



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

LADPRAO GENERAL HOSPITAL 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 : LADPRAO GENERAL HOSPITAL PUBLIC COMPANY LIMITED

Symbol : LPH

Address : 2699 Ladprao Rd., Khlong Chaokhun Sing, Wang Thong Lang

Province : Bangkok

Postcode : 10310

Business : The business operation of the Company and its subsidiaries covers 5 main business sectors comprising hospital and related healthcare services, scientific analytical and diagnostic laboratory service of medical healthcare, food, agricultural, pharmaceutical, clinical trial, calibration, hospital management and consulting services, as well as medical analytical and diagnostic services having details.

Registration Number : 0107536000161

Telephone : 0-2530-2244, 0-2530-2388, 0-2530-2556-69

Fax (if applicable) : 0-2539-8490

Website : <http://www.ladpraohospital.com>

Email : ladprao@ladpraohospital.com

Total Shares Sold (shares)

Common Stock : 720,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	1,596.82	1,814.63	2,527.92
Revenues from hospital operations (Thousand baht)	1,383.69	1,581.63	2,225.01
Revenues from services (Thousand baht)	197.75	219.63	245.80
Other incomes (Thousand baht)	15.38	13.36	27.12

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Revenues from hospital operations (%)	86.65	87.16	88.02
Revenues from services (%)	12.38	12.10	9.72
Other incomes (%)	0.96	0.74	1.07

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	1,596.82	1,814.63	2,527.92
Domestic (Thousand baht)	1,596.82	1,814.63	2,527.92

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

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

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

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	: N/A
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	: Yes

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	: Yes
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	: Yes
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	: Yes
Corruption	: Yes

Compliance Risk

Change in laws and regulations	: Yes
Outdated laws and regulations	: Yes
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	: Yes
Default on payment or exchange of goods	: Yes

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
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://ladpraohospital.com/th/investor/corporate-governance-policy/>
(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://ladpraohospital.com/th/investor/corporate-governance-policy/>
(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)	427.00	550.00	260.00

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	4,172,610.00	4,193,652.00	3,938,000.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	54,649.00	49,599.00	55,968.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	342,699.70	276,519.10	274,304.83
Hazardous waste (kg)	21,327.86	38,679.70	77,053.81
Total (kg)	364,027.56	315,198.80	351,358.64

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) : <https://ladpraohospital.com/th/investor/corporate-governance-policy/>

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)	145	169	167
Number of female employees (persons)	661	689	667
Total (persons)	806	858	834

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	319,938,264.01	343,522,592.07	353,695,967.58

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	17.50	36.00	26.00
Employee development and training expenses (baht)	636,506.00	452,863.00	217,251.00

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	4.00	2.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	1.98	1.21	1.39

2. Information on community and society

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

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://ladpraohospital.com/th/investor/corporate-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	11	100.00
Number of male directors	7	63.64
Number of female directors	4	36.36
Number of executive directors	1	9.09
Number of non-executive directors	10	90.91
Number of independent directors	4	36.36

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. SOMSAK LOLEKHA Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	29 Oct 1992	Health Care Services, Leadership

2. Mr. PIPAT SAVETVILAS Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	22 Jul 1990	Engineering, Construction Services, Leadership
3. Mr. UNGOON CHANTANAVANICH Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	22 Jul 1990	Law, Fund Management, Risk Management, Corporate Management, Insurance, Economics
4. Mrs. SUPAPORN KANTHAMANOND Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	22 Jul 1990	Health Care Services, Procurement, Leadership
5. Mrs. WICHUDA UMPORNPOL Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	8 Dec 1991	Corporate Management, Leadership, Commerce
6. Mr. VIRAT VONGSAENNAK Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	13 Sep 1992	Health Care Services, Leadership
7. Mr. PIBOON LIMPRAPAT Gender: Male Age: 82 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	22 Feb 2004	Internal Control, Leadership, Economics

8. Mr. KULTHON NAKAPROM Gender: Male Age: 78 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: Original director	22 Feb 2004	Finance, Internal Control, Banking, Leadership, Finance & Securities
9. Mrs. BENJAWAN THANAPAISALPIPATH Gender: Female Age: 66 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: Original director	21 Mar 2004	Internal Control, Accounting
10. Mr. SOMCHAO TANTERDTHAM Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re- elected as director	6 Nov 2007	Health Care Services, Construction Services, Leadership, Property Development, Construction Materials
11. Ms. THIPAWAN UTHAISANG Gender: Female Age: 64 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: Original director	28 Jun 2009	Paper & Printing Materials, Corporate Management, Internal Control, Accounting, Media & Publishing, Law

