



Part 1

Business Operation

1. Policy and Overview of Business Operations

1.1. Vision and Objectives in doing Business

1.1.1. Vision

Vision in doing business of Dohome Public Company Limited (the “Company” or “DOHOME”) is to be the hub in providing the complete, cheap and best products and services relating to construction materials and home decoration products to all groups of customers.

1.1.2. Mission

- The Company has a mission to achieve the customers’ perception in thinking of DOHOME as the one in mind for products, price and sincere services like friends, like relatives, with an aim to allow the customers to experience the purchase of products with smiles.
- The Company is determined to develop the employees’ proficiency and capability and uses the modern and innovative technology in the organization in order to allow the employees to work with happiness and efficiency in a professional manner.
- The Company will keep a good relationship with its current business alliances, including seeking for new business alliances in the future to support and retain the success of both parties.
- The Company will have responsibility and return back to the society by participating in the activities of the projects which provide benefits to the society and environment.

1.1.3. Goal and Strategy in Business Operations

The Company’s and the subsidiaries (it hereby “the Group”), the Company is determined to best of retail and wholesale business and services relating to construction materials and home decoration products full circle under thinking of under the concept “Complete, Cheap and Good at DOHOME” by the major of strategy in business operations as follows:

- (1) Products presentation of decoration products to all groups of customers, by determined of Price leadership.
- (2) Providing related full services.
- (3) Increasing distribution of store sales by expanding branches in the region of Thailand
- (4) Sales online development.

1.2. Major Changes and Development

1.2.1. Major Changes

The Company's Business was founded in 1983 by Mr. Adisak Tangmitrphracha and Mrs. Nattaya Tangmitrphracha under the name of S.Ubon Watsadu Partnership Limited, originally located on Sappasit Road, Mueang District, Ubon Ratchathani to sell steel products, roofing materials, plywood and construction materials. With a business approach focusing on selling a vast variety of good quality products at cheap prices, the business had grown rapidly.

In 1993, S. Ubon Watsadu Limited Partnership moved its business premise to Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani Province, which is the current location of the Ubon Ratchathani store. At the same time, the Company was incorporated under the name Ubon Watsadu Co., Ltd. with a registered capital of 20.00 million baht in order to replace Ubon Watsadu Limited Partnership. The new company operated comprehensive retail and wholesale businesses of construction materials and home decoration items under the trade name of "Ubon Watsadu". Later in 2003, the Company started to expand the Ubon Ratchathani store to support the extension of product groups in order to meet the demands of all customer groups. In doing so, the modern trade model was introduced to the conventional construction material store, by which the store was changed into a warehouse with separated areas for retail and wholesale, and a barcode system and a modernized inventory management system were adopted. As a result, the Company achieved steady and strong growth.

In 2007, the Company opened its second branch that was Nakhon Ratchasima store at Nong Bua Sub-district, Muang District, Nakhon Ratchasima Province. At this time, the new trade name "Dohome under the Ubon Watsadu Company Limited" was used for the first time in order to be in line with the business vision of committedly being a center of products and services offering complete, cheap and best construction materials and home decoration items for all groups of customers.

Subsequently, the Company has been continuously opening new branches in the North, Northeastern, Bangkok and its vicinity. At present, the Company has a total of 15 stores and one Distribution Center.

At present, the Company is one of the leaders in retail, wholesale and full service of construction materials and home decoration items under the business concept of "Complete, Cheap, Good...at Dohome", by focusing on offering a wide range of construction materials and home decoration products with good quality, cheap prices, and providing full range of related services. The Company has a plan to continually expand its investment to potential provinces in order to support the increasing purchasing power of people and urbanization.

1.2.2. Significant development of the group of Companies

Year	Improvement
1983	<ul style="list-style-type: none"> Mr. Adisak Tangmitrphracha and Mrs. Nattaya Tangmitrphracha started their construction materials retail business under the name of S.Ubon Watsadu Partnership Limited located at Mueang District, Ubon Ratchathani.
1993	<ul style="list-style-type: none"> S.Ubon Watsadu Parnership Limited relocated its Ubon Ratchathani store to the current location at Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani. With the area of more than 37 rai, the business transformed into a large store with sufficient parking space for customers. In order to replace S.Ubon Watsadu Limited Partnership, the Company was incorporated under the name of Ubon Watsadu Co., Ltd. with a registered capital of 20.00 million baht divided into 200,000 ordinary shares at a par value of 100.00 baht. The new company operated comprehensive retail and wholesale businesses of construction materials and home decoration items under the trade name of "Ubon Watsadu".

