



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PREMIER PRODUCTS 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 : PREMIER PRODUCTS PUBLIC COMPANY LIMITED

Symbol : PPP

Address : 2 Premier Place Soi Premier 2 Srinakarin Road, Nong Bon Pravet

Province : Bangkok

Postcode : 10250

Business : PPP is a manufacturer and distributor of environmental products related to wastewater treatment systems and water storage systems, building materials and industrial support products distributed to retail consumers and industrial customer. Currently, the Company has one subsidiary which are Infinite Green Company Limited (IGC) operating Solar Power Plants.

Registration Number : 0107555000309

Telephone : 0-2301-2100, 0-2301-2101

Fax (if applicable) : 0-2398-1301

Website : www.premier-products.co.th

Email : ircontact@pp.premier.co.th

Total Shares Sold (shares)

Common Stock : 300,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	1,412,176.60	1,118,956.19	962,664.51
Sales and service income (Thousand baht)	1,154,138.22	946,608.33	838,831.36
Sales - electricity tariff adders (Thousand baht)	174,908.00	169,257.36	119,851.47
Other income (Thousand baht)	83,130.38	3,090.50	3,981.68

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Sales and service income (%)	81.73	84.60	87.14
Sales - electricity tariff adders (%)	12.39	15.13	12.45
Other income (%)	5.89	0.28	0.41

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	1,412,176.60	1,118,956.19	962,664.51
Domestic (Thousand baht)	1,363,700.60	1,098,944.19	941,827.51

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	96.57	98.21	97.84

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	: 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	: No
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	: 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	: Yes
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	: Yes

Product obsolescence	: Yes
Information security and cyber-attack	: Yes
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	: No
Safety, occupational health, and working environment	: Yes
Climate change and disasters	: Yes
Impact on the environment	: Yes
Impact from population structure	: Yes
Impact on human rights	: No
Corruption	: Yes

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

Investment risk	: N/A
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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://www.premier-products.co.th/sustainability-development-report/>
(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-products.co.th/sustainability-development-report/>
(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)	24,560.00	20,745.00	32,940.00
Natural gas (kg)	14,208.00	17,274.00	20,496.00

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
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Amount of electricity purchased (kWh)	133.00	1.13	1.32
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2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	19,016.00	17,403.00	12,427.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	301,065.00	245,998.00	166,980.00
Hazardous waste (kg)	12,190.00	21,570.00	29,000.00
Total (kg)	313,255.00	267,568.00	195,980.00

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	117.00	133.00	508.00
Scope 2 (Tons of carbon dioxide equivalents)	831.00	604.00	709.00
Scope 3 (Tons of carbon dioxide equivalents)	702.00	653.00	11,070.00
Total (Tons of carbon dioxide equivalents)	1,650.00	1,390.00	12,287.00

4.2 Verification of greenhouse gas emissions

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) co.Ltd

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)	383	355	312
Number of female employees (persons)	242	230	198
Total (persons)	625	585	510

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	290,831,648.00	274,735,097.00	241,534,382.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	17.36	15.08	8.29
Employee development and training expenses (baht)	1,230,028.00	970,546.00	369,857.00

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	3.00	1.00	2.00

1.5 Employee retention

Information on employee retention : Yes

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

2. Information on community and society

Activities or projects organized for the community and society : Community environment development; Community engagement; Religion and culture; Community economy, employment, and occupation; The disabled and the disadvantaged; Education; Quality of life, health, and sport

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-products.co.th/governance/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, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

1. Establishing a Code of Conduct

Code of Conduct : Yes

2. Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	5	55.56
Number of non-executive directors	4	44.44
Number of independent directors	3	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SURADEJ BOONYAWATANA Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	22 Aug 2012	Engineering, Risk Management, Sustainability, Governance/ Compliance

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	22 Aug 2012	Engineering, Human Resource Management, Risk Management, Sustainability, Governance/ Compliance
3. 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	Director (Executive) Director type: Original director	24 Apr 2014	Risk Management, Marketing, Sustainability, Accounting, Food & Beverage, Governance/ Compliance
4. Mr. PAKORN SUKHUM Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	25 Apr 2019	Finance
5. Mr. EKKARAT KLADPAN Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re- elected as director	22 Apr 2012	Engineering, Construction Materials
6. 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: Re- elected as director	26 Apr 2018	Law, Risk Management, Accounting, Governance/ Compliance
7. Mr. PARITUD BHANDHUBANYONG Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	22 Aug 2012	Engineering, Risk Management

