



# **Annual Registration Statement / Annual Report**

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

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

**COMANCHE INTERNATIONAL 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 : COMANCHE INTERNATIONAL PUBLIC COMPANY LIMITED

Symbol : COMAN

Address : 252/118, Muangthai-Phatra Office Tower II, Ratchadapisek,  
Huaykwang

Province : Bangkok

Postcode : 10310

Business : COMAN conducts its core business as a developer of software for sale and installation. Software developed is registered as The Company's intellectual property under Comanche Hotel Software and Data Base with the Department of Intellectual Property. The Company offers installation services at client sites, holds training programs, and conducts after-sales services for its clients by giving advice and conducting maintenance services and other related services. Currently, The Company puts its focus on developing ready-made software in the tourism industry such as software used in hotels and serviced apartments.

Registration Number : 0107559000273

Telephone : 0-2693-3569

Fax (if applicable) : 0-2693-3577

Website : [www.comancheinternational.com](http://www.comancheinternational.com)

Email : [ir@comancheinternational.com](mailto:ir@comancheinternational.com)

#### Total Shares Sold (shares)

Common Stock : 134,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2019	2020	2021
<b>Total (Thousand baht)</b>	196,478.58	160,570.76	107,427.80
Revenue from sales and rendering services and related maintenance by Comanche (Thousand baht)	92,643.85	77,176.78	41,731.05
Revenue from sales and rendering services and related maintenance by Synature (Thousand baht)	68,811.61	55,279.80	46,096.70
Revenue from sales and rendering services and related maintenance by Win Star Tech (Thousand baht)	2,129.29	1,270.83	1,098.35
Revenue from sales and rendering services and related maintenance by AI Soft (Thousand baht)	28,717.63	24,758.26	15,890.55
Revenue from sales and rendering services and related maintenance by Roomz (Thousand baht)	4,176.20	2,085.08	0.00
Revenue from provision of services by Gogojii (Thousand baht)	0.00	0.00	0.00
Revenue from digital currency mining by Coman Crypto (Thousand baht)	0.00	0.00	2,611.15

  

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Revenue from sales and rendering services and related maintenance by Comanche (%)	47.15	48.06	38.85
Revenue from sales and rendering services and related maintenance by Synature (%)	35.02	34.43	42.91
Revenue from sales and rendering services and related maintenance by Win Star Tech (%)	1.08	0.79	1.02
Revenue from sales and rendering services and related maintenance by AI Soft (%)	14.62	15.42	14.79
Revenue from sales and rendering services and related maintenance by Roomz (%)	2.13	1.30	0.00
Revenue from provision of services by Gogojii (%)	0.00	0.00	0.00
Revenue from digital currency mining by Coman Crypto (%)	0.00	0.00	2.43

**By Geographical Area or Market**

	2019	2020	2021
<b>Total (Thousand baht)</b>	196,478.58	160,570.76	107,427.80
Domestic (Thousand baht)	187,092.08	153,806.62	102,804.09

  

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Domestic (%)	95.22	95.79	95.70

**Information on Products and Services (1.2.2)****Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&amp;D) Policy : Yes

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	0.00	1,885.25	497.40

# 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	: Yes
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	: N/A
Error, failure or lack of proper control regarding company's systems or work process	: Yes
Human error in business operations	: Yes

Product obsolescence	: N/A
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	: N/A
Safety, occupational health, and working environment	: No
Climate change and disasters	: Yes
Impact on the environment	: No
Impact from population structure	: No
Impact on human rights	: 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	: No
Fluctuation in return on assets or investment	: N/A
Unhedged loan and borrowing in a foreign currency	: -

**Risk to Securities Holder (2.2.2)**

Return from investment of securities holder	: Yes
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**Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)**

Investment risk	: No
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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 : No

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 : No

Company website on sustainable : -  
development – environmental aspect  
(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 : No

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)	82	70	59
Number of female employees (persons)	87	78	63
<b>Total (persons)</b>	<b>169</b>	<b>148</b>	<b>122</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	65,790,000.00	59,540,000.00	38,340,000.00

##### 1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	46.48	7.66	7.60
Employee development and training expenses (baht)	418,770.51	7,383.18	6,671.03

