



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CSP STEEL CENTER PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	22
Financial Statement	
Statement of Financial Position	28
Statement of Comprehensive Income	31
Statement of Cash Flow	32
Financial Ratios	33

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : CSP STEEL CENTER PUBLIC COMPANY LIMITED

Symbol : CSP

Address : 475 RAMA 3 ROAD, BANGKLO, BANG KOLAEM

Province : Bangkok

Postcode : 10120

Business : 1. Steel Service Center by providing and cutting cold rolled steel, hot rolled steel and coated steel in both plate and coil types as per requested.
2. Producing cold / hot rolled steel pipes for many various industries.

Registration Number : 0107548000544

Telephone : 0-2291-6314-21

Fax (if applicable) : 0-2291-3828

Website : www.cspsteel.com

Email : info@cspsteel.com, ir@cspsteel.com

Total Shares Sold (shares)

Common Stock : 496,168,826

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	2,785,170.40	2,492,094.20	3,023,088.28
Processing steel sheet for sales (Thousand baht)	2,220,845.43	1,831,056.30	2,502,937.50
Trading of steel coil (Thousand baht)	272,963.42	346,669.86	211,643.27
Providing Steel Processing services (Thousand baht)	26.50	533.34	2,011.09
Cold rolled steel pipe and Hot rolled steel pipe (Thousand baht)	265,588.37	313,654.20	305,170.26
Structural Steel (Thousand baht)	532.00	0.00	0.00
Others (Thousand baht)	25,214.68	180.50	1,326.16

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Processing steel sheet for sales (%)	79.74	73.47	82.79
Trading of steel coil (%)	9.80	13.91	7.00
Providing Steel Processing services (%)	0.00	0.02	0.07
Cold rolled steel pipe and Hot rolled steel pipe (%)	9.54	12.59	10.09
Structural Steel (%)	0.02	0.00	0.00
Others (%)	0.91	0.01	0.04

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	2,785,170.40	2,492,094.20	3,023,088.28
Domestic (Thousand baht)	2,785,170.40	2,492,094.20	3,023,088.28

	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	: 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	: Yes
Reliance on major shareholders or affiliates of major shareholders or managements	: Yes
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	: No

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

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: N/A
-----------------	-------

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 : <http://www.cspsteel.com/investor/page/11>
(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 : <http://www.cspsteel.com/investor/page/11>
(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)	N/A	174,087.00	171,243.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	N/A	20,252.00	18,281.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : No

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : No

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

Company website on human rights policy (if applicable) : <http://www.cspsteel.com/investor/page/97/11>

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)	301	101	236
Number of female employees (persons)	109	258	101
Total (persons)	410	359	337

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	84,360,000.00	92,190,000.00	88,950,000.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	6.00	6.00	6.00

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	7.00	5.00	2.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	N/A	N/A	16.32

2. Information on community and society

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

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 : <http://www.cspsteel.com/investor/page/25/9>

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	3	37.50
Number of non-executive directors	5	62.50
Number of independent directors	3	37.50

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. SUPACHAI CHAISUPAT Gender: Male Age: 74 years old Highest level of education: Below a bachelor's degree Major: 12th Grade Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	31 Mar 2017	Steel, Leadership, Procurement, Negotiation, Finance, Risk Management, Change Management, Strategic Management, Corporate Management

2. Mr. JANRAM ATTHAKRISNA Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re- elected as director	8 Apr 2022	Accounting, Law, Audit, Internal Control, Banking
3. Mr. WEERASAK CHAISUPAT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	8 Apr 2022	Steel, Corporate Management, Risk Management, Change Management, Strategic Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Procurement
4. Mr. KRITSADA CHAISUPAT Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	31 Mar 2017	Steel, Corporate Management, Human Resource Management, Engineering, Leadership, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Procurement, Audit, Risk Management, Strategic Management
5. Mr. BUNJERD SOMSEM Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	20 Apr 2018	Finance, Banking, Corporate Management, Risk Management, Audit, Data Analysis, Accounting
6. POL. MAJ. GEN. VICHIE SAMARNPONG Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re- elected as director	8 Apr 2022	Law, Audit, Negotiation, Corporate Social Responsibility, Leadership

