



# **Annual Registration Statement / Annual Report**

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

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

**PREMIER MARKETING 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	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
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 : PREMIER MARKETING PUBLIC COMPANY LIMITED

Symbol : PM

Address : No. 1 Premier Corporate Park, Soi Premier 2, Srinakarin Road,  
Nongbon Sub-district, Prawet District

Province : Bangkok

Postcode : 10250

Business : The Company is the distributor of consumer products, divided into 4 groups of products including foods and confectionery, food and beverages, personal care and pet food, which has covered a network of more than 120,000 stores nationwide. The Company has 5 Subsidiaries: 1. P.M. Food Co., Ltd. manufactures and distributes fish snack products under “Taro” brand. 2. Premier Canning Industry Co., Ltd. manufactures and sells tuna and other seafood products for human and pet food under the customer brand, all products are exported to overseas, and manufactures and distributes tomato ketchup, chili sauce and other seasoning sauce under “King’s Kitchen” brand. 3. Premier Frozen Products Co., Ltd. provides cold storage 4. PM SE CO., Ltd. invests in social enterprise businesses and distributes social enterprise products and organic coffee products under the brand “MiVana” and “Arabica”. 5. Shenzhen Premier Marketing Co., Ltd. sales and distribution of products of the Company both offline & online

Registration Number : 0107550000122

Telephone : 0-2301-1000

Fax (if applicable) : 0-2301-1020

Website : [www.premier-marketing.co.th](http://www.premier-marketing.co.th)

Email : [ir@pm.premier.co.th](mailto:ir@pm.premier.co.th)

Total Shares Sold (shares)

Common Stock : 598,245,300

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>	4,127,569.59	4,183,963.20	4,394,983.45
Sales (Thousand baht)	4,084,586.99	4,159,087.54	4,363,622.17
Rental and service income (Thousand baht)	1,722.27	1,423.59	660.26
Other income (Thousand baht)	41,260.33	23,452.07	30,701.02

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Sales (%)	98.96	99.41	99.29
Rental and service income (%)	0.04	0.03	0.02
Other income (%)	1.00	0.56	0.70

#### By Geographical Area or Market

	2019	2020	2021
<b>Total (Thousand baht)</b>	4,127,569.59	4,183,963.20	4,394,983.45
Domestic (Thousand baht)	3,324,748.00	3,154,646.00	3,103,859.00

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Domestic (%)	80.55	75.40	70.62

## 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	: No
Changes in policies or international agreements related to business operations	: No
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

### Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: Yes
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	: No
Information security and cyber-attack	: No
Loss or damage from non-compliance of partners or counterparties	: No
Delays in the development of new projects	: No
Business operations that have no commercial results	: No
Lease agreement execution	: No
Safety, occupational health, and working environment	: No
Climate change and disasters	: 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	: No
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	: No

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 : No

**Risk to Securities Holder (2.2.2)**

Return from investment of securities holder : Yes

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

Investment risk : No

# 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://www.premier-marketing.co.th/รายงานเพื่อการพัฒนาอย่างยั่งยืน>  
(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.premier-marketing.co.th/นโยบายสิ่งแวดล้อมและสังคม>  
(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)	452,349.00	461,834.30	354,837.97

###### 1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	295,221.00	283,973.00	288,695.00

## 2. Water management

### 2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	209,382.00	207,216.00	232,109.00

## 3. Waste management

### 3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	35.63	243.74	142.03
Hazardous waste (kg)	0.00	5.16	7.11
<b>Total (kg)</b>	<b>35.63</b>	<b>248.90</b>	<b>149.14</b>

## 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)	1,246.29	1,220.49	949.42
Scope 2 (Tons of carbon dioxide equivalents)	147.58	141.96	144.32
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>1,393.87</b>	<b>1,362.45</b>	<b>1,093.74</b>

#### **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.premier-marketing.co.th/นโยบายกลุ่มบริษัทพรีเมียร์>

### 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)	541	554	588
Number of female employees (persons)	1,396	1,320	1,365
<b>Total (persons)</b>	<b>1,937</b>	<b>1,874</b>	<b>1,953</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	687,970,000.00	753,000,000.00	780,000,000.00