#### 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 (%)	100.00	100.00	100.00

#### 2. Information on community and society

Activities or projects organized for the community and society : Education

# 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 : [http://investor.comancheinternational.com/wp-content/uploads/2021/11/cgmanual\\_2017\\_q5.pdf](http://investor.comancheinternational.com/wp-content/uploads/2021/11/cgmanual_2017_q5.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, 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	5	100.00
Number of male directors	5	100.00
Number of female directors	0	0.00
Number of executive directors	2	40.00
Number of non-executive directors	3	60.00
Number of independent directors	3	60.00

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

##### 1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOMBOON SUKHEVIRIYA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	28 Sep 2015	Corporate Management, IT Management

2. Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	28 Sep 2015	Finance, Economics
3. Mr. SOMCHAI WONGSABSIN Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	23 Apr 2021	Accounting, Risk Management, Audit
4. Mr. SOONTHORN PIBULCHAROENSIT Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	23 Apr 2021	Data Analysis, Marketing, Engineering, IT Management
5. Mr. KUMPOL BURIYAMEATHAGUL Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	14 May 2021	IT Management, Engineering

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

General information	Position	Tenure	Replacement Director
1. Mrs. DOLRUDEE PORNPIPAT Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	Date position was assumed: 28 Sep 2015 Date directorship ended: 23 Apr 2021	Mr. SOMCHAI WONGSABSIN Date position was assumed: 23 Apr 2021

2. Mr. CHATCHAI TOLERTMONGKOL	Director (Executive)	Date position was assumed: 8 Nov 2018	Mr. KUMPOL BURIYAMEATHAGUL Date position was assumed: 14 May 2021
Gender: Male			
Age: 53 years old			
Highest level of education:	Director type:	Date directorship ended:	
Master's degree	Original director	13 May 2021	
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. CHALERMPOL TUCHINDA	Director (Non-executive, Independent director)	Date position was assumed: 20 Dec 2018	No replacement director
Gender: Male			
Age: 61 years old			
Highest level of education:	Director type:	Date directorship ended:	
Master's degree	Original director	20 Jan 2021	
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			
4. Fit.Lt. SUCHET SUNDARAVEJ	Director (Non-executive, Independent director)	Date position was assumed: 19 Feb 2021	Mr. SOONTHORN PIBULCHAROENSIT Date position was assumed: 23 Apr 2021
Gender: Male			
Age: 56 years old			
Highest level of education:	Director type: Newly appointed director to replace ex-director	Date directorship ended: 23 Apr 2021	
Doctoral degree			
Major: Political Science			
Thai nationality: Yes			
Residing in Thailand: Yes			

### 3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : Yes

The Chairman and the manager are members of the same family : Yes

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. SOMCHAI WONGSABSIN [1] Gender: Male Age: 51 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: Newly appointed director to replace ex-director	23 Apr 2021	Accounting, Risk Management, Audit
2. Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE [1] Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	8 Nov 2019	Finance, Economics
3. Mr. SOONTHORN PIBULCHAROENSIT [1] Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	23 Apr 2021	Data Analysis, Marketing, Engineering, IT Management

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

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

General information	Position	Tenure	Replacement Director
1. Mrs. DOLRUDEE PORNPAT [1] Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	Date position was assumed: 20 Dec 2018  Date directorship ended: 23 Apr 2021	Mr. SOMCHAI WONGSABSIN Date position was assumed: 23 Apr 2021
2. Mr. CHALERMPOL TUCHINDA [1] Gender: Male Age: 61 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: Newly appointed director to replace ex-director	Date position was assumed: 20 Dec 2018  Date directorship ended: 20 Jan 2021	Flt.Lt. SUCHET SUNDARAVEJ Date position was assumed: 10 Feb 2021
3. Flt.Lt. SUCHET SUNDARAVEJ [1] Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 19 Feb 2021  Date directorship ended: 23 Apr 2021	Mr. SOONTHORN PIBULCHAROENSIT Date position was assumed: 23 Apr 2021

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

## 2. Other sub-committees

### 2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. SOMCHAI WONGSABSIN	Chairman
	Mr. KUMPOL BURIYAMEATHAGUL	Member
	Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN	Member
	COMPENOLLE	

