



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

NAMYONG TERMINAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	3
Sustainable Development	6
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	23
Financial Statement	
Statement of Financial Position	32
Statement of Comprehensive Income	35
Statement of Cash Flow	36
Financial Ratios	37

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : NAMYONG TERMINAL PUBLIC COMPANY LIMITED

Symbol : NYT

Address : 19th Floor Lumpini Tower (Room No. 1168/52) Rama 4 Road,
Thungmahamek, Sathorn

Province : Bangkok

Postcode : 10120

Business : NYT is a Roll-on/Roll-off ("Ro/Ro") and general cargo terminal operator of A5 Terminal which is located at Laem-Chabang Port Sriracha district, Chonburi. NYT is a Ro/Ro terminal operator with the highest volume of cars exported through the terminal in Thailand in the past 3 years with approximately market share of 80% of total Thailand's car exports. NYT provides full scope of services for car exports and imports through A5 Terminal which can be categorized as follows: 1) Terminal service 2) Supporting car storage area and warehousing services and 3) Other services related to NYT's core business

Registration Number : 0107555000163

Telephone : 0-2679-7357

Fax (if applicable) : 0-2285-6642

Website : www.namyongterminal.com

Email : irnamyong@namyongterminal.com

Total Shares Sold (shares)

Common Stock : 1,240,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	1,435,314.58	1,199,465.91	1,352,671.23
Revenue structure of the subsidiary (Thousand baht)	0.00	0.00	2,868.08

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Revenue structure of the subsidiary (%)	0.00	0.00	0.21

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	1,435,314.58	1,199,465.91	1,352,671.23
Domestic (Thousand baht)	1,435,314.58	1,199,465.91	1,352,671.23

	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 : Yes

(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	: N/A
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	: No
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: Yes
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: No
Shortage of raw materials or productive resources	: N/A
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	: Yes
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	: Yes
Lease agreement execution	: N/A
Safety, occupational health, and working environment	: Yes
Climate change and disasters	: Yes
Impact on the environment	: Yes
Impact from population structure	: No
Impact on human rights	: Yes
Corruption	: Yes

Compliance Risk

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

Financial Risk

Lack of proper and sufficient sources of funding	: No
Change in financial and investment policies of financial institutions that affect business operations	: No
Default on payment or exchange of goods	: Yes

Fluctuation in exchange rates, interest rates, or the inflation rate	: N/A
Fluctuation in return on assets or investment	: N/A
Unhedged loan and borrowing in a foreign currency	: N/A

Risk to Securities Holder (2.2.2)

Return from investment of securities holder	: No
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Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: 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.namyongterminal.com/src/misc/charter/nyt-corporate-sustainability-policy-th.pdf>
(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.namyongterminal.com/src/misc/charter/20220221-nyt-environment-policy-th.pdf>
(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)	N/A	8,314.34	6,607.32

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	893,048.00	729,584.00	516,281.43

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	11,962.85	4,975.80	6,987.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	90,337.85	71,426.95	79,711.79
Total (kg)	90,337.85	71,426.95	79,711.79

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	61.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	259.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	188.00
Total (Tons of carbon dioxide equivalents)	N/A	N/A	508.00

4.2 Verification of greenhouse gas emissions

Third-party verification : Yes

Name of verifying organization : ECEE 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) : <https://www.namyongterminal.com/src/misc/policy/nyt-human-rights-policy-th.pdf>

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)	49	47	47
Number of female employees (persons)	34	32	32
Total (persons)	83	79	79

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	78,120,000.00	73,380,000.00	82,400,000.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	20.24	16.13	5.19
Employee development and training expenses (baht)	1,890,700.00	301,237.61	104,162.11

1.4 Health, safety and work environment

Information on Safety : Yes

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

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	4.82	6.33	5.06

2. Information on community and society

Activities or projects organized for the community and society : Education; 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.namyongterminal.com/src/misc/policy/nyt-gc-policy-th.pdf>

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	12	100.00
Number of male directors	7	58.33
Number of female directors	5	41.67
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	7	58.33

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. BORWORNSAK UWANNO Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	25 Feb 2016	Law, Strategic Management, Governance/ Compliance, Risk Management, Sustainability, Corporate Social Responsibility, Leadership, Corporate Management

