



# **Annual Registration Statement / Annual Report**

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

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

**PRARAM 9 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 : PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED

Symbol : PR9

Address : 99 Rama IX Road, Bang Kapi, Huaykwang

Province : Bangkok

Postcode : 10310

Business : Company operates overnight general hospital under the name of "Praram 9 Hospital".

Registration Number : 0107561000064

Telephone : 0-2202-9999

Fax (if applicable) : 0-2202-9998

Website : <http://www.praram9.com>

Email : [waraporna@praram9.com](mailto:waraporna@praram9.com)

#### Total Shares Sold (shares)

Common Stock : 786,300,000

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>	2,889,711.13	2,638,839.96	3,030,183.37
Revenues from hospital operations (Thousand baht)	2,848,520.05	2,601,207.76	2,986,783.26

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Revenues from hospital operations (%)	98.57	98.57	98.57

#### By Geographical Area or Market

	2019	2020	2021
<b>Total (Thousand baht)</b>	2,889,711.13	2,638,839.96	3,030,183.37
Domestic (Thousand baht)	2,889,711.13	2,638,839.96	3,030,183.37

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

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

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

# 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	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

### Operational Risk

Loss of employees in key positions	: Yes
Shortage of skilled workers	: Yes
Shortage of raw materials or productive resources	: Yes
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	: Yes
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	: 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	: 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://investor.praram9.com/th/company-info/sustainability-management/sustainability-management-policies-and-goals>  
(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.praram9.com/th/company-info/sustainability-management/sustainability-management-in-the-environmental-dimension>  
(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)	50,418.84	38,409.72	21,401.07
Natural gas (kg)	35,088.00	34,752.00	34,320.00

##### 1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
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Amount of electricity purchased (kWh)	8,603,000.00	8,096,000.00	7,352,000.00
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## 2. Water management

### 2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	140,425.00	118,031.00	93,800.00

## 3. Waste management

### 3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	339,974.00	283,618.00	309,366.00
Hazardous waste (kg)	3,761.00	1,978.00	1,206.00
<b>Total (kg)</b>	<b>343,735.00</b>	<b>285,596.00</b>	<b>310,572.00</b>

## 4. Greenhouse gas management

### 4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	327.00	293.00	245.00
Scope 2 (Tons of carbon dioxide equivalents)	4,301.00	4,047.00	3,675.00
Scope 3 (Tons of carbon dioxide equivalents)	579.00	527.00	493.00
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>5,207.00</b>	<b>4,867.00</b>	<b>4,413.00</b>

#### **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://investor.praram9.com/storage/sustainability-management/pdf/pr9-human-rights-policy.pdf>

### Results with Respect to the Social Aspect (3.4.2)

#### 1. Information about employees

##### 1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	226	219	220
Number of female employees (persons)	1,097	1,096	1,062
<b>Total (persons)</b>	<b>1,323</b>	<b>1,315</b>	<b>1,282</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	821,651,897.32	711,215,830.32	755,605,597.43

##### 1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	7.05	10.95	10.37

#### 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 (%)	13.97	11.25	11.10

#### 2. Information on community and society

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

# Corporate Governance Policy



## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Company website on corporate governance policy : <https://investor.praram9.com/storage/download/corporate-governance-policy/20210909-pr9-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

## 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	10	100.00
Number of male directors	8	80.00
Number of female directors	2	20.00
Number of executive directors	3	30.00
Number of non-executive directors	7	70.00
Number of independent directors	4	40.00

#### 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. BHANAPOT DAMAPONG Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Social Studies Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	28 Mar 2018	Corporate Management, Finance

2. Mr. SATIAN POOPRASERT Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Re- elected as director	28 Mar 2018	Corporate Management, Health Care Services
3. Mr. VIROON MAVICHAK Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	28 Mar 2018	Corporate Management, Health Care Services
4. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re- elected as director	28 Mar 2018	Corporate Management, Health Care Services
5. Mr. ATTAPOL SARIDDIPUNAWAT Gender: Male Age: 56 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	28 Mar 2018	Corporate Management, Finance, Accounting
6. Mr. KANIT PATSAMAN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re- elected as director	28 Mar 2018	Corporate Management, Finance, Accounting, Audit
7. Mrs. VILASINEE PUDDHIKARANT Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	28 Mar 2018	Corporate Management, Finance, Marketing, Economics, Information & Communication Technology

