



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PLAN B MEDIA PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021

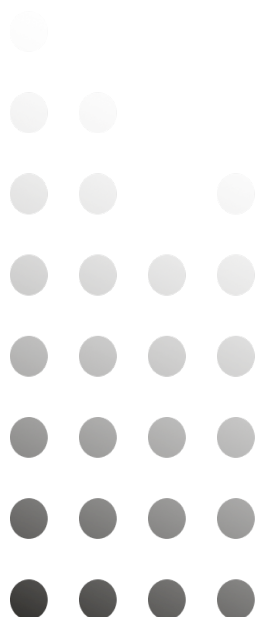


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : PLAN B MEDIA PUBLIC COMPANY LIMITED

Symbol : PLANB

Address : 1213/420 Soi LatPhrao 94 (Panchamitra), Plubpla,
Wangthonglang

Province : Bangkok

Postcode : 10310

Business : Provide services and produce out-of-home advertising media
commissioned consisting of transit media, classic media,
digital media, airport media, retail media and online media.

Registration Number : 0107556000507

Telephone : 0-2530-8053-6

Fax (if applicable) : 0-2530-8057

Website : www.planbmedia.co.th

Email : companysecretary@planbmedia.co.th

Total Shares Sold (shares)

Common Stock : 4,193,173,544

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	4,915,500,000.00	3,768,000,000.00	4,607,400,000.00
Transit Media (Thousand baht)	375,800,000.00	247,800,000.00	169,900,000.00
Classic Media (Thousand baht)	888,700,000.00	811,900,000.00	1,208,800,000.00
Digital Media (Thousand baht)	1,924,100,000.00	1,638,300,000.00	1,428,900,000.00
Retail Media (Thousand baht)	207,100,000.00	248,000,000.00	375,200,000.20
Airport Media (Thousand baht)	215,400,000.00	67,100,000.00	43,000,000.00
Online Media and Others (Thousand baht)	86,000,000.00	109,200,000.00	60,900,000.00
Engagement Marketing (Thousand baht)	1,163,900,000.00	602,000,000.00	1,156,400,000.00
Other Revenue (Thousand baht)	58,500,000.00	43,600,000.00	164,300,000.00
	2019	2020	2021
Total (%)	100.00	100.00	100.00
Transit Media (%)	7.65	6.58	3.69
Classic Media (%)	18.08	21.55	26.24
Digital Media (%)	39.14	43.48	31.01
Retail Media (%)	4.21	6.58	8.14
Airport Media (%)	4.38	1.78	0.93
Online Media and Others (%)	1.75	2.90	1.32
Engagement Marketing (%)	23.68	15.98	25.10
Other Revenue (%)	1.19	1.16	3.57

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	4,915,500,000.00	3,768,000,000.00	4,607,400,000.40
Domestic (Thousand baht)	4,915.50	3,768.00	4,607.40

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: Yes
Changes in the industry in which the company operates	: Yes
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: 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	: Yes
Reliance on large customers or few customers	: Yes
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: Yes

Operational Risk

Loss of employees in key positions	: Yes
Shortage of skilled workers	: Yes
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	: Yes
Business operations that have no commercial results	: No
Lease agreement execution	: Yes
Safety, occupational health, and working environment	: Yes
Climate change and disasters	: No
Impact on the environment	: Yes
Impact from population structure	: No
Impact on human rights	: Yes
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 : 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 : No

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 : -
(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://investor.planbmedia.co.th/storage/content/corporate-governance/20210518-planb-environmental-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 : No

1.2 Electricity consumption

Information on electricity consumption : No

2. Water management

2.1 Water consumption

Information on water consumption : No

3. Waste management

3.1 Waste from operations

Information on waste from operations : No

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : No

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

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

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	323	314	321
Number of female employees (persons)	204	219	235
Total (persons)	527	533	556

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	197,000,000.00	219,000,000.00	234,520,000.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	16.50	13.46	18.30
Employee development and training expenses (baht)	3,527,107.13	1,568,798.32	345,545.29

1.4 Health, safety and work environment

Information on Safety : Yes

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

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	14.80	14.45	15.29

2. Information on community and society

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

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://investor.planbmedia.co.th/storage/content/corporate-governance/20200630-planb-cg-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	8	100.00
Number of male directors	6	75.00
Number of female directors	2	25.00
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	4	50.00

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

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. POL. GEN. SOMCHAI VANICHSENEE Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	9 Jul 2013	Audit