##### 1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	19.88	9.33	5.47

#### 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	4.00	10.00

#### 1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	76.52	80.16	79.69

#### 2. Information on community and society

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



# 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.premier-marketing.co.th/การกำกับดูแลกิจการ>

#### 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	10	100.00
Number of male directors	5	50.00
Number of female directors	5	50.00
Number of executive directors	6	60.00
Number of non-executive directors	4	40.00
Number of independent directors	4	40.00

#### 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. SOMCHAI CHOONHARAS Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Organization Psychology Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Re-elected as director	20 Jul 2007	Marketing, Accounting, Risk Management, Governance/ Compliance, Food & Beverage, Corporate Management, Sustainability

2. Mrs. DUANGTHIP EAMRUNGROJ Gender: Female Age: 67 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	20 Jul 2007	Risk Management, Human Resource Management, Sustainability, Governance/ Compliance, Engineering, Corporate Management
3. Mr. SURADEJ BOONYAWATANA Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	24 Apr 2014	Risk Management, Sustainability, Governance/ Compliance, Construction Materials, Engineering
4. Mrs. WALAIRAT PONGJITT Gender: Female Age: 60 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	21 Apr 2017	Law, Risk Management, Finance, Governance/ Compliance
5. Mrs. PENSRI DETTINGENG Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	24 Apr 2014	Law, Risk Management, Sustainability, Accounting, Governance/ Compliance
6. Mr. PIYA SMUTKOCHORN Gender: Male Age: 54 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	21 Apr 2016	Marketing
7. Mrs. NANGNOI BUNYASARANUND Gender: Female Age: 77 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	20 May 2008	Accounting

8. Ms. NAENGNOI CHAI-ONNOM	Director (Non-executive, Independent director)	21 Jan 2008	Accounting
Gender: Female			
Age: 80 years old			
Highest level of education:			
Master's degree			
Major: Accounting	Director type: Re-		
Thai nationality: Yes	elected as director		
Residing in Thailand: Yes			
9. Mr. WICHAI HIRUNWONG	Director (Non-executive, Independent director)	20 Jul 2007	Banking, Economics
Gender: Male			
Age: 76 years old			
Highest level of education:			
Master's degree			
Major: Economics	Director type: Re-		
Thai nationality: Yes	elected as director		
Residing in Thailand: Yes			
10. Mr. PANAEK WARAWIT	Director (Non-executive, Independent director)	16 Jul 2021	IT Management, Engineering
Gender: Male			
Age: 52 years old			
Highest level of education:			
Master's degree			
Major: Computer Science	Director type: Newly		
Thai nationality: Yes	appointed director to		
Residing in Thailand: Yes	replace ex-director		

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

General information	Position	Tenure	Replacement Director
1. Mr. KATIYA GREIGARN	Director (Non-executive, Independent director)	Date position was assumed: 20 Jul 2007 Date directorship ended: 2 May 2021	Mr. PANAEK WARAWIT Date position was assumed: 16 Jul 2021
Gender: Male			
Age: 70 years old			
Highest level of education:			
Doctoral degree			
Major: Engineering	Director type:		
Thai nationality: Yes	Original director		
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 : 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. Ms. NAENGNOI CHAI-ONNOM [1] Gender: Female Age: 80 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)	19 Jul 2021	Accounting
2. Mr. WICHAI HIRUNWONG Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	28 Jun 2007	Banking, Economics
3. Mr. PANAEK WARAWIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	19 Jul 2021	IT Management, Engineering

[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
1. Mr. KATIYA GREIGARN	Chairman of the audit	Date position was	Mr. PANA EK WARAWIT
Gender: Male	committee	assumed:	Date position was assumed:
Age: 70 years old	(Non-executive,	20 Jul 2007	19 Jul 2021
Highest level of education: Doctoral degree	Independent	Date directorship	
Major: Engineering	director)	ended:	
Thai nationality: Yes		2 May 2021	
Residing in Thailand: Yes	Director type:		
	Original director		