Nomination and Remuneration Committee	Mr. SOONTHORN PIBULCHAROENSIT	Chairman
	Mr. SOMBOON SUKHEVIRIYA	Member
	Mr. KUMPOL BURIYAMEATHAGUL	Member
Corporate Governance Committee	Mr. SOMCHAI WONGSABSIN	Chairman
	Mr. SOMBOON SUKHEVIRIYA	Member
	Mr. KUMPOL BURIYAMEATHAGUL	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. SOMBOON SUKHEVIRIYA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	10 Jan 2003	Corporate Management, IT Management
2. Ms. Darunee Sae-tung [1] Gender: Female Age: 52 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Financial Officer	1 Jan 2016	Accounting, Finance
3. Mr. Pirom Methaveerapong Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Communication Arts	Chief Marketing Officer	1 Jan 2018	Marketing
4. Ms. Parichart Sontorn Gender: Female Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Administrative Officer	1 Jan 2018	Procurement
5. Mr. Thiti Kowuttikunrungsee Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Science	Chief Operating Officer	1 Jan 2021	Information & Communication Technology

[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)	11,879,463.00	10,267,675.00	9,462,574.00

### 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) : 59

Number of female employees (persons) : 63

Total (persons) : 122

#### 2. Employee Remuneration

Total employee remuneration : 38,340,000.00

#### 3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 122

Number of employees contributing to the PVD (persons) : 50

Percentage of employees who are members (%) : 40.98

## 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. Tanin Auarayamontri	tanin@comancheinternational. com	0917758988

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Nikul Tangninlasap	nikul@comancheinternational. com	0910042363

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Nattaporn Petchpung	nattaporn@comancheinternational. com	

#### 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. Nikul Tangninlasap	nikul@comancheinternational.com	0910042363

#### 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. Sulalit Ardsawang Email: sulalit.a@daa.co.th Telephone: - 2. Mr. Piradej Phongsatiensak Email: peradate.p@daa.co.th Telephone: - 3. Ms. Nannapas Wannasomboon Email: nannapas.w@daa.co.th Telephone: -	1,360,000.00	-

# 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
No information			

##### 1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOMCHAI WONGSABSIN Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 23 Apr 2021	Accounting, Risk Management, Audit
2. Mr. SOONTHORN PIBULCHAROENSIT Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 23 Apr 2021	Data Analysis, Marketing, Engineering, IT Management
3. Mr. KUMPOL BURIYAMEATHAGUL Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 14 May 2021	IT Management, Engineering

### 1.3 Additional and newly-appointed directors

General information	Position	Date position was assumed	Experience and expertise
No information			

## 2. Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SOMBOON SUKHEVIRIYA	Chairman of the board	-
Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE	Director	-
Mr. SOMCHAI WONGSABSIN	Director	-
Mr. SOONTHORN PIBULCHAROENSIT	Director	-
Mr. KUMPOL BURIYAMEATHAGUL	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	: 23 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. SOMBOON SUKHEVIRIYA	Chairman of the board	5/5	Attended the meeting	Did not hold the meeting
2. Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE	Director	5/5	Attended the meeting	Did not hold the meeting
3. Mr. SOMCHAI WONGSABSIN	Director	4/4	Did not attend the meeting	Did not hold the meeting
4. Mr. SOONTHORN PIBULCHAROENSIT	Director	4/4	Did not attend the meeting	Did not hold the meeting
5. Mr. KUMPOL BURIYAMEATHAGUL	Director	3/3	Did not attend the meeting	Did not hold the meeting

#### 2.2 Meeting information of directors who resigned/vacated their position during the year

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mrs. DOLRUDEE PORNPIPAT	Director	1/1	Did not attend the meeting	Did not hold the meeting
2. Mr. CHATCHAI TOLERTMONGKOL	Director	1/1	Attended the meeting	Did not hold the meeting

3. Mr. CHALERMPOL TUCHINDA	Director	0/0	Did not attend the meeting	Did not hold the meeting
4. Flt.Lt. SUCHET SUNDARAVEJ	Director	0/0	Attended the meeting	Did not hold the meeting

### 3. Remuneration for company directors

#### 3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. SOMBOON SUKHEVIRIYA	215,000.00	2,684,038.81	-	-	2,899,038.81
2. Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE	180,000.00	-	-	-	180,000.00
3. Mr. SOMCHAI WONGSABSIN	155,000.00	-	-	-	155,000.00
4. Mr. SOONTHORN PIBULCHAROENSIT	160,000.00	-	-	-	160,000.00
5. Mr. KUMPOL BURIYAMEATHAGUL	60,000.00	-	-	-	60,000.00