7. Mr. CHALERMPONG MAHAVANIDVONG	Director (Non-executive, Independent director)	28 Feb 2018	Commerce, Leadership, Governance/ Compliance, Corporate Social Responsibility, Personal Products & Pharmaceuticals, Negotiation, Marketing, Audit, Corporate Management, Risk Management, Change Management, Strategic Management
Gender: Male			
Age: 51 years old			
Highest level of education:			
Master's degree			
Major: Business Administration	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
8. POL. MAJ. GEN. WITTAWAT BURANASOMPOP	Director (Non-executive, Independent director)	29 Feb 2020	Law, Corporate Management, Negotiation, Corporate Social Responsibility, Leadership, Audit
Gender: Male			
Age: 66 years old			
Highest level of education:			
Master's degree	Director type:		
Major: Business Administration	Original director		
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 : 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 : 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. JANRAM ATTHAKRISNA [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	8 Apr 2022	Accounting, Law, Audit, Internal Control, Banking
2. Mr. CHALERMPONG MAHAVANIDVONG [1] Gender: Male Age: 51 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)	28 Feb 2018	Commerce, Leadership, Governance/ Compliance, Corporate Social Responsibility, Personal Products & Pharmaceuticals, Negotiation, Marketing, Audit, Corporate Management, Risk Management, Change Management, Strategic Management
3. POL. MAJ. GEN. WITTAWAT BURANASOMPOP [1] Gender: Male Age: 66 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)	29 Feb 2020	Law, Corporate Management, Negotiation, Corporate Social Responsibility, Leadership, 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. JANRAM ATTHAKRISNA	Chairman
	Mr. CHALERMPONG MAHAVANIDVONG	Member
	POL. MAJ. GEN. WITTAWAT	Member
	BURANASOMPOP	Member
	Mr. BUNJERD SOMSEM	
Corporate Governance Committee (CG Committee)	Mr. CHALERMPONG MAHAVANIDVONG	Chairman
	Mr. WEERASAK CHAISUPAT	Member
	Mr. KRITSADA CHAISUPAT	Member
	Ms. JUTAMAS CHAISUPAT	Member
	Mr. CHATCHAI PENGMEESRI	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee (CG Committee)
Sub-committees responsible for corporate sustainability development	: Corporate Governance Committee (CG 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. SUPACHAI CHAISUPAT Gender: Male Age: 74 years old Highest level of education: Below a bachelor's degree Major: 12th Grade	CHIEF EXECUTIVE OFFICER	17 Feb 1992	Steel, Leadership, Procurement, Negotiation, Finance, Risk Management, Change Management, Strategic Management, Corporate Management
2. Mr. WEERASAK CHAISUPAT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	16 Mar 2005	Steel, Corporate Management, Risk Management, Change Management, Strategic Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Procurement
3. Mr. KRITSADA CHAISUPAT Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President in General Management	20 Apr 1998	Steel, Corporate Management, Human Resource Management, Engineering, Leadership, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Procurement, Audit, Risk Management, Strategic Management
4. Ms. JUTAMAS CHAISUPAT [1] Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President in Finance and Accounting/Corporate Secretary	19 Nov 2020	Corporate Management, Data Management, Risk Management, Human Resource Management, IT Management, Audit, Finance, Banking, Accounting, Leadership, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Negotiation, Data Analysis

5. Ms. WARAPORN BUNTODKIEW Gender: Female Age: 49 years old Highest level of education: Bachelor's degree Major: Management	Executive Vice President in Sales and Marketing	4 Feb 2022	Steel, Marketing, Leadership, Negotiation
6. Ms. WUNTHAKARN JUNTACOT Gender: Female Age: 43 years old Highest level of education: Bachelor's degree Major: Management	Executive Vice President in Human Resources	1 Mar 2017	Human Resource Management, Negotiation, Corporate Social Responsibility, Data Management, Law, Audit
7. Ms. SUWIMON THONGPUT [2] Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Accounting	Accounting Manager	24 Nov 2020	Accounting, Finance, Audit, Internal Control, Data Management, Data Analysis, Statistics

[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 : No

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	20,953,586.00	17,160,609.00	16,810,714.00

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) : 236

Number of female employees (persons) : 101

Total (persons) : 337

2. Employee Remuneration

Total employee remuneration : 88,950,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 337

Number of employees contributing to the PVD (persons) : 85

Percentage of employees who are members (%) : 25.22

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. SUWIMON THONGPUT	suwimon.tho@cspsteel.com	02-2916314-21 ต่อ 212

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. JUTAMAS CHAISUPAT	jutamas@cspsteel.com	02-2916314-21 ต่อ 200

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. NIVET JINTANAWICHAI	jniweds@gmail.com	

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 CHAISUPAT	jutamas@cspsteel.com	02-2916314-21 ต่อ 200

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. SP AUDIT COMPANY LIMITED	1. Ms. Cheurnta Chommern Email: chuenta.c@spaudit.co.th Telephone: -	920,000.00	Details: Out-of-Pocket Expense Total service fee (baht): 60,000.00