8. Mr. SARANA BOONBAICHAIIYAPRUCK	Director (Non-executive, Independent director)	28 Mar 2018	Law, Corporate Management, Health Care Services
Gender: Male			
Age: 62 years old			
Highest level of education:			
Bachelor's degree			
Major: Medicine	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
9. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Director (Non-executive, Independent director)	28 Mar 2018	Corporate Management, Health Care Services, Risk Management
Gender: Female			
Age: 61 years old			
Highest level of education:			
Bachelor's degree	Director type:		
Major: Medicine	Original director		
Thai nationality: Yes			
Residing in Thailand: Yes			
10. Mr. PISET CHIYASAK	Director (Non-executive, Independent director)	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing
Gender: Male			
Age: 57 years old			
Highest level of education:			
Doctoral degree			
Major: Organization Development	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. SARANA BOONBAICHAIIYAPRUCK	Director	Date position was	No replacement director
Gender: Male	(Non-executive,	assumed:	
Age: 62 years old	Independent	28 Mar 2018	
Highest level of education:	director)	Date directorship	
Bachelor's degree		ended:	
Major: Medicine	Director type:	19 Jan 2022	
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

## 3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : 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. Mr. KANIT PATSAMAN [1] Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	28 Mar 2018	Corporate Management, Finance, Accounting, Audit
2. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA Gender: Female Age: 61 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	28 Mar 2018	Corporate Management, Health Care Services, Risk Management
3. Mr. PISET CHIYASAK Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Organization Development Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing

[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
Executive Committee	Mr. ATTAPOL SARIDDIPUNTAWAT	Chairman
	Mr. SATIAN POOPRASERT	Member
	Mr. PRASERT TRAIRATVORAKUL	Member
	Mr. VIROON MAVICHAK	Member
	Mr. Somchai Pinyopornpanich	Member
	Mr. Songsak Premasuk	Member
Nomination and Remuneration Committee	Mr. PISET CHIASAK	Chairman
	Mrs. VILASINEE PUDDHIKARANT	Member
	Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Member
	Mr. PISET CHIASAK	Chairman
Corporate Governance and Sustainability Development Committee	Mr. KANIT PATSAMAN	Member
	Mr. PRASERT TRAIRATVORAKUL	Member
	Mr. KANIT PATSAMAN	Chairman
Audit Committee	Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Member
	Mr. PISET CHIASAK	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Audit 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 and Sustainability  
Development 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. SATIAN POOPRASERT Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Medicine	Chief Executive Officer	28 Mar 2018	Corporate Management, Health Care Services
2. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Medicine	Deputy Managing Director	28 Mar 2018	Corporate Management, Health Care Services
3. Mr. VIROON MAVICHAK Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Medicine	Deputy Managing Director	28 Mar 2018	Corporate Management, Health Care Services
4. Mr. CHAROEN NUDPOBSUK Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director	27 Sep 2019	Corporate Management, Procurement
5. Mr. TEERAPHAN DISAYABUTARA [1] Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 May 2019	Accounting

[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)	30,908,000.00	21,984,000.00	30,884,000.00

### 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) : 220

Number of female employees (persons) : 1062

Total (persons) : 1282

#### 2. Employee Remuneration

Total employee remuneration : 755,610,000.00

#### 3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 1282

Number of employees contributing to the PVD (persons) : 978

Percentage of employees who are members (%) : 76.29

## Other Significant Information (7.6)

### Other significant information

#### 1. Assigned persons

##### 1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct  
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Ms. Suree Apichayaphorn	sureea@pram9.com	02 202 9999#33104

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Marisara Thanasaksiri	marisarat@pram9.com	02 202 9999#39605

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mrs. Sasivimol Suksai	sasivimon@ac-revolution.co.th	

#### 1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. Marisara Thanasaksiri	marisarat@praram9.com	02 202 9999#39605

#### 1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Teeraphan Disayabutara	TeeraphanD@praram9.com	02 202 9999#21419

#### 2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Manee Rattanabunnakit Email: - Telephone: 02-264-9090 2. Mr. Termphong Opanaphan Email: - Telephone: 02-264-9090 3. Ms. Kosum Cha-em Email: - Telephone: 02-264-9090	1,800,000.00	-

# 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
<b>1. Mr. SATIAN POOPRASERT</b> Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Re-elected as director	Date position was assumed: 28 Mar 2018	Corporate Management, Health Care Services
<b>2. Mr. PRASERT TRAIRATVORAKUL</b> Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 28 Mar 2018	Corporate Management, Health Care Services
<b>3. Mr. KANIT PATSAMAN</b> Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 28 Mar 2018	Corporate Management, Finance, Accounting, Audit