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

General information	Position	Tenure	Replacement Director
No information			

3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : 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. PIBOON LIMPRAPAT [1] Gender: Male Age: 82 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	21 Oct 2014	Internal Control, Leadership, Economics
2. Mr. KULTHON NAKAPROM [1] Gender: Male Age: 78 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)	21 Oct 2014	Finance, Internal Control, Banking, Leadership, Finance & Securities
3. Ms. THIPAWAN UTHAISANG [1] Gender: Female Age: 64 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)	21 Oct 2014	Paper & Printing Materials, Corporate Management, Internal Control, Accounting, Media & Publishing, Law
4. Mrs. BENJAWAN THANAPAISALPIPATH [1] Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	21 Oct 2014	Internal Control, Accounting

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

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

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PIBOON LIMPRAPAT	Chairman
	Mr. VIRAT VONGSAENGNAC	Member
	Mr. UNGOON CHANTANAVANICH	Member
	Mr. KULTHON NAKAPROM	Member
Risk Management Committee	Mr. UNGOON CHANTANAVANICH	Chairman
	DR. Pramote Poonapanont	Member
	Dr. Reungrit Hassakul	Member
	Dr. Sawanan Wacharavanich	Member
	Ms. Jirawan Menghong	Member
	Mr. Vitavas Pirmphol	Member
	Ms. Chomsri Chaiwachirasak	Member
	Ms. Surachit Chuntawong	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 : None

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. UNGOON CHANTANAVANICH Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	31 Mar 2004	Law, Fund Management, Risk Management, Corporate Management, Insurance, Economics
2. DR. Pramote Poonapanont Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Medicine	Hospital Director	1 Jan 2020	Health Care Services, Corporate Management
3. Dr. Sawanan Wacharavanich Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Medicine	Director of Medical Department	1 Mar 2020	Risk Management, Health Care Services
4. Dr. Reungrit Hassakul Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Medicine	Director of Medical Department	1 Apr 2017	Health Care Services, Governance/ Compliance, Leadership
5. Ms. Jirawan Menghong Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Bachelor of Government Business Administration	Managing Director	1 Jan 2019	Corporate Management, Finance, Negotiation
6. Ms. Chomsri Chaiwachirasak [1][2] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Accounting	Deputy Managing Director	1 Oct 2015	Budgeting, Project Management, Finance, Procurement, Accounting, Finance & Securities

[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)	46,319,109.80	47,136,728.41	52,226,153.29

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) : 167

Number of female employees (persons) : 667

Total (persons) : 834

2. Employee Remuneration

Total employee remuneration : 353,695,967.58

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 834

Number of employees contributing to the PVD (persons) : 619

Percentage of employees who are members (%) : 74.22

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Mrs. Suchada Luksanaphol	suchada.luk@gmail.com	025302556-69

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Vitavas Pirmphol	Vitavas_hb@hotmail.com	025302556-69

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Jintana Thongpanyoon [*]	ia.ladprao@gmail.com	025302556-69

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. Ekkachai Sirichutimanggoon	s.ekkachai@gmail.com	025302556-69

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DHARMNITI AUDITING COMPANY LIMITED	1. Ms. Soraya Tintasuwan Email: soraya.t@daa.co.th Telephone: 025960500 ext 627	1,550,000.00	-

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. SOMSAK LOLEKHA Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 29 Oct 1992	Health Care Services, Leadership
2. Mr. PIPAT SAVETVILAS Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 22 Jul 1990	Engineering, Construction Services, Leadership
3. Mr. PIBOON LIMPRAPAT Gender: Male Age: 82 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 Feb 2004	Internal Control, Leadership, Economics
4. Mr. SOMCHAO TANTERDTHAM Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 6 Nov 2007	Health Care Services, Construction Services, Leadership, Property Development, Construction Materials

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. SOMSAK LOLEKHA	Chairman of the board	-
Mr. PIPAT SAVETVILAS	Vice Chairman	-
Mr. UNGOON CHANTANAVANICH	Director	-
Mrs. SUPAPORN KANTHAMANOND	Director	-
Mrs. WICHUDA UMPORNPOL	Director	-
Mr. VIRAT VONGSAENGA	Director	-
Mr. PIBOON LIMPRAPAT	Director	-
Mr. KULTHON NAKAPROM	Director	-
Mrs. BENJAWAN THANAPAISALPIPATH	Director	-
Mr. SOMCHAO TANTERDTHAM	Director	-
Ms. THIPAWAN UTHAISANG	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 : 6