8. Mr. CHAIYAVAT NITAYAPORN	Director	22 Apr 2012	Law, Banking
Gender: Male	(Non-executive,		
Age: 72 years old	Independent		
Highest level of education:	director)		
Bachelor's degree			
Major: Law	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
9. Mr. THEERACHAI	Director	9 Aug 2021	Accounting, Risk
ARUNRUENGSIKILERD	(Non-executive,		Management, Governance/
Gender: Male	Independent		Compliance
Age: 45 years old	director)		
Highest level of education:			
Doctoral degree	Director type: Newly		
Major: Accounting	appointed director to		
Thai nationality: Yes	replace ex-director		
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Ms. WATCHANEEPORN SETTHASAKKO	Director	Date position was	Mr. THEERACHAI
Gender: Female	(Non-executive,	assumed:	ARUNRUENGSIKILERD
Age: 64 years old	Independent	13 May 2019	Date position was assumed:
Highest level of education:	director)	Date directorship	9 Aug 2021
Doctoral degree		ended:	
Major: Environment and Resource	Director type: Newly	10 May 2021	
Studies	appointed director to		
Thai nationality: Yes	replace ex-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. Mr. PARITUD BHANDHUBANYONG Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	9 Aug 2021	Engineering, Risk Management
2. Mr. CHAIYAVAT NITAYAPORN Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	22 Apr 2012	Law, Banking
3. Mr. THEERACHAI ARUNRUENGSRILERD [1] Gender: Male Age: 45 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	9 Aug 2021	Accounting, Risk Management, Governance/ Compliance

[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
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1. Ms. WATCHANEEPORN SETTHASAKKO [1] Gender: Female Age: 64 years old Highest level of education: Doctoral degree Major: Environment and Resource Studies Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 May 2019 Date directorship ended: 10 May 2021	Mr. THEERACHAI ARUNRUENG SIRILERD Date position was assumed: 9 Aug 2021
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[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
Remuneration Committee	Mr. SURADEJ BOONYAWATANA Mrs. DUANGTHIP EAMRUNGROJ Mr. PARITUD BHANDHUBANYONG	Chairman Member Member
Corporate Governance and Risk Oversight Committee	Mr. SOMCHAI CHOONHARAS Mr. SURADEJ BOONYAWATANA Mrs. Walairat Pongjitt	Chairman Member 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	: Remuneration Committee
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. PAKORN SUKHUM Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Finance	CHAIRMAN OF THE EXECUTIVE COMMITTEE	12 Nov 2018	Finance
2. Mr. Somchai Rojasavastara Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Economics	Managing Director, Solar Rooftop Systems Business	15 Feb 2019	Economics, Accounting
3. Ms. Nattaya Jungsawatmetha [1][2] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director, Accounting and Finance	1 May 2020	Accounting, Finance, Economics
4. Mr. Pisit Satta Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Bachelor's degree of Education	Deputy Managing Director, Human Resources and Administration	1 Mar 2017	Human Resource Management

[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)	33,053,540.73	35,318,245.00	32,711,105.00

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) : 312

Number of female employees (persons) : 198

Total (persons) : 510

2. Employee Remuneration

Total employee remuneration : 241,534,382.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 510

Number of employees contributing to the PVD (persons) : 284

Percentage of employees who are members (%) : 55.69

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. Nattaya Jungsawatmetha	Nattaya.J@pp.premier.co.th	02-3012176

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Kulthida Verathaworn	Kulthida.V@pfc.premier.co.th	023012071

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Akapun Nuanmuang	akapun@pfc.premier.co.th	02-301-1488

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. Nattaya Jungsawatmetha	ircontact@pp.premier.co.th	023011550

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED	1. Ms. Kornthong Luangvilai Email: kluangvilai@deloitte. com Telephone: 02-0340000	2,230,000.00	Details: Which was for Certification of the Request to use the Rights and Benefits for Exemption of Income Tax Form for submission to the Board of Investment. Total service fee (baht): 160,000.00

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. EKKARAT KLADPAN Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 22 Apr 2012	Engineering, Construction Materials
2. 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: Re-elected as director	Date position was assumed: 26 Apr 2018	Law, Risk Management, Accounting, Governance/ Compliance
3. Mr. PARITUD BHANDHUBANYONG Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 Aug 2012	Engineering, Risk Management

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THEERACHAI ARUNRUENGSIKILERD Gender: Male Age: 45 years old Highest level of education: Doctoral degree Major: Accounting 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: 9 Aug 2021	Accounting, Risk Management, Governance/ Compliance