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

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mrs. DOLRUDEE PORNPIPAT	45,000.00	-	-	-	45,000.00
2. Mr. CHATCHAI TOLERTMONGKOL	40,000.00	-	-	-	40,000.00

3. Mr. CHALERMPOL TUCHINDA	-	-	-	-	0.00
4. Fit.Lt. SUCHET SUNDARAVEJ	-	-	-	-	-

#### 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. SOMBOON SUKHEVIRIYA	-	-	-
2. Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE	-	-	-
3. Mr. SOMCHAI WONGSABSIN	-	-	-
4. Mr. SOONTHORN PIBULCHAROENSIT	-	-	-
5. Mr. KUMPOL BURIYAMEATHAGUL	-	-	-

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

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mrs. DOLRUDEE PORNPIPAT	-	-	-
2. Mr. CHATCHAI TOLERTMONGKOL	-	-	-
3. Mr. CHALERMPOL TUCHINDA	-	-	-
4. Fit.Lt. SUCHET SUNDARAVEJ	-	-	-

## 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. SOMCHAI WONGSABSIN	Chairman of the audit committee	3/3
2. Mr. GANCANAPOL GEERT MARCEL CYRIEL VAN COMPERNOLLE	Audit committee	4/4
3. Mr. SOONTHORN PIBULCHAROENSIT	Audit committee	3/3

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

List of directors	Position	Audit Committee meetings
1. Mrs. DOLRUDEE PORNPIPAT	Chairman of the audit committee	1/1
2. Mr. CHALERMPOL TUCHINDA	Audit committee	0/0
3. Fit.Lt. SUCHET SUNDARAVEJ	Audit committee	0/0

# Statement of Financial Position

## Statement of Financial Position

### Assets

(Unit : Thousand baht)	2019	2020	2021
<b>Current Assets</b>			
Cash And Cash Equivalents	66,381.61	258,459.08	311,254.93
Short-Term Investments - Net	342,922.18	0.00	12,138.81
Trade And Other Receivables - Current - Net	29,800.40	23,821.09	12,790.32
Inventories - Net	3,510.38	3,405.10	6,038.10
Other Current Assets	1,281.74	1,494.40	2,731.97
<b>Total Current Assets</b>	<b>449,243.39</b>	<b>407,715.27</b>	<b>344,954.14</b>
<b>Non-Current Assets</b>			
Trade And Other Receivables - Non-Current - Net	0.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	0.00	0.00	0.00
Property, Plant And Equipment - Net	5,179.06	3,320.17	59,317.83
Other Non-Current Assets	3,218.99	18,455.98	1,214.12
<b>Total Non-Current Assets</b>	<b>88,720.65</b>	<b>109,543.57</b>	<b>144,162.39</b>
<b>Total Assets</b>	<b>537,964.03</b>	<b>517,258.84</b>	<b>489,116.53</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	0.00
Trade And Other Payables - Current	44,821.60	33,392.50	32,844.29
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	0.00	0.00	0.00
Other Current Liabilities	3,741.04	2,303.15	2,747.79
<b>Total Current Liabilities</b>	<b>51,303.70</b>	<b>39,420.84</b>	<b>37,951.07</b>
<b>Non-Current Liabilities</b>			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	0.00	0.00	0.00
Other Non-Current Liabilities	0.00	0.00	0.00
<b>Total Non-Current Liabilities</b>	<b>20,133.30</b>	<b>34,090.85</b>	<b>31,541.06</b>
<b>Total Liabilities</b>	<b>71,436.99</b>	<b>73,511.69</b>	<b>69,492.14</b>

## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	67,000.00	67,000.00	67,000.00
Premium (Discount) On Share Capital	323,397.51	323,397.51	323,397.51
Retained Earnings (Deficits)	48,103.92	29,224.10	6,480.30
Other Components Of Equity	303.57	303.57	303.57
<b>Equity Attributable To Owners Of The Parent</b>	<b>438,805.00</b>	<b>419,925.18</b>	<b>397,181.38</b>
<b>Total Equity</b>	<b>466,527.04</b>	<b>443,747.15</b>	<b>419,624.39</b>

