



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SYNTEC CONSTRUCTION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SYNTEC CONSTRUCTION PUBLIC COMPANY LIMITED

Symbol : SYNTEC

Address : 555/7-11 SUKHUMVIT 63 ROAD, KHLONG TON NUA, WATTHANA

Province : Bangkok

Postcode : 10110

Business : The Company is construction services offering the service for both government and private bureaus. The service ranges from foundation establishment to completion of construction in a manner of one-stop service.

Registration Number : 010735000184

Telephone : 0-2381-6333

Fax (if applicable) : 0-2711-5183

Website : www.synteccon.com

Email : ir@synteccon.com

Total Shares Sold (shares)

Common Stock : 1,600,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	8,562.23	7,988.12	5,313.90
☞ Hotel and Resort (Thousand baht)	361.65	287.48	256.03
☞ Hospitality Management (Thousand baht)	0.00	2.08	1.24
Energy Management (Thousand baht)	0.00	0.00	0.01
Construction (Thousand baht)	8,200.58	7,698.56	5,056.62

	2019	2020	2021
Total (%)	100.00	100.00	100.00
☞ Hotel and Resort (%)	4.22	3.60	4.82
☞ Hospitality Management (%)	0.00	0.03	0.02
Energy Management (%)	0.00	0.00	0.00
Construction (%)	95.78	96.38	95.16

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	8,562.23	7,988.12	5,313.90
Domestic (Thousand baht)	8,562.23	7,988.12	5,313.90

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

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	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	: No
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	: Yes
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

Operational Risk

Loss of employees in key positions	: 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	: No

Product obsolescence	: No
Information security and cyber-attack	: Yes
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	: 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	: 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	: No
Fluctuation in return on assets or investment	: No
Unhedged loan and borrowing in a foreign currency	: N/A

Risk to Securities Holder (2.2.2)

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

Investment risk	: No
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Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : Yes

Company website on sustainable development : -
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : Yes

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

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : No

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	2,251,072.00	1,776,224.00	1,761,960.00

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 : Yes

	2019	2020	2021
Non-hazardous waste (kg)	0.00	1,040.00	6,310.00
Total (kg)	N/A	1,040.00	6,310.00

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	N/A	707.00	4,291.00
Total (Tons of carbon dioxide equivalents)	N/A	707.00	4,291.00

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

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

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	871	828	705
Number of female employees (persons)	220	202	200
Total (persons)	1,091	1,030	905

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	997,251,121.00	642,000,000.00	585,969,917.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	24.65	10.77	11.00
Employee development and training expenses (baht)	5,125,046.10	2,139,274.54	436,012.00

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	311.00	198.00	109.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	100.00	100.00	100.00

2. Information on community and society

Activities or projects organized for the community and society : Community engagement; Community environment development; The disabled and the disadvantaged; Community economy, employment, and occupation

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.synteccon.com/corporate-governance.php#conduct>

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	6	75.00
Number of female directors	2	25.00
Number of executive directors	3	37.50
Number of non-executive directors	5	62.50
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
1. Mr. SOMCHAI SIRILERTPANICH Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	23 Dec 2004	Leadership, Accounting, Strategic Management, Human Resource Management, Marketing, Corporate Management, Finance, Governance/ Compliance, Negotiation

2. Ms. BENJAWAN SINKUNAKORN Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	14 Nov 2003	Corporate Management, Finance, Accounting, Law, Strategic Management, Leadership, Audit
3. Mr. CHAIWAT ATSAWINTARANGKUN Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	30 Oct 2003	Corporate Management, Finance, Accounting, Law, Strategic Management, Human Resource Management, Leadership, Governance/ Compliance, Marketing, Audit
4. Mr. ARICHA RACTHAM Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	15 May 2007	Corporate Management, Finance, Accounting, Strategic Management, Human Resource Management, Leadership, Marketing, Audit
5. Mrs. ANGSA NA MANKONGCHAROEN Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	29 Apr 2004	Corporate Management, Accounting, Law, Strategic Management, Human Resource Management, Leadership, Sustainability, Corporate Social Responsibility
6. Mr. JIRAMOTE PHAHUSUTR Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	29 Apr 2013	Corporate Management, Strategic Management, Human Resource Management, Leadership, Governance/ Compliance, Marketing, Fund Management
7. Mr. TAWEE KULLERTPRASERT Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Apr 2004	Corporate Management, Finance, Accounting, Law, Leadership