2. Mr. THEPARAK LEUNGSUWAN Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	19 Mar 2002	Transportation & Logistics, Strategic Management, Marketing, Risk Management, Finance, Leadership
3. Mr. DHANANAN LEUNGSUWAN Gender: Male Age: 69 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	13 Sep 2011	Law, Transportation & Logistics, Strategic Management, Marketing, Human Resource Management
4. Ms. PENSRI LEUNGSUWAN Gender: Female Age: 67 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	19 Mar 2002	Strategic Management, Finance, Transportation & Logistics, Marketing, Human Resource Management
5. Ms. PIMKARN LEUNGSUWAN Gender: Female Age: 62 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	19 Mar 2002	Finance, Accounting, Transportation & Logistics, Corporate Management, Budgeting, Risk Management
6. Mrs. SUNE SORNCHAITANASUK Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	23 Aug 2016	Accounting, Finance, Audit, Internal Control, Risk Management, Strategic Management, Budgeting, Data Analysis
7. Mr. CHAISAWASD KITTIPORNPAIBOON Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	11 Nov 2015	Engineering, Strategic Management, Governance/ Compliance, Risk Management

8. Mrs. BENCHAWAN SRANGNITRA Gender: Female Age: 72 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	13 Sep 2011	Human Resource Management, Risk Management, Governance/ Compliance, Audit, Sustainability
9. Mrs. SUNEE PONGPUD Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	26 Feb 2014	Accounting, Finance, Audit, Internal Control
10. Mr. VALLOP TIASIRI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	6 Aug 2014	Automotive, Engineering, Strategic Management, Governance/ Compliance, Risk Management
11. Mr. VICHYA KREA-NGAM Gender: Male Age: 41 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	12 Nov 2014	Law, Sustainability, Governance/ Compliance, Risk Management, Audit, Strategic Management, Data Analysis
12. Mr. PONGTHEP LEUNGSUWAN Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	9 Feb 2012	Law, Transportation & Logistics, Strategic Management, Human Resource Management, Sustainability

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 : Yes

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. Mrs. SUNE SORNCHAITANASUK [1] Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	23 Aug 2016	Accounting, Finance, Audit, Internal Control, Risk Management, Strategic Management, Budgeting, Data Analysis
2. Mrs. BENCHAWAN SRANGNITRA Gender: Female Age: 72 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	13 Sep 2011	Human Resource Management, Risk Management, Governance/ Compliance, Audit, Sustainability
3. Mrs. SUNE PONGPUD Gender: Female Age: 69 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) Director type: Re-elected as director	26 Feb 2014	Accounting, Finance, Audit, Internal Control
4. Mr. VICHYA KREA-NGAM Gender: Male Age: 41 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	25 Feb 2016	Law, Sustainability, Governance/ Compliance, Risk Management, Audit, Strategic Management, Data Analysis

[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, Compensation and Corporate Governance Committee	Mrs. BENCHAWAN SRANGNITRA	Chairman
	Mr. VALLOP TIASIRI	Member
	Mr. VICHYA KREA-NGAM	Member
Executive Committee	Mr. THEPARAK LEUNGSUWAN	Chairman
	Ms. PIMKARN LEUNGSUWAN	Member
	Mr. Amornat Janyong	Member
	Mr. PONGTHEP LEUNGSUWAN	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Executive Committee
Sub-committees responsible for nomination	: Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for remuneration	: Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Executive 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. THEPARAK LEUNGSUWAN Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	19 Mar 2002	Transportation & Logistics, Strategic Management, Marketing, Risk Management, Finance, Leadership
2. Ms. PIMKARN LEUNGSUWAN [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	19 Mar 2002	Finance, Accounting, Transportation & Logistics, Corporate Management, Budgeting, Risk Management
3. Mr. Amornat Janyong Gender: Male Age: 54 years old Highest level of education: Below a bachelor's degree Major: Merchant Marine Training	Chief Operating Officer	19 Mar 2002	Transportation & Logistics, Strategic Management, Risk Management, Engineering
4. Mr. PONGTHEP LEUNGSUWAN Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Law	Chief Administrative Officer	9 Feb 2012	Law, Transportation & Logistics, Strategic Management, Human Resource Management, Sustainability
5. Mr. Pravitt Anankusri Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration	Financial Controller	9 Oct 2017	Accounting, Finance, Data Analysis, Budgeting, Risk Management, Audit, Internal Control

[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)	44,000,000.00	39,790,000.00	40,520,000.00

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) : 47

Number of female employees (persons) : 32

Total (persons) : 79

2. Employee Remuneration

Total employee remuneration : 82,400,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 79

Number of employees contributing to the PVD (persons) : 79

Percentage of employees who are members (%) : 100.00

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. Darika Ittipronkungwan	darika@namyongterminal.com	02-6797357

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Sopana Paraphuti	sopana@namyongterminal.com	02-6797357

