797.78	204,015.53	21,736.67
<b>Net Profit (Loss) For The Period</b>	1,203,053.06	1,356,993.01	210,900.58
Net Profit (Loss) Attributable To : Owners Of The Parent	1,195,450.16	1,351,726.97	209,344.40
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	0.95345	1.08000	0.16697
EBITDA	2,859,825.83	2,978,591.37	1,536,595.67
Operating Profit	1,013,695.86	786,068.78	(265,000.64)
Normalize Profit	1,208,388.83	1,356,993.01	180,452.00

# Statement of Cash Flow

## Statement of Cash Flow

### Statement of Cash Flow

	2019	2020	2021
<b>Net Cash From Operating Activities</b>			
Depreciation And Amortisation	1,319,584.32	1,326,552.93	1,233,757.06
<b>Net Cash From (Used In) Operating Activities</b>	2,013,856.59	2,549,536.24	805,427.65
<b>Net Cash From Investing Activities</b>			
Payment For Purchase Of Fixed Assets	(1,268,184.18)	(1,606,150.73)	(1,308,699.72)
<b>Net Cash From (Used In) Investing Activities</b>	(1,758,525.74)	(2,067,803.71)	(1,607,314.62)
<b>Net Cash From Financing Activities</b>			
Dividend Paid	(313,408.80)	(250,711.48)	(250,723.56)
<b>Net Cash From (Used In) Financing Activities</b>	(408,170.98)	(381,524.34)	577,157.25

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	2.95	2.28	1.43
Quick ratio (times)	1.02	0.76	0.43
Cash flow liquidity ratio (Average) (times)	0.82	1.15	0.25
Average account recievable turnover (times)	18.54	18.68	19.23
Average collection period (days)	19.00	19.00	19.00
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)	69.01	56.17	51.96
Average inventory turnover period (days)	5.00	6.00	7.00
Average account payable turnover (times)	17.94	16.17	15.25
Average payment period (days)	20.00	22.00	24.00
Average cash cycle (days)	5.00	3.00	2.00

## Profitability

	2019	2020	2021
EBITDA margin (%)	16.69	19.88	10.90
Gross profit margin (%)	14.35	14.58	7.78
Operating margin (%)	6.01	5.43	(1.92)
Net profit margin (%)	7.02	9.06	1.50
Return on equity (ROE) (Average) (%)	9.08	9.54	1.42
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 (%)	1.60	3.36	2.47
Cash from operation to operating profit (%)	0.00	0.00	0.00



## Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	19.34	22.54	7.70
Debt service coverage ratio (times)	3.45	2.38	0.54
Total debts to total equity (times)	0.38	0.39	0.45
Interest-bearing debt to equity ratio (times)	0.25	0.23	0.29
Dividend per shares (baht/share)	0.20	0.20	0.10
Dividend payout ratio (%)	21.10	18.50	59.89
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)	1.20	1.15	2.82

## Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.93	0.76	0.68
Return on asset (ROA) (Average) (%)	6.47	6.89	1.01
Return On Fixed Assets (%)	19.62	19.17	9.48