2. Mr. PALIN LOJANAGOSIN Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Aug 2013	Marketing
3. Mr. EKAPAK NIRAPATHPONGPORN Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Aug 2013	Risk Management, Finance
4. Mr. PINIJSORN LUECHAIKAJOHNPAN Gender: Male Age: 41 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Aug 2013	Strategic Management, Risk Management, Corporate Management, Marketing
5. Mrs. MONLUEDEE SOOKPANTARAT Gender: Female Age: 57 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: Original director	1 Aug 2013	Law, Strategic Management, Risk Management, Audit, Accounting, Finance
6. Mrs. PENNAPHA DHANASARNILP Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	9 Jul 2013	Corporate Management, Audit
7. Mr. MANA JANTANAYINGYONG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Buddhism Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	27 Feb 2020	Marketing, Audit, Corporate Management

8. Mr. ARNON PORNDHITI	Director	16 Sep 2020	Strategic Management,
Gender: Male	(Non-executive)		Leadership
Age: 40 years old			
Highest level of education:	Director type: Newly		
Master's degree	appointed director to		
Major: Management	replace ex-director		
Thai nationality: Yes			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
No information			

3. Other Information pertaining to committees

The Chairman is an independent director : 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 : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. POL. GEN. SOMCHAI VANICHSENEE Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	9 Jul 2013	Audit
2. Mrs. MONLUEDEE SOOKPANTARAT [1] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	9 Jul 2013	Law, Strategic Management, Risk Management, Audit, Accounting, Finance
3. Mrs. PENNAPHA DHANASARNILP Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	9 Jul 2013	Corporate Management, Audit

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

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

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mrs. PENNAPHA DHANASARNSILP	Chairman
	Mrs. MONLUEDEE SOOKPANTARAT	Member
	Mr. EKAPAK NIRAPATHPONGPORN	Member
Corporate Governance Committee	POL. GEN. SOMCHAI VANICHSENEE	Chairman
	Mrs. PENNAPHA DHANASARNSILP	Member
	Mr. EKAPAK NIRAPATHPONGPORN	Member
Risk Management Committee	Mr. PINIJSORN LUECHAIKAJOHPAN	Member
	Mrs. MONLUEDEE SOOKPANTARAT	Chairman
	Mr. EKAPAK NIRAPATHPONGPORN	Member
	Mr. ARNON PORNDHITI	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : Corporate Governance 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. PALIN LOJANAGOSIN Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Management	CHIEF EXECUTIVE OFFICER	11 Mar 2005	Marketing
2. Mr. PINIJSORN LUECHAIKAJOHPAN Gender: Male Age: 41 years old Highest level of education: Doctoral degree Major: Economics	MANAGING DIRECTOR	12 Feb 2013	Strategic Management, Risk Management, Corporate Management, Marketing
3. Mr. Prasong Jarungbenjatham [1][2] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Finance	Chief Finance Officer	1 Oct 2012	Finance, Accounting
4. Ms. Phakwan Wongpolthawee Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Science	Chief Business Development Officer and Chief Marketing and Par	1 Mar 2013	Data Analysis, Marketing
5. Ms. Angkana Chalermchaikit Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Human Resources and Organization Development,	Chief People Officer	16 Dec 2019	Human Resource Management, Risk Management
6. Mr. Nuttawut Uyaisom Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Management	Chief Operating Officer	4 Aug 2016	Corporate Management, Change Management, Data 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)	4,175,000.00	3,660,000.00	4,440,000.00

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) : 321

Number of female employees (persons) : 235

Total (persons) : 556

2. Employee Remuneration

Total employee remuneration : 234,520,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 556

Number of employees contributing to the PVD (persons) : 366

Percentage of employees who are members (%) : 65.83

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. Mr. Prasong Jarungbenjatham	prasong@planbmedia.co.th	025308053

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Kasemsan Itthithamwinit	kasemsan@planbmedia.co.th	0892159944

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Wanwimol Jongsureeyapas	wanvimol.jo@plgroup.co.th	-

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. Mr. Tanaporn Teachaviwat	tanaporn.te@planbmedia.co.th	025308053

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. Termphong Opanaphan, Email: termphong.opanaphan@th.ey.com Telephone: - 2. Ms. Vissuta Jariyathanakorn Email: vissuta.jariyathanakorn@th.ey.com Telephone: - 3. Ms. Manee Rattanabunnakit Email: manee.rattanabunnakit@th.ey.com Telephone: -	7,621,500.00	-

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
No information			

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. MANA JANTANAYINGYONG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Buddhism Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2020	Marketing, Audit, Corporate Management
2. Mr. ARNON PORNDHITI Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 16 Sep 2020	Strategic Management, Leadership