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Pranee Wonglertsiri	irnamyong@namyongterminal.com	089-2298822

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. Sopana Paraphuti (as the position)	sopana@namyongterminal.com	02-6797357

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Ms. Pimkarn Leungsuwan (Acting)	pimkarn@namyongterminal.com	02-6797357

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. EY OFFICE LIMITED	1. Mrs. Gingkarn	1,330,000.00	-
	Atsawarangsali		
	Email:		
	irnamyong@namyongterminal.c		
	om		
	Telephone: 02-2640777		
	2. Ms. Sumana Punpongsanon		
	Email:		
	irnamyong@namyongterminal.c		
	om		
	Telephone: 02-2640777		
	3. Mr. Chayapol		
	Suppasdtanon		
	Email:		
	irnamyong@namyongterminal.c		
	om		
	Telephone: 02-2640777		
	4. Ms. Rosaporn Decharkom		
	Email:		
	irnamyong@namyongterminal.c		
	om		
	Telephone: 02-2640777		
	5. Ms. Pimjai Manitkajohnkit		
	Email:		
	irnamyong@namyongterminal.c		
	om		
	Telephone: 02-2640777		

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. BORWORN SAK UWANNO Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Law 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: 25 Feb 2016	Law, Strategic Management, Governance/ Compliance, Risk Management, Sustainability, Corporate Social Responsibility, Leadership, Corporate Management
2. Mr. THEPARAK LEUNG SUWAN Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 19 Mar 2002	Transportation & Logistics, Strategic Management, Marketing, Risk Management, Finance, Leadership
3. Mr. DHANANAN LEUNG SUWAN Gender: Male Age: 69 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 13 Sep 2011	Law, Transportation & Logistics, Strategic Management, Marketing, Human Resource Management
4. Ms. PENSRI LEUNG SUWAN Gender: Female Age: 67 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 19 Mar 2002	Strategic Management, Finance, Transportation & Logistics, Marketing, Human Resource Management

5. Ms. PIMKARN LEUNGSUWAN Gender: Female Age: 62 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: 19 Mar 2002	Finance, Accounting, Transportation & Logistics, Corporate Management, Budgeting, Risk Management
6. Mrs. SUNEE SORNCHAITANASUK Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 23 Aug 2016	Accounting, Finance, Audit, Internal Control, Risk Management, Strategic Management, Budgeting, Data Analysis
7. Mr. CHAISAWASD KITTIPORNPAIBOON Gender: Male Age: 75 years old Highest level of education: Bachelor's 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: 11 Nov 2015	Engineering, Strategic Management, Governance/ Compliance, Risk Management
8. Mrs. BENCHAWAN SRANGNITRA Gender: Female Age: 72 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 13 Sep 2011	Human Resource Management, Risk Management, Governance/ Compliance, Audit, Sustainability
9. Mrs. SUNEE PONGPUD Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 26 Feb 2014	Accounting, Finance, Audit, Internal Control
10. Mr. VALLOP TIASIRI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 6 Aug 2014	Automotive, Engineering, Strategic Management, Governance/ Compliance, Risk Management

11. Mr. VICHYA KREA-NGAM	Director	Date position was assumed:	Law, Sustainability,
Gender: Male	(Non-executive,	12 Nov 2014	Governance/ Compliance,
Age: 41 years old	Independent		Risk Management, Audit,
Highest level of education: Doctoral degree	director)		Strategic Management, Data Analysis
Major: Law	Director type: Re-		
Thai nationality: Yes	elected as director		
Residing in Thailand: Yes			
12. Mr. PONGTHEP LEUNGSUWAN	Director	Date position was assumed:	Law, Transportation &
Gender: Male	(Executive)	9 Feb 2012	Logistics, Strategic
Age: 40 years old	Director type: Re-		Management, Human Resource
Highest level of education: Bachelor's degree	elected as director		Management,
Major: Law			Sustainability
Thai nationality: Yes			
Residing in Thailand: Yes			

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. BORWORNSAK UWANNO	Chairman of the board	-
Mr. THEPARAK LEUNGSUWAN	Director	-
Mr. DHANANAN LEUNGSUWAN	Director	-
Ms. PENSRI LEUNGSUWAN	Director	-
Ms. PIMKARN LEUNGSUWAN	Director	/
Mrs. SUNE SORNCHAITANASUK	Director	/
Mr. CHAISAWASD KITTIPORNPAIBOON	Director	-
Mrs. BENCHAWAN SRANGNITRA	Director	-
Mrs. SUNE PONGPUD	Director	-
Mr. VALLOP TIASIRI	Director	-
Mr. VICHYA KREA-NGAM	Director	-
Mr. PONGTHEP LEUNGSUWAN	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 : 5