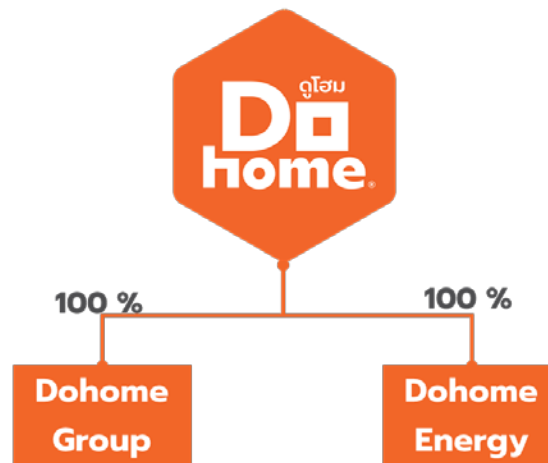
Year	Improvement
2003 - 2006	<ul style="list-style-type: none"> During 2003 – 2006, the Company constantly increased its registered capital in order to properly adjust its capital structure and to generate its working capital. Details are as follows: <ul style="list-style-type: none"> In 2003, the Company increased its registered capital at 30.00 million baht divided into 300,000 ordinary shares at a par value of 100.00 baht, making the total registered capital increased to 50.00 million baht. In 2004, the Company increased its registered capital at 130.00 million baht divided into 1,300,000 ordinary shares at a par value of 100.00 baht, making the total registered capital increased to 180.00 million baht. In 2006, the Company increased its registered capital at 120.00 million baht divided into 1,200,000 ordinary shares at a par value of 100.00 baht, making the total registered capital increased to 300.00 million baht. A modern trade model was introduced to the Company’s conventional construction material store, by which the store was changed into a warehouse with separated areas for retail and wholesale storing comprehensive construction materials, home decoration items, agricultural and garden tools, and hand tools. Also, a barcode system and a modernized inventory management system were adopted.
2009	<ul style="list-style-type: none"> The Company increased its registered capital at 100.00 million baht divided into 1,000,000 ordinary shares at a par value of 100.00 baht, making the total registered capital increased to 400.00 million baht. The purpose is to properly adjust its capital structure and generate the company’s working capital. The Company adopted SAP ECC 6.0 software which connected to the point-of-sale software in order to enhance its management, increase its business capabilities and support the organisation’s key work processes such as accounting & finance and inventory management.
2015	<ul style="list-style-type: none"> The Company began to design, hire to produce, and distribute the Group’s house brand products in order to increase its profitability. The Company set up a team to improve employee training in order to increase knowledge, skills and expertise, as well as to enhance work efficiency of employees at all levels and prepare the personnel for future business expansion. The name of the Company was changed from Ubon Watsadu Co., Ltd to Dohome Co., Ltd.
2016	<ul style="list-style-type: none"> The Company opened its e-commerce distribution channel under the name of “Dohome Shop Online” by which products could be searched on the Company’s website at www.dohome.co.th
2017	<ul style="list-style-type: none"> The Extra-Ordinary General Shareholders’ Meeting no. 9/2017 which was held on 19 December 2017, passed resolution to approved changing structure of the Group Company ready for actions offering of ordinary shares to initial public offering and bring the Company registering the Stock Exchange of Thailand (“SET”)
2018	<ul style="list-style-type: none"> April 2018, The Company’s has opened Bangna branch, to be 9th. The Board of Directors’ Meeting no. 3/2018 (before transforming to a public limited company) dated 15 May 2018 passed resolved to acknowledge the existing ordinary shares offered by Amplus Holdings Limited, the existing shareholder of the Company, Existing Ordinary Shares to the Public (IPO) in the amount of not exceeding 68,000,000 shares, with a par value 1.00 Baht. The Extra-Ordinary General of Shareholders’ Meeting No. 1/2018 (before transforming to a public limited company) which was held on 22 May 2018 passed resolved as follows: <ul style="list-style-type: none"> Approved the transforming the Limited Company to the Public Limited Company and changing the name as a Dohome Public Limited Company. Therefore, the Company has been transformed Limited Company to a Public Limited Company on 24 May 2018.