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

## 2. Other sub-committees

### 2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Risk Oversight Committee	Mrs. DUANGTHIP EAMRUNGROJ	Chairman
	Mr. SOMCHAI CHOONHARAS	Member
	Mr. SURADEJ BOONYAWATANA	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Risk Oversight Committee
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: None
Sub-committees responsible for corporate governance	: Corporate Governance and Risk Oversight Committee
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. VICHIE PHONGSATHORN Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	1 Mar 2018	Corporate Management, Engineering
2. Mr. PIYA SMUTKOCHORN Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	21 Apr 2016	Marketing
3. Mr. Pornsak Sinkanarak Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director – Business Development	29 Feb 2012	Marketing
4. Mr. Choocheep Auekarn Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Public Administration	Deputy Managing Director- Human Resources and Administration	1 May 2013	Human Resource Management, Corporate Management
5. Mrs. Pathomporn Srisuthamporn [1] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Accounting	Deputy Managing Director- Finance and Accounting	1 Aug 2021	Accounting, Audit

[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)	61,778,841.52	61,649,396.23	61,062,584.68

## 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) : 588

Number of female employees (persons) : 1365

Total (persons) : 1953

#### 2. Employee Remuneration

Total employee remuneration : 780,000,000.00

#### 3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 1953

Number of employees contributing to the PVD (persons) : 1148

Percentage of employees who are members (%) : 58.78

## 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. Tanasukant Kumyim	Tanasukant.K@pm.premier.co.th	02-3011609

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Kulthida Verathaworn	Kulthida.V@pfc.premier.co.th	02-3012071

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Akapun Nuanmuang	akapun@pfc.premier.co.th	02-3011488

#### 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. Pathomporn Srisuthamporn	ir@pm.premier.co.th	02-301-1740

#### 2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Mr. Chatchai Kasemsrithanawat Email: chatchai.kasemsrithanawat@th.ey.com Telephone: 02-264-0777	4,469,000.00	Details: An Observation the destruction of the inventory Total service fee (baht): 80,000.00

# 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. SOMCHAI CHOONHARAS</b> Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Organization Psychology Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Re-elected as director	Date position was assumed: 20 Jul 2007	Marketing, Accounting, Risk Management, Governance/ Compliance, Food & Beverage, Corporate Management, Sustainability
<b>2. Ms. NAENGNOI CHAI-ONNOM</b> Gender: Female Age: 80 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 21 Jan 2008	Accounting
<b>3. Mr. WICHAI HIRUNWONG</b> Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 20 Jul 2007	Banking, Economics

## 1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PANAEK WARAWIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 16 Jul 2021	IT Management, Engineering

## 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 CHOONHARAS	Chairman of the board	/
Mrs. DUANGTHIP EAMRUNGROJ	Director	-
Mr. SURADEJ BOONYAWATANA	Director	/
Mrs. WALAIRAT PONGJITT	Director	/
Mrs. PENSRI DETTINGENG	Director	-
Mr. PIYA SMUTKOCHORN	Director	/
Mrs. NANGNOI BUNYASARANUND	Director	/
Ms. NAENGNOI CHAI-ONNOM	Director	/
Mr. WICHAI HIRUNWONG	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 : 7