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. JANRAM ATTHAKRISNA Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 8 Apr 2022	Accounting, Law, Audit, Internal Control, Banking
2. Mr. WEERASAK CHAISUPAT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 8 Apr 2022	Steel, Corporate Management, Risk Management, Change Management, Strategic Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Procurement
3. POL. MAJ. GEN. VICHIEEN SAMARNPONG Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 8 Apr 2022	Law, Audit, Negotiation, Corporate Social Responsibility, Leadership

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. SUPACHAI CHAISUPAT	Chairman of the board	-
Mr. JANRAM ATTHAKRISNA	Chairman of the board	/
Mr. WEERASAK CHAISUPAT	Director	-
Mr. KRITSADA CHAISUPAT	Director	-
Mr. BUNJERD SOMSEM	Director	-
POL. MAJ. GEN. VICHIEEN SAMARNPONG	Director	-
Mr. CHALERMPONG MAHAVANIDVONG	Director	/
POL. MAJ. GEN. WITTAWAT BURANASOMPOP	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 : 8

Date of AGM Meeting : 28 Jun 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. SUPACHAI CHAISUPAT	Chairman of the board	8/8	Attended the meeting	Did not hold the meeting
2. Mr. JANRAM ATTHAKRISNA	Chairman of the board	8/8	Attended the meeting	Did not hold the meeting
3. Mr. WEERASAK CHAISUPAT	Director	8/8	Attended the meeting	Did not hold the meeting
4. Mr. KRITSADA CHAISUPAT	Director	8/8	Attended the meeting	Did not hold the meeting
5. Mr. BUNJERD SOMSEM	Director	8/8	Attended the meeting	Did not hold the meeting
6. POL. MAJ. GEN. VICHIEEN SAMARNPONG	Director	8/8	Attended the meeting	Did not hold the meeting
7. Mr. CHALERMPONG MAHAVANIDVONG	Director	8/8	Attended the meeting	Did not hold the meeting
8. POL. MAJ. GEN. WITTAWAT BURANASOMPOP	Director	7/8	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. SUPACHAI CHAISUPAT	50,000.00	-	-	-	50,000.00
2. Mr. JANRAM ATTHAKRISNA	175,258.00	-	-	-	175,258.00
3. Mr. WEERASAK CHAISUPAT	50,000.00	-	-	-	50,000.00
4. Mr. KRITSADA CHAISUPAT	50,000.00	-	-	-	50,000.00
5. Mr. BUNJERD SOMSEM	149,485.00	-	-	-	149,485.00
6. POL. MAJ. GEN. VICHIEEN SAMARNPONG	175,258.00	-	-	-	175,258.00
7. Mr. CHALERMPONG MAHAVANIDVONG	149,484.00	-	-	-	149,484.00
8. POL. MAJ. GEN. WITTAWAT BURANASOMPOP	123,711.00	-	-	-	123,711.00

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. SUPACHAI CHAISUPAT	-	-	-
2. Mr. JANRAM ATTHAKRISNA	-	-	-
3. Mr. WEERASAK CHAISUPAT	-	-	-
4. Mr. KRITSADA CHAISUPAT	-	-	-
5. Mr. BUNJERD SOMSEM	-	-	-
6. POL. MAJ. GEN. VICHIEEN SAMARNPONG	-	-	-
7. Mr. CHALERMPONG MAHAVANIDVONG	-	-	-
8. POL. MAJ. GEN. WITTAWAT BURANASOMPOP	-	-	-

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. JANRAM ATTHAKRISNA	Chairman of the audit committee	4/4
2. Mr. CHALERMPONG MAHAVANIDVONG	Audit committee	4/4
3. POL. MAJ. GEN. WITTAWAT BURANASOMPOP	Audit committee	3/4

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
Current Assets			
Cash And Cash Equivalents	14,063.63	98,956.86	26,295.86
Short-Term Investments - Net	0.00	0.00	-
Trade And Other Receivables - Current - Net	489,394.31	502,239.95	583,774.43
Inventories - Net	1,140,286.14	749,688.15	985,356.08
Other Current Assets	0.00	0.00	-
Total Current Assets	1,644,051.19	1,350,890.70	1,595,831.00
Non-Current Assets			
Trade And Other Receivables - Non-Current - Net	0.00	0.00	-
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	0.00	0.00	-
Property, Plant And Equipment - Net	646,426.79	627,475.49	604,015.65
Other Non-Current Assets	97.18	97.18	108.87
Total Non-Current Assets	662,334.56	653,624.45	631,428.88
Total Assets	2,306,385.75	2,004,515.14	2,227,259.88

