



# **Annual Registration Statement / Annual Report**

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

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

**TEAM PRECISION 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 : TEAM PRECISION PUBLIC COMPANY LIMITED

Symbol : TEAM

Address : 198 MOO 13, SUWANSORN ROAD, DONG-KHEE-LEK, MUEANG

Province : Prachinburi

Postcode : 25000

Business : The Company develops, designs, and manufactures printed circuit board assemblies (PCBA), box build, and provide supply chain solutions globally in market segments such as medical, industrial, commercial, wireless infrastructure, automotive, telecommunications, and consumer for original equipment manufacturers (OEM).

Registration Number : 0107543000059

Telephone : 02 5772350

Fax (if applicable) : -

Website : [www.teampcba.com](http://www.teampcba.com)

Email : [ir@teampcba.com](mailto:ir@teampcba.com)

Total Shares Sold (shares)

Common Stock : 637,063,385

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>	2,153,400.00	1,866,831.00	2,500,244.00
industrial (Thousand baht)	1,692,585.00	1,486,911.00	2,006,309.00
Automotive (Thousand baht)	196,653.00	183,802.00	243,463.00
Medical (Thousand baht)	105,103.00	100,860.00	138,880.00
Other (Thousand baht)	159,059.00	95,258.00	111,592.00

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
industrial (%)	78.60	79.65	80.24
Automotive (%)	9.13	9.85	9.74
Medical (%)	4.88	5.40	5.55
Other (%)	7.39	5.10	4.46

#### By Geographical Area or Market

	2019	2020	2021
<b>Total (Thousand baht)</b>	2,153,400.00	1,866,831.00	2,500,244.00
Domestic (Thousand baht)	82,983.00	68,709.00	58,454.00

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Domestic (%)	3.85	3.68	2.34

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	-	-	-

# Risk Management

# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

### Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: No
Changes in the industry in which the company operates	: No
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: Yes
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: Yes
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: Yes
Reliance on large partners/distributors or few partners/distributors	: 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	: Yes
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: No



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

#### **Compliance Risk**

Change in laws and regulations	: Yes
Outdated laws and regulations	: No
Violations of laws and regulations	: No
Corporate Governance	: No

#### **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	: 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 : <https://lmu.jp>  
(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://lmu.jp>  
(if applicable)

#### Results with Respect to the Environmental Aspect (3.3.2)

##### 1. Energy management

##### 1.1 Fuel consumption

Information on fuel consumption : Yes

	2019	2020	2021
Fuel oil (liters)	74,879.00	55,251.00	54,861.00

##### 1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	6,474,732.00	5,642,896.00	6,119,628.00

## **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 : No

## **4. Greenhouse gas management**

### **4.1 Greenhouse gas emissions**

Information on greenhouse gas emissions : No

### **4.2 Verification of greenhouse gas emissions**

Third-party verification : No

Name of verifying organization : -

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

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

### Results with Respect to the Social Aspect (3.4.2)

#### 1. Information about employees

##### 1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	346	317	303
Number of female employees (persons)	668	592	612
<b>Total (persons)</b>	<b>1,014</b>	<b>909</b>	<b>915</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	314,928,043.00	270,596,691.00	305,520,556.00

##### 1.3 Employee development and training

Information on employee development and training : No

##### 1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	0.00	0.00	1.00

### **1.5 Employee retention**

Information on employee retention : No

### **2. Information on community and society**

Activities or projects organized for the : Education; Community environment development; Community engagement  
community and society

# 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

### 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	6	100.00
Number of male directors	5	83.33
Number of female directors	1	16.67
Number of executive directors	3	50.00
Number of non-executive directors	3	50.00
Number of independent directors	3	50.00

#### 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. CHAKKAPHANT MANUTSATHIT Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	8 Nov 2001	Engineering