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
POL. GEN. SOMCHAI VANICHSENEE	Chairman of the board	/
Mr. PALIN LOJANAGOSIN	Director	/
Mr. EKAPAK NIRAPATHPONGPORN	Director	-
Mr. PINIJSORN LUECHAIKAJOHPAN	Director	-
Mrs. MONLUEDEE SOOKPANTARAT	Director	/
Mrs. PENNAPHA DHANASARNILP	Director	/
Mr. MANA JANTANAYINGYONG	Director	/
Mr. ARNON PORNDHITI	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 : 11

Date of AGM Meeting : 22 Apr 2020

Number of EGM meetings : 1

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. POL. GEN. SOMCHAI VANICHSENEE	Chairman of the board	11/11	Attended the meeting	1/1
2. Mr. PALIN LOJANAGOSIN	Director	9/11	Attended the meeting	1/1
3. Mr. EKAPAK NIRAPATHPONGPORN	Director	11/11	Attended the meeting	1/1
4. Mr. PINIJSORN LUECHAIKAJOHPAN	Director	11/11	Attended the meeting	11/11
5. Mrs. MONLUEDEE SOOKPANTARAT	Director	11/11	Attended the meeting	11/11
6. Mrs. PENNAPHA DHANASARNILP	Director	11/11	Attended the meeting	11/11
7. Mr. MANA JANTANAYINGYONG	Director	11/11	Attended the meeting	11/11
8. Mr. ARNON PORNDHITI	Director	11/11	Attended the meeting	1/1

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. POL. GEN. SOMCHAI VANICHSENEE	40,000.00	960,000.00	0.00	0.00	1,000,000.00
2. Mr. PALIN LOJANAGOSIN	0.00	360,000.00	0.00	0.00	360,000.00
3. Mr. EKAPAK NIRAPATHPONGPORN	135,000.00	360,000.00	0.00	0.00	495,000.00
4. Mr. PINIJSORN LUECHAIKAJOHN PAN	60,000.00	360,000.00	0.00	0.00	420,000.00
5. Mrs. MONLUEDEE SOOKPANTARAT	130,000.00	600,000.00	0.00	0.00	730,000.00
6. Mrs. PENNAPHA DHANASARN SILP	70,000.00	600,000.00	0.00	0.00	670,000.00
7. Mr. MANA JANTANAYINGYONG	0.00	360,000.00	0.00	0.00	360,000.00
8. Mr. ARNON PORNDHITI	90,000.00	360,000.00	0.00	0.00	450,000.00

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. POL. GEN. SOMCHAI VANICHSENEE	-	-	-
2. Mr. PALIN LOJANAGOSIN	-	-	-
3. Mr. EKAPAK NIRAPATHPONGPORN	-	-	-
4. Mr. PINIJSORN LUECHAIKAJOHN PAN	-	-	-
5. Mrs. MONLUEDEE SOOKPANTARAT	-	-	-
6. Mrs. PENNAPHA DHANASARN SILP	-	-	-
7. Mr. MANA JANTANAYINGYONG	-	-	-
8. Mr. ARNON PORNDHITI	-	-	-

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) : 11

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. POL. GEN. SOMCHAI VANICHSENEE	Chairman of the audit committee	11/11
2. Mrs. MONLUEDEE SOOKPANTARAT	Audit committee	11/11
3. Mrs. PENNAPHA DHANASARNILP	Audit committee	11/11

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	2,360,140.29	638,259.09	1,985,905.50
Short-Term Investments – Net	12,360.95	12,951.02	73,100.00
Trade And Other Receivables – Current – Net	1,559,841.86	1,428,332.29	1,370,653.63
Inventories – Net	13,255.58	11,772.49	3,352.39
Other Current Assets	493,108.32	303,224.14	543,255.40
Total Current Assets	4,521,499.38	2,463,047.69	4,030,465.67
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	132,351.23	156,474.83	152,851.27
Property, Plant And Equipment – Net	2,424,899.51	3,010,847.85	3,664,956.20
Other Non-Current Assets	255,725.25	5,309,568.36	459,708.44
Total Non-Current Assets	3,457,948.43	9,787,157.39	9,733,965.36
Total Assets	7,979,447.81	12,250,205.08	13,764,431.03

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	0.00
Trade And Other Payables - Current	739,262.67	970,909.95	1,636,483.24
Short-Term Borrowings	0.00	0.00	965,000.00
Current Portion Of Long-Term Debts	19,928.23	1,988.32	2,032.97
Other Current Liabilities	134,922.57	141,180.64	27,622.30
Total Current Liabilities	1,017,453.27	3,020,783.02	3,741,841.72
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	5,449.15	2,644.62	588.70
Other Non-Current Liabilities	8,180.71	15,950.65	8,180.71
Total Non-Current Liabilities	72,024.07	3,574,886.61	2,662,389.88
Total Liabilities	1,089,477.34	6,595,669.64	6,404,231.60