### 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. BHANAPOT DAMAPONG	Chairman of the board	-
Mr. SATIAN POOPRASERT	Vice Chairman	/
Mr. VIROON MAVICHAK	Director	-
Mr. PRASERT TRAIRATVORAKUL	Director	/
Mr. ATTAPOL SARIDDIPUNTAWAT	Director	-
Mr. KANIT PATSAMAN	Director	/
Mrs. VILASINEE PUDDHIKARANT	Director	-
Mr. SARANA BOONBAICHAIIYAPRUCK	Director	-
Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Director	/
Mr. PISET CHIYASAK	Director	/

**3. Directors' performance assessment**

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Individual-director assessment (cross-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 : 7

Date of AGM Meeting : 22 Apr 2022

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. BHANAPOT DAMAPONG	Chairman of the board	7/7	Attended the meeting	Did not hold the meeting
2. Mr. SATIAN POOPRASERT	Vice Chairman	7/7	Attended the meeting	Did not hold the meeting
3. Mr. VIROON MAVICHAK	Director	5/7	Attended the meeting	Did not hold the meeting
4. Mr. PRASERT TRAIRATVORAKUL	Director	7/7	Attended the meeting	Did not hold the meeting
5. Mr. ATTAPOL SARIDDIPUNTAWAT	Director	7/7	Attended the meeting	Did not hold the meeting
6. Mr. KANIT PATSAMAN	Director	7/7	Attended the meeting	Did not hold the meeting
7. Mrs. VILASINEE PUDDHIKARANT	Director	7/7	Attended the meeting	Did not hold the meeting
8. Mr. SARANA BOONBAICHAIIYAPRUCK	Director	7/7	Did not attend the meeting	Did not hold the meeting
9. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Director	7/7	Attended the meeting	Did not hold the meeting
10. Mr. PISET CHIYASAK	Director	7/7	Attended 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. Mr. SARANA BOONBAICHAIIYAPRUCK	Director	7/7	Did not attend 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. BHANAPOT DAMAPONG	210,000.00	-	-	-	210,000.00
2. Mr. SATIAN POOPRASERT	140,000.00	-	-	-	140,000.00
3. Mr. VIROON MAVICHAK	100,000.00	-	-	-	100,000.00
4. Mr. PRASERT TRAIRATVORAKUL	200,000.00	-	-	-	200,000.00
5. Mr. ATTAPOL SARIDDIPUNTAWAT	324,000.00	-	-	-	324,000.00
6. Mr. KANIT PATSAMAN	320,000.00	-	-	-	320,000.00
7. Mrs. VILASINEE PUDDHIKARANT	200,000.00	-	-	-	200,000.00
8. Mr. SARANA BOONBAICHAIIYAPR UCK	200,000.00	-	-	-	200,000.00
9. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	200,000.00	-	-	-	200,000.00
10. Mr. PISET CHIIYASAK	310,000.00	-	-	-	310,000.00

### 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. Mr. SARANA BOONBAICHAIIYAPRUCK	200,000.00	-	-	-	200,000.00

## 4. Non-monetary remuneration for the board of directors

### 4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. BHANAPOT DAMAPONG	/	-	-
2. Mr. SATIAN POOPRASERT	/	-	-
3. Mr. VIROON MAVICHAK	/	-	-
4. Mr. PRASERT TRAIRATVORAKUL	/	-	-
5. Mr. ATTAPOL SARIDDIPUNTAWAT	/	-	-
6. Mr. KANIT PATSAMAN	/	-	-
7. Mrs. VILASINEE PUDDHIKARANT	/	-	-
8. Mr. SARANA BOONBAICHAIIYAPRUCK	/	-	-
9. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	/	-	-
10. Mr. PISET CHIYASAK	/	-	-

#### 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. Mr. SARANA BOONBAICHAITYAPRUCK	/	-	-

## 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. KANIT PATSAMAN	Chairman of the audit committee	4/4
2. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Audit committee	4/4
3. Mr. PISET CHIYASAK	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
<b>Current Assets</b>			
Cash And Cash Equivalents	631,773.18	592,474.95	690,381.48
Short-Term Investments – Net	799,241.65	0.00	0.00
Trade And Other Receivables – Current – Net	156,156.42	158,885.30	212,296.63
Inventories – Net	48,684.45	49,278.92	56,124.91
Other Current Assets	7,200.59	407,839.92	644,057.37
<b>Total Current Assets</b>	<b>1,643,056.30</b>	<b>1,208,479.09</b>	<b>1,602,860.38</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	2,862,422.60	3,417,111.36	3,368,543.10
Other Non-Current Assets	211,114.19	171,424.09	165,538.95
<b>Total Non-Current Assets</b>	<b>3,073,536.79</b>	<b>3,588,535.45</b>	<b>3,534,082.05</b>
<b>Total Assets</b>	<b>4,716,593.09</b>	<b>4,797,014.54</b>	<b>5,136,942.43</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	461,477.18	446,310.19	597,043.02
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	0.00	0.00	0.00
Other Current Liabilities	61,517.56	50,209.61	69,805.09
<b>Total Current Liabilities</b>	<b>522,994.74</b>	<b>496,519.80</b>	<b>666,848.11</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	3,001.36	2,376.75
Other Non-Current Liabilities	154,647.90	182,292.67	189,840.02
<b>Total Non-Current Liabilities</b>	<b>154,647.90</b>	<b>185,294.03</b>	<b>192,216.77</b>
<b>Total Liabilities</b>	<b>677,642.64</b>	<b>681,813.83</b>	<b>859,064.89</b>



## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	786,300.00	786,300.00	786,300.00
Premium (Discount) On Share Capital	1,934,359.58	1,934,359.58	1,934,359.58
Retained Earnings (Deficits)	1,310,359.02	1,394,541.14	1,557,217.97
Other Components Of Equity	7,931.85	0.00	0.00
<b>Equity Attributable To Owners Of The Parent</b>	<b>4,038,950.45</b>	<b>4,115,200.72</b>	<b>4,277,877.55</b>
<b>Total Equity</b>	<b>4,038,950.45</b>	<b>4,115,200.72</b>	<b>4,277,877.55</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	2,848,520.05	2,601,207.76	2,986,783.26
<b>Total Revenue</b>	<b>2,889,711.13</b>	<b>2,638,839.96</b>	<b>3,030,183.37</b>
<b>Cost And Expenses</b>			
Costs	1,972,324.79	1,889,676.81	2,172,221.99
Selling And Administrative Expenses	569,768.58	518,415.88	557,214.55
<b>Total Cost And Expenses</b>	<b>2,542,093.38</b>	<b>2,408,092.70</b>	<b>2,729,436.54</b>
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
Finance Costs	0.00	470.00	479.29
Income Tax Expense	63,160.50	28,222.45	51,098.55
<b>Net Profit (Loss) For The Period</b>	<b>284,457.26</b>	<b>202,054.82</b>	<b>249,168.99</b>
Net Profit (Loss) Attributable To : Owners Of The Parent	284,457.26	202,054.82	249,168.99
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	<b>0.36000</b>	<b>0.26000</b>	<b>0.32000</b>
EBITDA	511,240.75	443,721.14	594,461.92
Operating Profit	306,426.67	193,115.07	257,346.71
Normalize Profit	284,457.25	202,054.81	249,169.00

# 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	163,623.00	212,973.87	293,715.10
<b>Net Cash From (Used In) Operating Activities</b>	490,035.68	423,771.80	588,020.90
<b>Net Cash From Investing Activities</b>			
Payment For Purchase Of Fixed Assets	(838,609.37)	(750,587.68)	(252,702.85)
<b>Net Cash From (Used In) Investing Activities</b>	29,793.91	(348,842.56)	(398,856.60)
<b>Net Cash From Financing Activities</b>			
Dividend Paid	(111,553.84)	(110,212.82)	(86,173.35)
<b>Net Cash From (Used In) Financing Activities</b>	(111,553.84)	(114,227.47)	(91,257.76)

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	3.14	2.43	2.43
Quick ratio (times)	3.08	2.24	2.10
Cash flow liquidity ratio (Average) (times)	1.01	0.83	1.01
Average account recievable turnover (times)	17.05	14.44	13.32
Average collection period (days)	21.11	24.93	27.04
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)	43.08	38.58	41.22
Average inventory turnover period (days)	8.36	9.33	8.73
Average account payable turnover (times)	15.58	14.76	15.39
Average payment period (days)	23.11	24.39	23.40
Average cash cycle (days)	6.36	9.87	12.37

## Profitability

	2019	2020	2021
EBITDA margin (%)	17.69	16.63	19.62
Gross profit margin (%)	30.76	27.35	27.27
Operating margin (%)	10.76	7.41	8.60
Net profit margin (%)	9.84	7.66	8.22
Return on equity (ROE) (Average) (%)	6.88	4.96	5.94
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 (%)	0.96	1.20	1.30
Cash from operation to operating profit (%)	1.60	2.20	2.29



## 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)	0.17	0.17	0.20
Interest-bearing debt to equity ratio (times)	0.00	0.00	0.00
Dividend per shares (baht/share)	0.14	0.11	0.14
Dividend payout ratio (%)	40.42	42.81	44.18
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)	0.63	0.55	0.61
Return on asset (ROA) (Average) (%)	5.96	4.25	5.02
Return On Fixed Assets (%)	17.44	13.22	15.99