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. SURADEJ BOONYAWATANA	Chairman of the board	/
Mrs. DUANGTHIP EAMRUNGROJ	Director	-
Mr. SOMCHAI CHOONHARAS	Director	/
Mr. PAKORN SUKHUM	Director	/
Mr. EKKARAT KLADPAN	Director	-
Mrs. PENSRI DETTINGENG	Director	-
Mr. PARITUD BHANDHUBANYONG	Director	/
Mr. CHAIYAVAT NITAYAPORN	Director	/

3. Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 9

Date of AGM Meeting : 28 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. SURADEJ BOONYAWATANA	Chairman of the board	9/9	Attended the meeting	Did not hold the meeting
2. Mrs. DUANGTHIP EAMRUNGROJ	Director	9/9	Attended the meeting	Did not hold the meeting
3. Mr. SOMCHAI CHOONHARAS	Director	9/9	Attended the meeting	Did not hold the meeting
4. Mr. PAKORN SUKHUM	Director	9/9	Attended the meeting	Did not hold the meeting
5. Mr. EKKARAT KLADPAN	Director	9/9	Attended the meeting	Did not hold the meeting
6. Mrs. PENSRI DETTINGENG	Director	9/9	Attended the meeting	Did not hold the meeting
7. Mr. PARITUD BHANDHUBANYONG	Director	9/9	Attended the meeting	Did not hold the meeting
8. Mr. CHAIYAVAT NITAYAPORN	Director	9/9	Attended the meeting	Did not hold the meeting
9. Mr. THEERACHAI ARUNRUENGSIKILERD	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. Ms. WATCHANEEPORN SETTHASAKKO	Director	4/4	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. SURADEJ BOONYAWATANA	-	-	-	-	-
2. Mrs. DUANGTHIP EAMRUNGROJ	-	-	-	-	-
3. Mr. SOMCHAI CHOONHARAS	-	-	-	-	-
4. Mr. PAKORN SUKHUM	-	-	-	-	-
5. Mr. EKKARAT KLADPAN	144,000.00	-	-	230,000.00	374,000.00
6. Mrs. PENSRI DETTINGENG	-	-	-	-	-
7. Mr. PARITUD BHANDHUBANYONG	213,000.00	-	-	290,000.00	503,000.00
8. Mr. CHAIYAVAT NITAYAPORN	213,000.00	-	-	290,000.00	503,000.00
9. Mr. THEERACHAI ARUNRUENGSRILER D	64,000.00	-	-	-	64,000.00

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. Ms. WATCHANEEPORN SETTHASAKKO	117,000.00	-	-	325,000.00	442,000.00

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. SURADEJ BOONYAWATANA	-	-	-
2. Mrs. DUANGTHIP EAMRUNGROJ	-	-	-
3. Mr. SOMCHAI CHOONHARAS	-	-	-
4. Mr. PAKORN SUKHUM	-	-	-
5. Mr. EKKARAT KLADPAN	-	-	-
6. Mrs. PENSRI DETTINGENG	-	-	-
7. Mr. PARITUD BHANDHUBANYONG	-	-	-
8. Mr. CHAIYAVAT NITAYAPORN	-	-	-
9. Mr. THEERACHAI ARUNRUENGSIKILERD	-	-	-

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. Ms. WATCHANEEPORN SETTHASAKKO	-	-	-

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

1. Audit committee meetings

Number of Audit committee meetings (times) : 5

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. PARITUD BHANDHUBANYONG	Chairman of the audit committee	5/5
2. Mr. CHAIYAVAT NITAYAPORN	Audit committee	5/5
3. Mr. THEERACHAI ARUNRUENGSRILERD	Audit committee	1/1

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

List of directors	Position	Audit Committee meetings
1. Ms. WATCHANEEPORN SETTHASAKKO	Chairman of the audit committee	3/3

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	22,374.11	29,530.46	4,510.18
Short-Term Investments – Net	121,899.03	67,643.63	1,013.13
Trade And Other Receivables – Current – Net	269,709.58	184,580.63	166,893.07
Inventories – Net	129,036.14	118,383.68	140,640.93
Other Current Assets	7,577.73	10,996.86	2,006.51
Total Current Assets	561,866.53	411,135.26	320,635.02
Non-Current Assets			
Trade And Other Receivables – Non-Current – Net	0.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method – Net	0.00	0.00	0.00
Property, Plant And Equipment – Net	1,193,009.52	1,127,428.24	1,056,777.29
Other Non-Current Assets	85,343.46	136,003.37	119,590.30
Total Non-Current Assets	1,278,352.98	1,263,431.61	1,176,367.59
Total Assets	1,840,219.51	1,674,566.87	1,497,002.61