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	388,256.81	388,256.81	419,317.35
Premium (Discount) On Share Capital	4,515,746.98	4,515,746.98	6,031,453.23
Retained Earnings (Deficits)	1,443,820.09	1,047,592.20	1,111,630.84
Other Components Of Equity	27,540.58	(671,414.38)	(509,626.37)
Equity Attributable To Owners Of The Parent	6,375,364.46	5,280,181.62	7,052,775.06
Total Equity	6,889,970.47	5,654,535.44	7,360,199.44

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	4,861,009.60	3,724,409.28	4,551,443.43
Total Revenue	4,919,498.09	3,768,015.64	4,607,411.91
Cost And Expenses			
Costs	3,173,133.97	2,941,226.72	3,799,960.89
Selling And Administrative Expenses	688,409.95	573,187.27	563,279.11
Total Cost And Expenses	3,861,543.92	3,514,413.99	4,383,286.16
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(2,250.52)	(11,041.89)	(27,795.95)
Finance Costs	1,477.21	89,735.06	188,550.84
Income Tax Expense	197,398.31	30,969.93	18,186.68
Net Profit (Loss) For The Period	856,828.13	121,854.78	(10,407.72)
Net Profit (Loss) Attributable To : Owners Of The Parent	743,194.69	140,233.64	64,038.64
Basic Earnings (Loss) Per Share (Baht/Share)	0.19600	0.03600	0.01610
EBITDA	1,678,874.33	2,394,421.24	2,537,168.17
Operating Profit	999,465.69	209,995.29	188,203.43
Normalize Profit	856,828.13	121,854.78	(10,407.72)

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	623,170.69	2,151,861.48	2,340,838.37
Net Cash From (Used In) Operating Activities	1,293,434.48	2,446,186.88	1,563,173.71
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(623,758.38)	(903,030.04)	(1,397,311.57)
Net Cash From (Used In) Investing Activities	(839,781.78)	(2,642,635.95)	(1,585,822.14)
Net Cash From Financing Activities			
Dividend Paid	(761,016.90)	(645,727.47)	(5,530.97)
Net Cash From (Used In) Financing Activities	1,469,984.98	(1,520,299.22)	1,373,894.87

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	4.44	0.82	1.08
Quick ratio (times)	4.43	0.81	1.08
Cash flow liquidity ratio (Average) (times)	1.08	1.21	0.46
Average account recievable turnover (times)	4.26	3.31	4.17
Average collection period (days)	86.00	111.00	88.00
Average finish goods turnover (times)	18.90	8.52	8.75
Average finish goods turnover period (days)	20.00	43.00	42.00
Average inventory turnover (times)	18.90	8.52	8.75
Average inventory turnover period (days)	20.00	43.00	42.00
Average account payable turnover (times)	13.01	9.63	13.01
Average payment period (days)	29.00	38.00	29.00
Average cash cycle (days)	77.00	116.00	101.00

Profitability

	2019	2020	2021
EBITDA margin (%)	34.54	65.52	57.10
Gross profit margin (%)	34.72	22.26	14.02
Operating margin (%)	21.76	8.04	5.04
Net profit margin (%)	17.63	3.27	(0.23)
Return on equity (ROE) (Average) (%)	14.26	2.41	1.04
Capacity utilization rate (%)	0.00	0.00	0.00
Fixed asset turnover ratio (times)	200.46	123.70	121.23
Gross profit margin (from project for sale) (%)	0.00	0.00	0.00
Operating margin before fuel expenses (%)	0.00	0.00	0.00
Other income to total income (%)	1.19	1.16	3.57
Cash from operation to operating profit (%)	122.26	816.61	697.45

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	714.66	2.13	1.04
Debt service coverage ratio (times)	0.00	0.00	0.00
Total debts to total equity (times)	0.16	1.17	0.87
Interest-bearing debt to equity ratio (times)	0.00	0.00	0.13
Dividend per shares (baht/share)	0.18	0.14	0.00
Dividend payout ratio (%)	95.00	385.00	0.00
Dividend yield (%)	2.30	1.76	0.00
Debt from financial institutions to total liabilities (times)	0.02	0.00	0.15
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.75	0.43	1.00
Interest bearing debt to EBITDA ratio (times)	0.02	0.00	0.38

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.71	0.37	0.34
Return on asset (ROA) (Average) (%)	12.50	1.20	(0.08)
Return On Fixed Assets (%)	63.48	83.66	69.82