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. BORWORNSAK UWANNO	Chairman of the board	5/5	Attended the meeting	Did not hold the meeting
2. Mr. THEPARAK LEUNGSUWAN	Director	5/5	Attended the meeting	Did not hold the meeting
3. Mr. DHANANAN LEUNGSUWAN	Director	5/5	Attended the meeting	Did not hold the meeting
4. Ms. PENSRI LEUNGSUWAN	Director	5/5	Attended the meeting	Did not hold the meeting
5. Ms. PIMKARN LEUNGSUWAN	Director	5/5	Attended the meeting	Did not hold the meeting
6. Mrs. SUNEI SORNCHAITANASUK	Director	5/5	Attended the meeting	Did not hold the meeting
7. Mr. CHAISAWASD KITTIPORNPAIBOON	Director	5/5	Attended the meeting	Did not hold the meeting
8. Mrs. BENCHAWAN SRANGNITRA	Director	5/5	Attended the meeting	Did not hold the meeting
9. Mrs. SUNEI PONGPUD	Director	5/5	Attended the meeting	Did not hold the meeting
10. Mr. VALLOP TIASIRI	Director	5/5	Attended the meeting	Did not hold the meeting
11. Mr. VICHYA KREA-NGAM	Director	5/5	Attended the meeting	Did not hold the meeting

12. Mr. PONGTHEP LEUNGSUWAN	Director	5/5	Attended the meeting	Did not hold the meeting
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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. BORWORNSAK UWANNO	285,000.00	-	-	-	285,000.00
2. Mr. THEPARAK LEUNGSUWAN	130,000.00	-	-	-	130,000.00
3. Mr. DHANANAN LEUNGSUWAN	130,000.00	-	-	-	130,000.00
4. Ms. PENSRI LEUNGSUWAN	130,000.00	-	-	-	130,000.00
5. Ms. PIMKARN LEUNGSUWAN	130,000.00	-	-	-	130,000.00
6. Mrs. SUNEI SORNCHAITANASUK	130,000.00	-	-	-	130,000.00
7. Mr. CHAISAWASD KITTIPORNPAIBOON	130,000.00	-	-	-	130,000.00
8. Mrs. BENCHAWAN SRANGNITRA	130,000.00	-	-	-	130,000.00
9. Mrs. SUNEI PONGPUD	130,000.00	-	-	-	130,000.00

10. Mr. VALLOP TIASIRI	130,000.00	-	-	-	130,000.00
11. Mr. VICHYA KREA- NGAM	130,000.00	-	-	-	130,000.00
12. Mr. PONGTHEP LEUNGSUWAN	130,000.00	-	-	-	130,000.00

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

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
No information					

4. Non-monetary remuneration for the board of directors

4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. BORWORNSAK UWANNO	-	-	-
2. Mr. THEPARAK LEUNGSUWAN	-	-	-
3. Mr. DHANANAN LEUNGSUWAN	-	-	-
4. Ms. PENSRI LEUNGSUWAN	-	-	-
5. Ms. PIMKARN LEUNGSUWAN	-	-	-
6. Mrs. SUNE SORNCHAITANASUK	-	-	-
7. Mr. CHAISAWASD KITTIPORNPAIBOON	-	-	-
8. Mrs. BENCHAWAN SRANGNITRA	-	-	-
9. Mrs. SUNE PONGPUD	-	-	-
10. Mr. VALLOP TIASIRI	-	-	-

11. Mr. VICHYA KREA-NGAM	-	-	-
12. Mr. PONGTHEP LEUNGSUWAN	-	-	-

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

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
No information			

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

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

1. Audit committee meetings

Number of Audit committee meetings (times) : 5

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mrs. SUNEESORNCHAITANASUK	Chairman of the audit committee	5/5
2. Mrs. BENCHAWAN SRANGNITRA	Audit committee	5/5
3. Mrs. SUNEESONGPUD	Audit committee	5/5
4. Mr. VICHYA KREA-NGAM	Audit committee	5/5