8. Mr. PAISARN TANGYUENYONG	Director	30 Jun 2016	Corporate Management,
Gender: Male	(Non-executive,		Leadership, Property
Age: 57 years old	Independent		Development, Engineering
Highest level of education:	director)		
Master's degree			
Major: Engineering	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
No information			

3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda
of the Board of Directors' meetings : 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. CHAIWAT ATSAWINTARANGKUN [1] Gender: Male Age: 70 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)	30 Oct 2003	Corporate Management, Finance, Accounting, Law, Strategic Management, Human Resource Management, Leadership, Governance/ Compliance, Marketing, Audit
2. Ms. BENJAWAN SINKUNAKORN [1] Gender: Female Age: 64 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)	26 Aug 2003	Corporate Management, Finance, Accounting, Law, Strategic Management, Leadership, Audit
3. Mr. ARICHAIR RACTHAM [1] Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	15 May 2007	Corporate Management, Finance, Accounting, Strategic Management, Human Resource Management, Leadership, Marketing, 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
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. CHAIWAT ATSAWINTARANGKUN	Chairman
	Mr. SOMCHAI SIRILERTPANICH	Member
	Mrs. ANGSA NA MANKONGCHAROEN	Member
	Ms. BENJAWAN SINKUNAKORN	Member
	Mr. ARICHA I RACTHAM	Member
Risk Management Committee	Mr. ARICHA I RACTHAM	Chairman
	Mr. Paiboon Chetchotiros	Member
	Mr. Yothin Tirattanapun	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

1. The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOMCHAI SIRILERTPANICH Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Management	CHIEF EXECUTIVE OFFICE	16 Mar 2018	Leadership, Accounting, Strategic Management, Human Resource Management, Marketing, Corporate Management, Finance, Governance/ Compliance, Negotiation
2. Mr. JIRAMOTE PHAHUSUTR Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Science	MANAGING DIRECTOR	16 Mar 2018	Corporate Management, Strategic Management, Human Resource Management, Leadership, Governance/ Compliance, Marketing, Fund Management
3. Mrs. ANGSA NA MANKONGCHAROEN Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: Business Administration	Assistant Managing Director	16 Oct 2022	Corporate Management, Accounting, Law, Strategic Management, Human Resource Management, Leadership, Sustainability, Corporate Social Responsibility

[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)	30,753,100.00	30,696,500.00	32,295,539.00

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) : 705

Number of female employees (persons) : 200

Total (persons) : 905

2. Employee Remuneration

Total employee remuneration : 585,969,917.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 905

Number of employees contributing to the PVD (persons) : 684

Percentage of employees who are members (%) : 75.58

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. Nuchanart Supanimitr	nuchanarts@synteccon.com	

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Rattapawee Lapnan	rattapaweel@synteccon.com	027117423

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Pornanan Vongnipon	pornananv@synteccon.com	020262288 ต่อ 1841

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. Suchanya Vittayakun	ir@synteccon.com	027117423

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. KARIN AUDIT COMPANY LIMITED	1. Ms. Kannika Wipanurat Email: audit@karinaudit.co.th Telephone: 021054661 2. Mr. Jirote Sirirorote Email: audit@karinaudit.co.th Telephone: 021054661 3. Ms. Nongluk Pattanabundit Email: audit@karinaudit.co.th Telephone: 021054661 4. Mrs. Soomanan Saneewon Na- Ayutthaya Email: audit@karinaudit.co.th Telephone: 02-1054661 5. Mr. Gomin Lingpradya Email: audit@karinaudit.co.th Telephone: 021054661 6. Mr. Mongkon Loaworapong Email: audit@karinaudit.co.th Telephone: 021054661 7. Ms. Kojchamon Soonhuad Email: audit@karinaudit.co.th Telephone: 021054661	4,040,250.00	-
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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. CHAIWAT ATSAWINTARANGKUN Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 30 Oct 2003	Corporate Management, Finance, Accounting, Law, Strategic Management, Human Resource Management, Leadership, Governance/ Compliance, Marketing, Audit
2. Mrs. ANGSA NA MANKONGCHAROEN Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Apr 2004	Corporate Management, Accounting, Law, Strategic Management, Human Resource Management, Leadership, Sustainability, Corporate Social Responsibility
3. Mr. JIRAMOTE PHAHUSUTR Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Apr 2013	Corporate Management, Strategic Management, Human Resource Management, Leadership, Governance/ Compliance, Marketing, Fund Management