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	110,000.00	100,000.00	43,359.70
Trade And Other Payables - Current	185,334.29	164,320.52	144,712.32
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	135,094.23	55,708.78	9,345.27
Other Current Liabilities	33,951.27	25,395.87	28,041.69
Total Current Liabilities	464,379.79	345,425.16	225,458.97
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	43,507.52	26,052.69	20,101.91
Other Non-Current Liabilities	82,928.87	74,501.26	68,969.48
Total Non-Current Liabilities	126,436.38	100,553.95	89,071.39
Total Liabilities	590,816.18	445,979.11	314,530.36

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	300,000.00	300,000.00	300,000.00
Premium (Discount) On Share Capital	317,618.09	317,618.09	317,618.09
Retained Earnings (Deficits)	455,601.59	411,603.69	370,000.33
Other Components Of Equity	(51,030.28)	(51,030.28)	(40,668.18)
Equity Attributable To Owners Of The Parent	1,022,189.40	978,191.50	946,950.24
Total Equity	1,249,403.33	1,228,587.76	1,182,472.25

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	1,329,046.22	1,115,865.69	958,682.84
Total Revenue	1,412,523.31	1,119,269.56	962,732.07
Cost And Expenses			
Costs	872,865.63	736,669.23	695,837.93
Selling And Administrative Expenses	382,524.18	349,878.09	310,019.19
Total Cost And Expenses	1,255,389.81	1,086,547.31	1,005,857.12
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
Finance Costs	19,365.60	10,886.94	5,196.64
Income Tax Expense	6,513.09	(8,134.64)	(17,947.43)
Net Profit (Loss) For The Period	131,254.81	29,969.95	(30,374.27)
Net Profit (Loss) Attributable To : Owners Of The Parent	94,113.70	6,765.73	(45,220.19)
Basic Earnings (Loss) Per Share (Baht/Share)	0.31371	0.02255	(0.15073)
EBITDA	259,587.24	149,295.91	63,531.10
Operating Profit	73,656.41	29,318.37	(47,174.29)
Normalize Profit	73,656.41	30,265.84	(45,380.44)

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	102,453.74	116,573.66	106,656.16
Net Cash From (Used In) Operating Activities	205,095.83	216,097.31	55,897.40
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(40,414.04)	(37,244.62)	(10,577.88)
Net Cash From (Used In) Investing Activities	25,224.57	21,655.58	66,027.39
Net Cash From Financing Activities			
Dividend Paid	(15,000.00)	(60,000.00)	0.00
Net Cash From (Used In) Financing Activities	(219,450.85)	(230,596.52)	(146,945.08)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.21	1.19	1.42
Quick ratio (times)	0.89	0.79	0.73
Cash flow liquidity ratio (Average) (times)	0.43	0.53	0.20
Average account recievable turnover (times)	4.42	4.22	4.59
Average collection period (days)	82.64	86.55	79.48
Average finish goods turnover (times)	9.75	8.81	8.26
Average finish goods turnover period (days)	37.45	41.42	44.17
Average inventory turnover (times)	5.55	5.95	5.37
Average inventory turnover period (days)	65.77	61.29	67.94
Average account payable turnover (times)	8.14	7.48	7.95
Average payment period (days)	44.84	48.82	45.89
Average cash cycle (days)	103.58	99.03	101.52

Profitability

	2019	2020	2021
EBITDA margin (%)	-	-	-
Gross profit margin (%)	34.32	33.98	27.42
Operating margin (%)	6.41	2.99	(4.32)
Net profit margin (%)	9.29	2.68	(3.16)
Return on equity (ROE) (Average) (%)	10.82	2.42	(2.52)
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)	-	-	-
Debt service coverage ratio (times)	1.06	0.96	1.20
Total debts to total equity (times)	0.47	0.36	0.27
Interest-bearing debt to equity ratio (times)	-	-	-
Dividend per shares (baht/share)	-	-	-
Dividend payout ratio (%)	59.01	-	-
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)	0.75	0.64	0.61
Return on asset (ROA) (Average) (%)	7.00	1.71	(1.92)
Return On Fixed Assets (%)	18.84	11.19	5.68