2. Mrs. MALIPA MANUTSATHIT	Director	1 Feb 2000	IT Management
Gender: Female	(Executive)		
Age: 67 years old			
Highest level of education:	Director type: Re-		
Master's degree	elected as director		
Major: Information system			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. CHAI JROONGTANAPIBARN	Director	8 Nov 2001	Audit
Gender: Male	(Non-executive,		
Age: 68 years old	Independent		
Highest level of education:	director)		
Master's degree			
Major: Accounting	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
4. Mr. PIROM CHAMSAI	Director	19 Dec 2013	Engineering
Gender: Male	(Non-executive,		
Age: 67 years old	Independent		
Highest level of education:	director)		
Doctoral degree			
Major: Engineering	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
5. Mr. MONKHOL KITTIPOOMVONG	Director	23 Apr 2015	Finance
Gender: Male	(Non-executive,		
Age: 69 years old	Independent		
Highest level of education:	director)		
Master's degree			
Major: Finance	Director type: Re-		
Thai nationality: Yes	elected as director		
Residing in Thailand: Yes			
6. Mr. SUPACHAK MANUTSATHIT	Director	27 Apr 2018	Engineering
Gender: Male	(Executive)		
Age: 37 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Management			
Thai nationality: Yes			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mrs. SURATN PETCHMUNEE	Director	Date position was	No replacement director
Gender: Female	(Executive)	assumed:	
Age: 61 years old		9 Jan 1996	
Highest level of education:	Director type:	Date directorship	
Master's degree	Original director	ended:	
Major: Business Administration		1 Dec 2021	
Thai nationality: Yes			
Residing in Thailand: Yes			

## 3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : Yes

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. CHAI JROONGTANAPIBARN [1] Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	11 Nov 2003	Audit
2. Mr. PIROM CHAMSAI [1] Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	19 Dec 2013	Engineering
3. Mr. MONKHOL KITTIPOOMVONG [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	23 Apr 2015	Finance

[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 Committee	Mr. MONKHOL KITTIPOOMVONG	Chairman
	Mr. CHAI JROONGTANAPIBARN	Member
	Mr. PIROM CHAMSAI	Member
	Mrs. MALIPA MANUTSATHIT	Member
	Mr. SUPACHAK MANUTSATHIT	Member
Nomination and Remuneration Committee	Mr. PIROM CHAMSAI	Chairman
	Mr. CHAKKAPHANT MANUTSATHIT	Member
	Mr. CHAI JROONGTANAPIBARN	Member
	Mr. MONKHOL KITTIPOOMVONG	Member
	Mrs. MALIPA MANUTSATHIT	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Risk 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. CHAKKAPHANT MANUTSATHIT Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	8 Nov 2001	Engineering
2. Mr. SUPACHAK MANUTSATHIT Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Management	Deputy Chief Executive Officer	27 Apr 2018	Engineering
3. Mrs. MALIPA MANUTSATHIT Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Information system	Chief Information Officer	20 Nov 2007	IT Management
4. Mr. Manolo Villaluz Momongan Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management	Supply Chain Management / Marketing Director	15 Jan 2009	Procurement
5. Mr. Aviroot Kongcharoen Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Science	Corporate Quality Assurance	1 Feb 2015	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

	2019	2020	2021
Total executive director and executive remuneration (baht)	2,730,000.00	1,150,000.00	2,702,500.00

## 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) : 303

Number of female employees (persons) : 612

Total (persons) : 915

#### 2. Employee Remuneration

Total employee remuneration : 284,446,137.00

#### 3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 915

Number of employees contributing to the PVD (persons) : 403

Percentage of employees who are members (%) : 44.04

## Other Significant Information (7.6)

### Other significant information

#### 1. Assigned persons

##### 1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct  
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Mrs. Rattana Wongkrajang	rattana@teampcba.com	025772350

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Supachak Manutsathit	supachak@teampcba.com	025772350

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Boonchoke Somsuksadkul	boonchoke@teampcba.com	025772350

#### 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. Mrs. Rattana Wongkrajang	rattana@teampcba.com	025772350

#### 2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DR. VIRACH AND ASSOCIATES COMPANY LIMITED	1. Mr. Apirak Ati-anuwat Email: apiruk.a@vaaudit.com Telephone: 0818694849	1,035,000.00	-

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### 1. List of new directors appointed in the past year

##### 1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. MALIPA MANUTSATHIT Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Information system Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 1 Feb 2000	IT Management
2. Mr. MONKHOL KITTIPOOMVONG Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent)  Director type: Re-elected as director	Date position was assumed: 23 Apr 2015	Finance

##### 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. CHAKKAPHANT MANUTSATHIT	Chairman of the board	-
Mrs. MALIPA MANUTSATHIT	Director	-
Mr. CHAI JROONGTANAPIBARN	Director	-
Mr. PIROM CHAMSAI	Director	-
Mr. MONKHOL KITTIPOOMVONG	Director	-
Mr. SUPACHAK MANUTSATHIT	Director	-