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. SOMCHAI SIRILERTPANICH	Vice Chairman	-
Ms. BENJAWAN SINKUNAKORN	Director	/
Mr. CHAIWAT ATSAWINTARANGKUN	Director	/
Mr. ARICHAIR RACTHAM	Director	-
Mrs. ANGSANA MANKONGCHAROEN	Director	-
Mr. JIRAMOTE PHAHUSUTR	Director	-
Mr. TAWEE KULLERTPRASERT	Director	-
Mr. PAISARN TANGYUENYONG	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 : 12

Date of AGM Meeting : 29 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. SOMCHAI SIRILERTPANICH	Vice Chairman	12/12	Attended the meeting	Did not hold the meeting
2. Ms. BENJAWAN SINKUNAKORN	Director	11/12	Attended the meeting	Did not hold the meeting
3. Mr. CHAIWAT ATSAWINTARANGKUN	Director	12/12	Attended the meeting	Did not hold the meeting
4. Mr. ARICHAIRACTHAM	Director	12/12	Attended the meeting	Did not hold the meeting
5. Mrs. ANGSA MANKONGCHAROEN	Director	12/12	Attended the meeting	Did not hold the meeting
6. Mr. JIRAMOTE PHAHUSUTR	Director	12/12	Attended the meeting	Did not hold the meeting
7. Mr. TAWEE KULLERTPRASERT	Director	12/12	Attended the meeting	Did not hold the meeting
8. Mr. PAISARN TANGYUENYONG	Director	12/12	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. SOMCHAI SIRILERTPANICH	216,000.00	-	-	-	216,000.00
2. Ms. BENJAWAN SINKUNAKORN	198,000.00	310,000.00	-	-	508,000.00
3. Mr. CHAIWAT ATSAWINTARANGKUN	216,000.00	310,000.00	-	-	526,000.00
4. Mr. ARICHAIRACTHAM	216,000.00	310,000.00	-	-	526,000.00
5. Mrs. ANGSA NAMANKONGCHAROEN	216,000.00	-	-	-	216,000.00
6. Mr. JIRAMOTE PHAHUSUTR	216,000.00	-	-	-	216,000.00
7. Mr. TAWEE KULLERTPRASERT	216,000.00	-	-	-	216,000.00
8. Mr. PAISARN TANGYUENYONG	216,000.00	-	-	-	216,000.00

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. SOMCHAI SIRILERTPANICH	-	-	-
2. Ms. BENJAWAN SINKUNAKORN	-	-	-
3. Mr. CHAIWAT ATSAWINTARANGKUN	-	-	-
4. Mr. ARICHAIR RACTHAM	-	-	-
5. Mrs. ANGSAANA MANKONGCHAROEN	-	-	-
6. Mr. JIRAMOTE PHAHUSUTR	-	-	-
7. Mr. TAWEE KULLERTPRASERT	-	-	-
8. Mr. PAISARN TANGYUENYONG	-	-	-

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) : 5

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. CHAIWAT ATSAWINTARANGKUN	Chairman of the audit committee	5/5
2. Ms. BENJAWAN SINKUNAKORN	Audit committee	5/5
3. Mr. ARICHAIR RACTHAM	Audit committee	5/5

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

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	926,504.52	638,059.32	338,282.20
Short-Term Investments - Net	609,221.89	1,516,060.29	1,727,232.15
Trade And Other Receivables - Current - Net	1,001,456.54	985,186.47	610,192.71
Inventories - Net	133,581.99	103,623.95	121,725.28
Other Current Assets	379,127.23	169,389.17	125,245.52
Total Current Assets	4,097,246.43	4,241,988.77	4,258,439.14
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	130.36	0.00	0.00
Property, Plant And Equipment - Net	3,919,580.60	3,266,356.97	3,071,718.47
Other Non-Current Assets	146,500.47	671,762.42	143,867.42
Total Non-Current Assets	6,150,908.92	6,361,910.09	5,607,063.83
Total Assets	10,248,155.35	10,603,898.86	9,865,502.97