Date of AGM Meeting : 26 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. SOMSAK LOLEKHA	Chairman of the board	6/6	Attended the meeting	Did not hold the meeting
2. Mr. PIPAT SAVETVILAS	Vice Chairman	6/6	Did not attend the meeting	Did not hold the meeting
3. Mr. UNGOON CHANTANAVANICH	Director	6/6	Attended the meeting	Did not hold the meeting
4. Mrs. SUPAPORN KANTHAMANOND	Director	6/6	Did not attend the meeting	Did not hold the meeting
5. Mrs. WICHUDA UMPORNPOL	Director	6/6	Did not attend the meeting	Did not hold the meeting
6. Mr. VIRAT VONGSAENGNAK	Director	6/6	Attended the meeting	Did not hold the meeting
7. Mr. PIBOON LIMPRAPAT	Director	6/6	Attended the meeting	Did not hold the meeting
8. Mr. KULTHON NAKAPROM	Director	6/6	Attended the meeting	Did not hold the meeting
9. Mrs. BENJAWAN THANAPAISALPIPATH	Director	6/6	Attended the meeting	Did not hold the meeting
10. Mr. SOMCHAO TANTERDTHAM	Director	6/6	Attended the meeting	Did not hold the meeting

11. Ms. THIPAWAN UTHAISANG	Director	6/6	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. SOMSAK LOLEKHA	180,000.00	370,000.00	0.00	0.00	550,000.00
2. Mr. PIPAT SAVETVILAS	150,000.00	330,000.00	0.00	0.00	480,000.00
3. Mr. UNGOON CHANTANAVANICH	120,000.00	280,000.00	1,524,400.00	0.00	1,924,400.00
4. Mrs. SUPAPORN KANTHAMANOND	120,000.00	280,000.00	0.00	0.00	400,000.00
5. Mrs. WICHUDA UMPORNPOL	120,000.00	280,000.00	0.00	0.00	400,000.00
6. Mr. VIRAT VONGSAENGNAK	120,000.00	280,000.00	0.00	0.00	400,000.00
7. Mr. PIBOON LIMPAPAT	120,000.00	300,000.00	0.00	0.00	420,000.00
8. Mr. KULTHON NAKAPROM	120,000.00	300,000.00	0.00	0.00	420,000.00
9. Mrs. BENJAWAN THANAPAISALPIPATH	120,000.00	300,000.00	0.00	0.00	420,000.00

10. Mr. SOMCHAO TANTERDTHAM	120,000.00	280,000.00	0.00	0.00	400,000.00
11. Ms. THIPAWAN UTHAISANG	120,000.00	300,000.00	0.00	0.00	420,000.00

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. SOMSAK LOLEKHA	-	-	-
2. Mr. PIPAT SAVETVILAS	-	-	-
3. Mr. UNGOON CHANTANAVANICH	-	-	-
4. Mrs. SUPAPORN KANTHAMANOND	-	-	-
5. Mrs. WICHUDA UMPORNPHOL	-	-	-
6. Mr. VIRAT VONGSAENGNAL	-	-	-
7. Mr. PIBOON LIMPRAPAT	-	-	-
8. Mr. KULTHON NAKAPROM	-	-	-
9. Mrs. BENJAWAN THANAPAISALPIPATH	-	-	-
10. Mr. SOMCHAO TANTERDTHAM	-	-	-
11. Ms. THIPAWAN UTHAISANG	-	-	-

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

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

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

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

1. Audit committee meetings

Number of Audit committee meetings (times) : 4

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. PIBOON LIMPAPAT	Chairman of the audit committee	4/4
2. Mr. KULTHON NAKAPROM	Audit committee	4/4
3. Ms. THIPAWAN UTHAISANG	Audit committee	4/4
4. Mrs. BENJAWAN THANAPAISALPIPATH	Audit committee	4/4

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

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	67,901.01	159,679.65	146,649.48
Short-Term Investments - Net	0.00	0.00	0.00
Trade And Other Receivables - Current - Net	157,763.39	194,739.68	304,465.28
Inventories - Net	24,571.15	29,766.98	44,957.76
Other Current Assets	11,812.09	1,921.02	2,922.49
Total Current Assets	362,381.05	518,588.94	867,340.70
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	1,416,885.18	1,450,827.99	1,494,175.25
Other Non-Current Assets	28,302.34	135,364.22	15,655.70
Total Non-Current Assets	1,559,638.81	1,708,238.96	1,729,482.78
Total Assets	1,922,019.87	2,226,827.90	2,596,823.48