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	1,680,643.86	1,290,810.93	1,152,314.17
Trade And Other Payables - Current	111,544.58	59,475.41	35,348.00
Short-Term Borrowings	0.00	50,000.00	-
Current Portion Of Long-Term Debts	975.83	5,755.98	2,880.67
Other Current Liabilities	0.00	0.00	-
Total Current Liabilities	1,793,164.27	1,406,666.26	1,240,081.90
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	-
Non-Current Portion Of Long-Term Debts	1,005.94	2,880.67	0.00
Other Non-Current Liabilities	0.00	0.00	-
Total Non-Current Liabilities	34,277.65	34,601.41	24,645.14
Total Liabilities	1,827,441.93	1,441,267.67	1,264,727.04

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	496,168.83	496,168.83	496,168.83
Premium (Discount) On Share Capital	100,086.82	0.00	-
Retained Earnings (Deficits)	(117,311.83)	67,078.64	466,364.01
Other Components Of Equity	0.00	0.00	-
Equity Attributable To Owners Of The Parent	478,943.82	563,247.47	962,532.84
Total Equity	478,943.82	563,247.47	962,532.84

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	2,759,985.72	2,491,913.70	3,021,762.12
Total Revenue	2,785,170.40	2,492,094.20	3,023,088.28
Cost And Expenses			
Costs	2,728,617.47	2,258,608.88	2,364,203.82
Selling And Administrative Expenses	132,233.69	103,858.21	109,176.00
Total Cost And Expenses	2,861,791.09	2,365,704.61	2,486,668.25
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	-	-	-
Finance Costs	49,025.62	42,641.50	29,822.94
Income Tax Expense	1,798.78	(555.55)	68,330.64
Net Profit (Loss) For The Period	(127,445.09)	84,303.65	438,266.45
Net Profit (Loss) Attributable To : Owners Of The Parent	(127,445.09)	84,303.65	438,266.45
Basic Earnings (Loss) Per Share (Baht/Share)	(0.25000)	0.17000	0.88000
EBITDA	(47,140.56)	161,932.34	572,669.28
Operating Profit	(100,865.45)	129,446.61	548,382.30
Normalize Profit	(149,899.36)	86,463.56	449,947.14

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	29,480.13	35,542.75	36,249.25
Net Cash From (Used In) Operating Activities	(174,003.59)	484,761.62	210,940.26
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(30,883.43)	(16,487.50)	(9,388.52)
Net Cash From (Used In) Investing Activities	(30,581.80)	(15,780.40)	(9,474.33)
Net Cash From Financing Activities			
Dividend Paid	0.00	0.00	(49,577.44)
Net Cash From (Used In) Financing Activities	217,932.02	(384,087.99)	(274,126.92)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	0.92	0.96	1.29
Quick ratio (times)	0.28	0.43	0.49
Cash flow liquidity ratio (Average) (times)	(0.10)	0.30	0.16
Average account recievable turnover (times)	5.00	6.49	6.84
Average collection period (days)	73.03	56.25	53.36
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	2.56	2.35	2.71
Average inventory turnover period (days)	142.61	155.53	134.55
Average account payable turnover (times)	31.19	28.23	90.98
Average payment period (days)	11.70	12.93	4.01
Average cash cycle (days)	203.94	198.85	183.90

Profitability

	2019	2020	2021
EBITDA margin (%)	-	-	-
Gross profit margin (%)	1.14	9.36	21.76
Operating margin (%)	(2.78)	5.07	17.75
Net profit margin (%)	(4.62)	3.38	14.50
Return on equity (ROE) (Average) (%)	(26.61)	16.18	57.45
Capacity utilization rate (%)	-	-	-
Fixed asset turnover ratio (times)	-	-	-
Gross profit margin (from project for sale) (%)	-	-	-
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	-	-	-
Cash from operation to operating profit (%)	-	-	-

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	(1.56)	2.96	17.99
Debt service coverage ratio (times)	(0.10)	1.21	0.74
Total debts to total equity (times)	3.82	2.56	1.31
Interest-bearing debt to equity ratio (times)	-	-	-
Dividend per shares (baht/share)	-	-	0.30
Dividend payout ratio (%)	-	-	33.96
Dividend yield (%)	-	-	-
Debt from financial institutions to total liabilities (times)	-	-	-
Interest bearing debt due in 1 year to total interest bearing debt (times)	-	-	-
Interest bearing debt to EBITDA ratio (times)	-	-	-

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	1.20	1.24	1.36
Return on asset (ROA) (Average) (%)	(5.53)	3.91	20.71
Return On Fixed Assets (%)	(19.72)	13.44	72.56