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	742,589.22	1,046,066.59	576,347.55
Short-Term Borrowings	0.00	0.00	600.00
Current Portion Of Long-Term Debts	737,900.51	185,048.97	152,006.81
Other Current Liabilities	22,699.78	34,144.47	38,037.58
Total Current Liabilities	2,618,745.82	2,188,768.53	1,445,605.65
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	1,080,703.71	1,447,195.47	1,383,026.69
Other Non-Current Liabilities	0.00	0.00	0.00
Total Non-Current Liabilities	1,389,363.12	2,248,485.02	2,269,558.27
Total Liabilities	4,008,108.93	4,437,253.55	3,715,163.91

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	1,600,000.00	1,600,000.00	1,600,000.00
Premium (Discount) On Share Capital	23.74	23.74	23.74
Retained Earnings (Deficits)	3,592,701.25	3,704,847.52	3,702,806.71
Other Components Of Equity	471,226.67	314,870.16	320,883.87
Equity Attributable To Owners Of The Parent	5,641,052.05	5,596,841.80	5,600,814.70
Total Equity	6,240,046.42	6,166,645.31	6,150,339.06

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	8,383,018.51	7,932,036.27	5,234,746.66
Total Revenue	8,562,229.27	7,988,118.13	5,313,900.21
Cost And Expenses			
Costs	7,390,785.86	7,225,691.25	4,722,253.76
Selling And Administrative Expenses	585,133.45	407,888.65	393,635.80
Total Cost And Expenses	8,108,533.84	7,662,647.55	5,118,232.36
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(56.69)	(57.52)	0.00
Finance Costs	75,210.22	81,703.92	75,545.41
Income Tax Expense	131,165.75	59,921.19	56,206.17
Net Profit (Loss) For The Period	247,262.78	183,787.94	63,916.28
Net Profit (Loss) Attributable To : Owners Of The Parent	294,166.45	239,823.30	125,232.98
Basic Earnings (Loss) Per Share (Baht/Share)	0.18000	0.15000	0.08000
EBITDA	816,914.31	711,289.82	537,766.15
Operating Profit	378,428.52	243,709.14	120,122.44
Normalize Profit	237,622.24	182,100.51	60,075.28

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	363,275.56	385,876.76	342,098.29
Net Cash From (Used In) Operating Activities	414,750.14	1,062,596.97	221,727.85
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(197,026.97)	(84,391.07)	(51,841.30)
Net Cash From (Used In) Investing Activities	193,633.17	(953,167.46)	(230,601.27)
Net Cash From Financing Activities			
Dividend Paid	(206,973.07)	(127,273.86)	(127,273.79)
Net Cash From (Used In) Financing Activities	(438,334.27)	(397,874.71)	(290,903.71)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.56	1.94	2.95
Quick ratio (times)	0.93	1.40	1.80
Cash flow liquidity ratio (Average) (times)	0.08	0.17	0.12
Average account recievable turnover (times)	7.22	7.54	5.91
Average collection period (days)	50.54	48.38	61.78
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	54.73	61.19	42.21
Average inventory turnover period (days)	7.71	5.97	8.65
Average account payable turnover (times)	18.54	13.59	13.13
Average payment period (days)	21.38	26.85	27.81
Average cash cycle (days)	36.87	27.49	42.62

Profitability

	2019	2020	2021
EBITDA margin (%)	9.54	8.90	10.12
Gross profit margin (%)	11.03	8.90	9.79
Operating margin (%)	4.51	3.07	2.29
Net profit margin (%)	2.89	2.30	1.20
Return on equity (ROE) (Average) (%)	4.70	3.27	1.14
Capacity utilization rate (%)	0.00	0.00	0.00
Fixed asset turnover ratio (times)	2.47	2.45	1.73
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 (%)	2.14	0.71	1.51
Cash from operation to operating profit (%)	110.00	436.00	185.00

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	6.07	13.01	2.94
Debt service coverage ratio (times)	0.45	0.44	0.35
Total debts to total equity (times)	0.64	0.72	0.60
Interest-bearing debt to equity ratio (times)	0.29	0.26	0.25
Dividend per shares (baht/share)	0.09	0.08	0.03
Dividend payout ratio (%)	33.00	36.00	39.00
Dividend yield (%)	6.93	6.16	4.17
Debt from financial institutions to total liabilities (times)	0.45	0.37	0.41
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.41	0.11	0.10
Interest bearing debt to EBITDA ratio (times)	2.23	2.29	2.85

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.85	0.77	0.51
Return on asset (ROA) (Average) (%)	2.45	1.76	0.62
Return On Fixed Assets (%)	17.46	16.92	12.06