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	15,103.03	17,610.02	78,590.46
Trade And Other Payables - Current	179,705.91	230,519.17	274,879.29
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	40,080.00	52,080.00	52,517.50
Other Current Liabilities	22,662.46	25,683.81	19,117.99
Total Current Liabilities	298,666.60	380,296.37	542,173.27
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	92,480.00	156,222.09	103,755.97
Other Non-Current Liabilities	11,587.07	12,330.33	9,722.92
Total Non-Current Liabilities	249,672.42	401,136.22	347,161.13
Total Liabilities	548,339.01	781,432.59	889,334.41

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	375,000.00	375,000.00	360,000.00
Premium (Discount) On Share Capital	922,834.73	922,834.73	922,834.73
Retained Earnings (Deficits)	264,555.89	337,517.45	409,529.90
Other Components Of Equity	5,627.74	5,627.74	5,627.74
Equity Attributable To Owners Of The Parent	1,370,777.76	1,443,739.31	1,697,992.36
Total Equity	1,373,680.85	1,445,395.30	1,707,489.08

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	1,581,438.96	1,801,261.60	2,504,512.85
Total Revenue	1,593,633.40	1,814,626.42	2,527,919.29
Cost And Expenses			
Costs	1,224,264.57	1,359,965.07	1,609,064.55
Selling And Administrative Expenses	193,567.99	235,460.30	281,382.30
Total Cost And Expenses	1,464,633.93	1,642,562.11	1,942,673.00
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
Finance Costs	8,679.26	13,101.84	15,365.95
Income Tax Expense	12,644.48	17,501.06	97,326.21
Net Profit (Loss) For The Period	110,869.73	141,461.41	472,554.13
Net Profit (Loss) Attributable To : Owners Of The Parent	110,492.88	142,887.67	464,522.02
Basic Earnings (Loss) Per Share (Baht/Share)	0.15000	0.20000	0.65000
EBITDA	235,713.62	307,388.00	732,706.55
Operating Profit	116,805.03	158,699.50	561,839.85
Normalize Profit	107,675.73	141,461.41	472,554.13

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	103,520.15	135,323.68	147,460.26
Net Cash From (Used In) Operating Activities	210,607.29	289,919.28	391,403.32
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(169,556.35)	(124,051.73)	(125,332.99)
Net Cash From (Used In) Investing Activities	(116,722.87)	(146,429.38)	(123,466.43)
Net Cash From Financing Activities			
Dividend Paid	(126,057.20)	(72,171.62)	(216,214.54)
Net Cash From (Used In) Financing Activities	(85,367.54)	(51,711.26)	(280,967.06)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.21	1.36	1.60
Quick ratio (times)	0.76	0.93	0.83
Cash flow liquidity ratio (Average) (times)	0.85	0.94	1.62
Average account recievable turnover (times)	12.28	10.46	10.25
Average collection period (days)	29.73	34.90	35.61
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	51.54	50.17	43.07
Average inventory turnover period (days)	7.08	7.27	8.48
Average account payable turnover (times)	7.00	6.64	6.37
Average payment period (days)	52.17	54.94	57.34
Average cash cycle (days)	(15.36)	(12.77)	(13.25)

Profitability

	2019	2020	2021
EBITDA margin (%)	14.79	16.94	28.98
Gross profit margin (%)	22.59	24.50	35.75
Operating margin (%)	7.39	8.81	22.43
Net profit margin (%)	6.96	7.80	18.69
Return on equity (ROE) (Average) (%)	7.00	8.91	27.82
Capacity utilization rate (%)	-	-	-
Fixed asset turnover ratio (times)	1.14	1.25	1.69
Gross profit margin (from project for sale) (%)	-	-	-
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	0.96	0.74	1.07
Cash from operation to operating profit (%)	1.59	1.68	0.67

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	27.16	23.46	47.68
Debt service coverage ratio (times)	4.27	4.41	5.59
Total debts to total equity (times)	0.40	0.54	0.52
Interest-bearing debt to equity ratio (times)	0.11	0.16	0.14
Dividend per shares (baht/share)	0.13	0.15	0.30
Dividend payout ratio (%)	96.32	82.20	51.03
Dividend yield (%)	2.59	3.28	5.08
Debt from financial institutions to total liabilities (times)	0.90	0.92	0.67
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.37	0.31	0.56
Interest bearing debt to EBITDA ratio (times)	0.63	0.73	0.32

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.85	0.87	1.05
Return on asset (ROA) (Average) (%)	0.06	0.07	0.20
Return On Fixed Assets (%)	0.16	0.19	0.42