## 3. Directors' performance assessment

Method used to evaluate directors' performance : None

## 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 : 23 Apr 2021

Number of EGM meetings : No

### 2. Attendance of each director

#### 2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. CHAKKAPHANT MANUTSATHIT	Chairman of the board	9/9	Attended the meeting	Did not hold the meeting
2. Mrs. MALIPA MANUTSATHIT	Director	9/9	Attended the meeting	Did not hold the meeting
3. Mr. CHAI JROONGTANAPIBARN	Director	9/9	Attended the meeting	Did not hold the meeting
4. Mr. PIROM CHAMSAI	Director	9/9	Attended the meeting	Did not hold the meeting
5. Mr. MONKHOL KITTIPOOMVONG	Director	9/9	Attended the meeting	Did not hold the meeting
6. Mr. SUPACHAK MANUTSATHIT	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
1. Mrs. SURATN PETCHMUNEE	Director	8/9	Attended the meeting	Did not hold the meeting

### 3. Remuneration for company directors

#### 3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. CHAKKAPHANT MANUTSATHIT	0.00	390,000.00	0.00	0.00	390,000.00
2. Mrs. MALIPA MANUTSATHIT	0.00	330,000.00	0.00	0.00	330,000.00
3. Mr. CHAI JROONGTANAPIBAR N	0.00	490,000.00	0.00	0.00	490,000.00
4. Mr. PIROM CHAMSAI	0.00	430,000.00	0.00	0.00	430,000.00
5. Mr. MONKHOL KITTIPOOMVONG	0.00	430,000.00	0.00	0.00	430,000.00
6. Mr. SUPACHAK MANUTSATHIT	0.00	330,000.00	0.00	0.00	330,000.00

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

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mrs. SURATN PETCHMUNEE	0.00	302,500.00	0.00	0.00	302,500.00



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

##### 4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. CHAKKAPHANT MANUTSATHIT	/	-	-
2. Mrs. MALIPA MANUTSATHIT	/	-	-
3. Mr. CHAI JROONGTANAPIBARN	/	-	-
4. Mr. PIROM CHAMSAI	/	-	-
5. Mr. MONKHOL KITTIPOOMVONG	/	-	-
6. Mr. SUPACHAK MANUTSATHIT	/	-	-

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

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mrs. SURATN PETCHMUNEE	/	-	-

## 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. CHAI JROONGTANAPIBARN	Chairman of the audit committee	4/4
2. Mr. PIROM CHAMSAI	Audit committee	4/4
3. Mr. MONKHOL KITTIPOOMVONG	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	64,955.47	130,645.63	176,991.00
Short-Term Investments - Net	0.00	0.00	0.00
Trade And Other Receivables - Current - Net	474,207.00	321,660.56	319,490.56
Inventories - Net	470,123.89	490,250.61	901,640.25
Other Current Assets	8,605.51	1,474.56	1,944.56
<b>Total Current Assets</b>	<b>1,027,035.32</b>	<b>955,875.81</b>	<b>1,406,606.47</b>
<b>Non-Current Assets</b>			
Trade And Other Receivables - Non-Current - Net	0.00	35,973.06	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	7,438.20	0.00	0.00
Property, Plant And Equipment - Net	438,936.81	417,464.00	450,735.25
Other Non-Current Assets	4,633.26	8,211.25	57.38
<b>Total Non-Current Assets</b>	<b>451,904.74</b>	<b>462,174.61</b>	<b>453,815.88</b>
<b>Total Assets</b>	<b>1,478,940.06</b>	<b>1,418,050.43</b>	<b>1,860,422.35</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	233,397.50	46,395.29	121,710.03
Trade And Other Payables - Current	355,012.89	375,611.84	553,467.69
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	0.00	0.00	0.00
Other Current Liabilities	4,785.13	0.89	199.93
<b>Total Current Liabilities</b>	<b>594,434.12</b>	<b>538,080.19</b>	<b>803,526.41</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	0.00	0.00	0.00
Other Non-Current Liabilities	1,122.06	1,122.06	1,122.06
<b>Total Non-Current Liabilities</b>	<b>93,427.19</b>	<b>104,230.91</b>	<b>104,590.08</b>
<b>Total Liabilities</b>	<b>687,861.30</b>	<b>642,311.11</b>	<b>908,116.49</b>

## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	637,063.39	637,063.39	637,063.39
Premium (Discount) On Share Capital	42,543.41	42,543.41	42,543.41
Retained Earnings (Deficits)	61,323.93	45,142.04	224,222.42
Other Components Of Equity	50,148.04	50,990.49	48,476.65
<b>Equity Attributable To Owners Of The Parent</b>	<b>791,078.76</b>	<b>775,739.32</b>	<b>952,305.86</b>
<b>Total Equity</b>	<b>791,078.76</b>	<b>775,739.32</b>	<b>952,305.86</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	2,153,400.57	1,866,830.73	2,500,244.23
<b>Total Revenue</b>	2,169,853.83	1,885,310.32	2,517,072.86
<b>Cost And Expenses</b>			
Costs	2,027,408.00	1,696,885.89	2,162,121.86
Selling And Administrative Expenses	141,243.14	135,432.12	150,333.20
<b>Total Cost And Expenses</b>	2,172,476.72	1,908,035.58	2,312,219.04
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(12,528.67)	(710.22)	0.00
Finance Costs	9,060.27	4,380.52	(399.90)
Income Tax Expense	(9,615.71)	(2,602.27)	1,751.59
<b>Net Profit (Loss) For The Period</b>	7,598.17	(16,181.89)	202,671.57
Net Profit (Loss) Attributable To : Owners Of The Parent	7,598.17	(16,181.89)	202,671.57
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	0.01193	(0.02540)	0.31813
EBITDA	65,520.23	36,746.85	254,875.96
Operating Profit	(17,980.57)	33,147.72	185,086.68
Normalize Profit	(14,596.11)	(25,213.73)	203,502.13



# 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	58,477.51	51,150.49	50,852.71
<b>Net Cash From (Used In) Operating Activities</b>	147,228.07	265,338.95	98,844.08
<b>Net Cash From Investing Activities</b>			
Payment For Purchase Of Fixed Assets	(31,846.87)	(8,301.86)	(80,925.16)
<b>Net Cash From (Used In) Investing Activities</b>	(27,204.72)	(7,678.97)	(80,101.10)
<b>Net Cash From Financing Activities</b>			
Dividend Paid	0.00	0.00	(31,853.17)
<b>Net Cash From (Used In) Financing Activities</b>	(151,283.84)	(191,796.92)	14,884.32

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	1.73	1.78	1.75
Quick ratio (times)	0.92	0.84	0.62
Cash flow liquidity ratio (Average) (times)	0.20	0.47	0.15
Average account recievable turnover (times)	3.92	4.70	7.81
Average collection period (days)	91.92	76.65	46.09
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	3.69	3.21	2.90
Average inventory turnover period (days)	97.47	112.13	124.02
Average account payable turnover (times)	4.66	4.65	4.65
Average payment period (days)	77.18	77.50	77.35
Average cash cycle (days)	112.20	111.27	92.77

## Profitability

	2019	2020	2021
EBITDA margin (%)	3.02	1.95	10.13
Gross profit margin (%)	5.85	9.10	13.52
Operating margin (%)	(0.83)	1.78	7.40
Net profit margin (%)	0.35	(0.86)	8.05
Return on equity (ROE) (Average) (%)	0.97	(2.07)	23.46
Capacity utilization rate (%)	-	-	-
Fixed asset turnover ratio (times)	4.76	4.35	5.74
Gross profit margin (from project for sale) (%)	5.85	9.10	13.52
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	2.00	2.00	1.00
Cash from operation to operating profit (%)	151.00	208.00	35.00

## Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	16.50	60.98	134.95
Debt service coverage ratio (times)	0.28	0.79	2.09
Total debts to total equity (times)	0.87	0.83	0.95
Interest-bearing debt to equity ratio (times)	0.30	0.06	0.13
Dividend per shares (baht/share)	0.00	0.00	0.05
Dividend payout ratio (%)	-	-	15.72
Dividend yield (%)	-	-	1.00
Debt from financial institutions to total liabilities (times)	0.34	0.07	0.13
Interest bearing debt due in 1 year to total interest bearing debt (times)	-	-	-
Interest bearing debt to EBITDA ratio (times)	3.38	1.40	0.48

## Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	1.33	1.29	1.53
Return on asset (ROA) (Average) (%)	0.47	(1.12)	12.36
Return On Fixed Assets (%)	14.62	8.15	58.23