# Statement of Comprehensive Income

## Statement of Comprehensive Income

### Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
<b>Revenue</b>			
Revenue From Operations	196,478.58	160,570.76	107,427.80
<b>Total Revenue</b>	205,261.23	166,563.35	113,504.57
<b>Cost And Expenses</b>			
Costs	89,834.40	77,674.86	66,907.22
Selling And Administrative Expenses	87,000.10	85,617.79	57,877.12
<b>Total Cost And Expenses</b>	189,465.86	163,292.65	133,975.25
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
Finance Costs	6.50	428.41	412.63
Income Tax Expense	4,352.95	3,406.05	(288.49)
<b>Net Profit (Loss) For The Period</b>	11,435.92	(563.76)	(20,594.82)
Net Profit (Loss) Attributable To : Owners Of The Parent	2,315.28	(6,331.84)	(24,426.19)
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	0.01720	(0.04730)	(0.18230)
EBITDA	23,769.40	13,529.65	(7,554.58)
Operating Profit	19,644.09	(2,721.89)	(17,356.54)
Normalize Profit	11,435.92	(563.76)	(20,594.82)

# Statement of Cash Flow

## Statement of Cash Flow

### Statement of Cash Flow

	2019	2020	2021
<b>Net Cash From Operating Activities</b>			
Depreciation And Amortisation	7,974.04	10,258.96	12,916.11
<b>Net Cash From (Used In) Operating Activities</b>	32,468.02	(4,173.81)	4,966.37
<b>Net Cash From Investing Activities</b>			
Payment For Purchase Of Fixed Assets	(15,475.75)	(4,131.32)	(66,676.10)
<b>Net Cash From (Used In) Investing Activities</b>	(148,316.30)	221,012.58	55,027.24
<b>Net Cash From Financing Activities</b>			
Dividend Paid	(19,182.00)	(22,710.00)	(5,390.00)
<b>Net Cash From (Used In) Financing Activities</b>	(17,799.47)	(24,561.31)	(7,197.76)

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	8.76	10.34	9.09
Quick ratio (times)	8.56	7.16	8.86
Cash flow liquidity ratio (Average) (times)	0.00	0.00	0.00
Average account recievable turnover (times)	0.00	0.00	0.00
Average collection period (days)	0.00	0.00	0.00
Average finish goods turnover (times)	0.00	0.00	0.00
Average finish goods turnover period (days)	0.00	0.00	0.00
Average inventory turnover (times)	0.00	0.00	0.00
Average inventory turnover period (days)	0.00	0.00	0.00
Average account payable turnover (times)	0.00	0.00	0.00
Average payment period (days)	0.00	0.00	0.00
Average cash cycle (days)	0.00	0.00	0.00

## Profitability

	2019	2020	2021
EBITDA margin (%)	11.58	8.12	(6.66)
Gross profit margin (%)	54.28	51.63	37.72
Operating margin (%)	10.00	(1.70)	(16.16)
Net profit margin (%)	5.57	(0.34)	(18.14)
Return on equity (ROE) (Average) (%)	0.00	0.00	0.00
Capacity utilization rate (%)	0.00	0.00	0.00
Fixed asset turnover ratio (times)	0.00	0.00	0.00
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 (%)	0.00	0.00	0.00
Cash from operation to operating profit (%)	0.00	0.00	0.00

## Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	0.00	0.00	0.00
Debt service coverage ratio (times)	0.00	0.00	0.00
Total debts to total equity (times)	0.15	0.17	0.17
Interest-bearing debt to equity ratio (times)	0.00	0.00	0.00
Dividend per shares (baht/share)	0.00	0.00	0.00
Dividend payout ratio (%)	0.00	0.00	0.00
Dividend yield (%)	0.00	0.00	0.00
Debt from financial institutions to total liabilities (times)	0.00	0.00	0.00
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.00	0.00	0.00
Interest bearing debt to EBITDA ratio (times)	0.00	0.00	0.00

## Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.00	0.00	0.00
Return on asset (ROA) (Average) (%)	0.00	0.00	0.00
Return On Fixed Assets (%)	0.00	0.00	0.00