Date of AGM Meeting : 30 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. SOMCHAI CHOONHARAS	Chairman of the board	7/7	Attended the meeting	Did not hold the meeting
2. Mrs. DUANGTHIP EAMRUNGROJ	Director	7/7	Attended the meeting	Did not hold the meeting
3. Mr. SURADEJ BOONYAWATANA	Director	7/7	Attended the meeting	Did not hold the meeting
4. Mrs. WALAIRAT PONGJITT	Director	7/7	Attended the meeting	Did not hold the meeting
5. Mrs. PENSRI DETTINGENG	Director	7/7	Attended the meeting	Did not hold the meeting
6. Mr. PIYA SMUTKOCHORN	Director	7/7	Attended the meeting	Did not hold the meeting
7. Mrs. NANGNOI BUNYASARANUND	Director	7/7	Attended the meeting	Did not hold the meeting
8. Ms. NAENGNOI CHAI-ONNOM	Director	7/7	Attended the meeting	Did not hold the meeting
9. Mr. WICHAI HIRUNWONG	Director	7/7	Attended the meeting	Did not hold the meeting
10. Mr. PANA EK WARAWIT	Director	3/3	Did not attend 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. Mr. KATIYA GREIGARN	Director	2/2	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. SOMCHAI CHOONHARAS	-	-	-	-	-
2. Mrs. DUANGTHIP EAMRUNGROJ	-	-	-	-	-
3. Mr. SURADEJ BOONYAWATANA	-	-	-	-	-
4. Mrs. WALAIRAT PONGJITT	-	-	-	-	-
5. Mrs. PENSRI DETINGENG	-	-	-	-	-
6. Mr. PIYA SMUTKOCHORN	-	-	-	-	-
7. Mrs. NANGNOI BUNYASARANUND	119,000.00	-	-	310,000.00	429,000.00
8. Ms. NAENGNOI CHAI- ONNOM	201,000.00	-	-	478,191.78	679,191.78
9. Mr. WICHAI HIRUNWONG	187,000.00	-	-	460,000.00	647,000.00
10. Mr. PANAEK WARAWIT	85,000.00	-	-	209,205.48	294,205.48

#### 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)
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1. Mr. KATIYA GREIGARN	58,000.00	-	-	165,753.42	223,753.42
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#### 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 CHOONHARAS	-	-	-
2. Mrs. DUANGTHIP EAMRUNGROJ	-	-	-
3. Mr. SURADEJ BOONYAWATANA	-	-	-
4. Mrs. WALAIRAT PONGJITT	-	-	-
5. Mrs. PENSRI DETTINGENG	-	-	-
6. Mr. PIYA SMUTKOCHORN	-	-	-
7. Mrs. NANGNOI BUNYASARANUND	-	-	-
8. Ms. NAENGNOI CHAI-ONNOM	-	-	-
9. Mr. WICHAI HIRUNWONG	-	-	-
10. Mr. PANAEK WARAWIT	-	-	-

##### 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. Mr. KATIYA GREIGARN	-	-	-

## 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. Ms. NAENGNOI CHAI-ONNOM	Chairman of the audit committee	5/5
2. Mr. WICHAI HIRUNWONG	Audit committee	5/5
3. Mr. PANAEK WARAWIT	Audit committee	2/2

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

List of directors	Position	Audit Committee meetings
1. Mr. KATIYA GREIGARN	Chairman of the audit committee	2/2

# Statement of Financial Position

## Statement of Financial Position

### Assets

(Unit : Thousand baht)	2019	2020	2021
<b>Current Assets</b>			
Cash And Cash Equivalents	127,911.85	23,866.01	56,981.22
Short-Term Investments – Net	237,570.01	29,730.97	31,480.35
Trade And Other Receivables – Current – Net	687,195.36	787,269.92	672,136.73
Inventories – Net	435,126.01	487,280.71	569,126.16
Other Current Assets	30,799.33	40,900.39	84,895.54
<b>Total Current Assets</b>	<b>1,518,602.55</b>	<b>1,369,048.00</b>	<b>1,414,620.00</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	3,764.07	0.00	0.00
Property, Plant And Equipment – Net	878,989.78	895,618.77	965,087.54
Other Non-Current Assets	184,921.41	192,608.23	205,436.14
<b>Total Non-Current Assets</b>	<b>1,067,675.26</b>	<b>1,088,227.00</b>	<b>1,170,523.68</b>
<b>Total Assets</b>	<b>2,586,277.81</b>	<b>2,457,275.00</b>	<b>2,585,143.68</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	4,986.18	26,767.43	158,000.00
Trade And Other Payables - Current	555,673.20	653,583.37	626,333.53
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	40,225.14	45,380.02	26,709.52
Other Current Liabilities	47,774.05	73,262.11	73,795.41
<b>Total Current Liabilities</b>	<b>648,658.57</b>	<b>798,992.93</b>	<b>884,838.46</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	61,740.62	36,747.50	10,046.87
Other Non-Current Liabilities	229,247.15	257,618.21	259,942.49
<b>Total Non-Current Liabilities</b>	<b>290,987.77</b>	<b>294,365.71</b>	<b>269,989.36</b>
<b>Total Liabilities</b>	<b>939,646.35</b>	<b>1,093,358.64</b>	<b>1,154,827.82</b>



## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	598,245.30	598,245.30	598,245.30
Premium (Discount) On Share Capital	0.00	0.00	0.00
Retained Earnings (Deficits)	846,635.95	582,770.33	644,749.72
Other Components Of Equity	208,402.95	194,128.16	208,776.96
<b>Equity Attributable To Owners Of The Parent</b>	<b>1,653,284.19</b>	<b>1,375,143.79</b>	<b>1,451,771.98</b>
<b>Total Equity</b>	<b>1,646,631.47</b>	<b>1,363,916.36</b>	<b>1,430,315.86</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	4,086,309.25	4,160,511.13	4,364,282.42
<b>Total Revenue</b>	4,128,086.07	4,184,239.60	4,395,107.58
<b>Cost And Expenses</b>			
Costs	2,868,302.81	2,811,339.48	3,015,706.09
Selling And Administrative Expenses	896,210.67	886,540.53	941,777.93
<b>Total Cost And Expenses</b>	3,764,513.48	3,697,880.01	3,957,484.02
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(2,272.49)	(746.67)	0.00
Finance Costs	5,512.58	9,063.51	10,474.05
Income Tax Expense	85,641.20	77,757.26	82,561.34
<b>Net Profit (Loss) For The Period</b>	270,146.31	398,792.15	344,588.17
Net Profit (Loss) Attributable To : Owners Of The Parent	276,106.23	404,321.70	354,816.87
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	0.45156	0.69045	0.63574
EBITDA	423,158.44	584,010.76	539,655.96
Operating Profit	349,414.14	475,651.36	407,849.92
Normalize Profit	265,674.31	409,674.88	335,927.17

# 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	61,858.35	98,397.84	102,032.40
<b>Net Cash From (Used In) Operating Activities</b>	404,817.26	465,687.89	411,187.40
<b>Net Cash From Investing Activities</b>			
Payment For Purchase Of Fixed Assets	(122,057.07)	(83,139.32)	(128,696.71)
<b>Net Cash From (Used In) Investing Activities</b>	(87,868.35)	134,097.84	(130,116.07)
<b>Net Cash From Financing Activities</b>			
Dividend Paid	(334,952.29)	(375,787.93)	(306,902.99)
<b>Net Cash From (Used In) Financing Activities</b>	(230,433.03)	(703,831.57)	(247,965.92)

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	2.34	1.71	1.60
Quick ratio (times)	1.62	1.05	0.86
Cash flow liquidity ratio (Average) (times)	0.62	0.64	0.49
Average account recievable turnover (times)	6.00	5.90	6.20
Average collection period (days)	60.87	61.88	58.86
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	31.91	38.12	42.48
Average inventory turnover period (days)	11.44	9.57	8.59
Average account payable turnover (times)	7.87	8.11	8.68
Average payment period (days)	46.40	45.01	42.06
Average cash cycle (days)	25.74	26.45	25.39

## Profitability

	2019	2020	2021
EBITDA margin (%)	-	-	-
Gross profit margin (%)	29.81	32.43	30.90
Operating margin (%)	9.58	12.00	9.83
Net profit margin (%)	6.54	9.53	7.84
Return on equity (ROE) (Average) (%)	16.11	26.49	24.66
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)	186.90	115.52	72.40
Debt service coverage ratio (times)	9.95	8.11	2.93
Total debts to total equity (times)	0.57	0.80	0.81
Interest-bearing debt to equity ratio (times)	-	-	-
Dividend per shares (baht/share)	-	-	-
Dividend payout ratio (%)	85.88	89.26	88.24
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)	1.60	1.68	1.74
Return on asset (ROA) (Average) (%)	10.49	15.81	13.67
Return On Fixed Assets (%)	38.81	55.93	48.16