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

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	93,830.44	254,939.87	117,038.21
Short-Term Investments – Net	1,489,080.37	0.00	0.00
Trade And Other Receivables – Current – Net	124,311.21	94,507.11	116,915.17
Inventories – Net	0.00	3,340.21	4,010.90
Other Current Assets	2,800.47	4,719.13	3,465.16
Total Current Assets	1,737,477.47	1,419,866.39	1,465,333.62
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	1,146,053.79	1,071,864.27	1,046,653.41
Property, Plant And Equipment – Net	1,028,566.70	1,202,019.75	1,274,179.75
Other Non-Current Assets	17,176.84	5,247.28	1,642.97
Total Non-Current Assets	2,617,711.01	4,273,606.77	5,189,753.02
Total Assets	4,355,188.47	5,693,473.16	6,655,086.64

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	25,000.00
Trade And Other Payables - Current	25,286.65	24,038.01	37,193.94
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	0.00	6,609.95	6,543.44
Other Current Liabilities	15,490.23	14,903.31	18,203.60
Total Current Liabilities	285,737.48	382,185.39	603,755.03
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	0.00	156,390.05	156,456.56
Other Non-Current Liabilities	0.00	14,662.50	12,729.71
Total Non-Current Liabilities	277,743.99	2,017,994.26	2,779,668.19
Total Liabilities	563,481.47	2,400,179.66	3,383,423.22

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	620,000.00	620,000.00	620,000.00
Premium (Discount) On Share Capital	2,178,409.44	2,178,409.44	2,178,409.44
Retained Earnings (Deficits)	993,297.56	455,288.23	449,930.93
Other Components Of Equity	0.00	0.00	0.00
Equity Attributable To Owners Of The Parent	3,791,707.00	3,253,697.67	3,248,340.37
Total Equity	3,791,707.00	3,293,293.51	3,271,663.42

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	1,418,634.34	1,194,608.30	1,333,680.93
Total Revenue	1,435,314.58	1,199,465.91	1,352,671.23
Cost And Expenses			
Costs	781,526.18	620,774.08	767,057.61
Selling And Administrative Expenses	160,939.06	159,653.03	200,669.39
Total Cost And Expenses	942,465.23	795,258.39	967,727.00
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(35,799.83)	(55,455.79)	(25,210.86)
Finance Costs	(4,730.20)	(74,607.29)	(93,609.56)
Income Tax Expense	(102,229.61)	(68,819.21)	(80,214.89)
Net Profit (Loss) For The Period	376,509.48	227,406.22	203,169.92
Net Profit (Loss) Attributable To : Owners Of The Parent	376,509.48	228,568.27	242,642.70
Basic Earnings (Loss) Per Share (Baht/Share)	0.30000	0.18000	0.19568
EBITDA	690,436.49	777,715.12	845,987.25
Operating Profit	476,169.11	414,181.19	380,182.38
Normalize Profit	376,509.48	227,406.22	185,908.91

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	206,967.20	428,963.38	468,992.89
Net Cash From (Used In) Operating Activities	567,901.05	656,108.94	742,031.43
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(85,791.52)	(283,972.29)	(204,450.28)
Net Cash From (Used In) Investing Activities	(1,136,647.55)	206,487.36	(378,763.85)
Net Cash From Financing Activities			
Dividend Paid	(372,000.00)	(620,000.00)	(248,000.00)
Net Cash From (Used In) Financing Activities	(374,001.41)	(701,486.87)	(501,169.24)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	6.08	3.72	2.43
Quick ratio (times)	5.96	3.65	2.38
Cash flow liquidity ratio (Average) (times)	1.91	1.96	1.51
Average account recievable turnover (times)	17.55	14.47	16.50
Average collection period (days)	20.51	24.88	21.82
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	-	-	-
Average inventory turnover period (days)	-	-	-
Average account payable turnover (times)	18.01	25.17	25.05
Average payment period (days)	19.99	14.30	14.37
Average cash cycle (days)	0.52	10.58	7.45

Profitability

	2019	2020	2021
EBITDA margin (%)	-	-	-
Gross profit margin (%)	44.91	48.04	42.49
Operating margin (%)	36.60	33.84	28.86
Net profit margin (%)	25.76	18.96	15.02
Return on equity (ROE) (Average) (%)	9.94	6.42	6.19
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 (%)	115.23	162.32	192.76

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	4.73	5.39	4.70
Debt service coverage ratio (times)	4,142.46	4.09	2.73
Total debts to total equity (times)	0.15	0.73	1.03
Interest-bearing debt to equity ratio (times)	-	-	-
Dividend per shares (baht/share)	0.50	0.20	0.16
Dividend payout ratio (%)	125.14	98.19	96.81
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)	0.10	2.65	3.51

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.33	0.42	0.22
Return on asset (ROA) (Average) (%)	8.58	3.99	3.29
Return On Fixed Assets (%)	47.60	22.45	19.95