Year	Improvement
	<ul style="list-style-type: none"> – Changed the Company’s par value from Baht 100.00 per share to Baht 1.00 per share which resulted in the increase in number of the Company’s ordinary shares from 14.00 million shares to 1.40 billion shares; – Increased the registered capital of not exceeding Baht 400.00 million by issuing newly-issued ordinary shares of not exceeding 400.00 million shares with a par value of Baht 1.00 per share for initial public offering (IPO). ■ In June 2018, The Company’s opened a Distribution Center (Distribution Center) in Pathumthani Province for increase the efficiency of warehouse management. ■ The Extra-Ordinary General of Shareholders’ Meeting No. 1/2018 (After transforming to a public limited company) which was held on 5 July 2018 passed a resolution to an increase of registered capital and share allotment as follows: <ul style="list-style-type: none"> – To increase the registered capital of not exceeding Baht 456.16 million resulting in increased registered of capital an amount Baht 1,400 million in consisting of Baht 1,856.16 million by issuing newly-issued ordinary shares 456.16 million shares with a par value of Baht 1.00 per share for IPO and (2) the allotment ordinary share of capital increase not exceeding Baht 56.10 million with a par value 1 Baht per share for share over-allotment. ■ In July 2018, the Company registered the establishment Dohome Energy Co., Ltd. ("Dohome Energy") with registered capital from Baht 5.00 million ordinary shares of 50,000 shares at par value of Baht 100.00 each, with the Company is 100.0% to the business of production and distribution of solar energy from the roof (Solar Rooftop) to the group. ■ In November 2018, Dohome Energy increased the registered capital of baht 55.00 million issuing newly-share of 550,000 shares, a par value of baht 100.00 per share, Dohome Energy has increased its registered capital to 60.00 million baht. to use as an investment for solar power panels installed on the roof (Solar Rooftop).
2019	<ul style="list-style-type: none"> ■ The Extra-Ordinary General Shareholders’ Meeting of No. 1/2019 held on 22 May 2019, resolved to amend the allocation of newly issued ordinary shares of the Company not exceeding 456,160,000 shares at par value of Baht 1.00 per share to be the first initial public offering (IPO) and to acknowledged that Amplus Holdings Limited shareholders of the Company. To bring the existing ordinary shares of not more than 56.16 million shares to cover the over-allotment option. (Over-allotment) the initial public offering for the first time and the over-allotment of shares Amplus Holdings Limited to a total of 68,000,000 shares. ■ In July 2019, the company opened Small branches Dohome ToGo at Makro Charansanitwong branch and at Makro Sathorn branch. ■ The Company’s entered securities in the SET first trading on 6 August 2019 ■ In November 2019, the Company opened Petchkasem branch as 10th branch and opened Small branches Dohome ToGo at Big C Bangplee branch. ■ In December 2019, the Company opened Small branches Dohome ToGo at Tesco Lotus Korat branch and opened Small branches Dohome ToGo at Pantip Plaza Ngamwongwan.
2020	<ul style="list-style-type: none"> ■ In January 2020, the Company launched Small branches Dohome ToGo at Tesco Lotus Bangna ■ In June 2020, the Company was selected by the Stock Exchange of Thailand to be included in the SET100 Index. ■ In June 2020, the Company launched Small branches Dohome ToGo at Cosmo Walk, Muang Thong Thani and Chatchawan Market, Khlong 7. ■ In July 2020, the Company opened a store at Surin as its 11th branch. ■ At the 2020 Annual General Meeting of Shareholders on 22 July 2020, the Meeting approved the Company’s capital increase of 309,360,000 baht (Three hundred and nine million, three hundred sixty thousand baht), from 1,856,160,000 baht to 2,165,520,000 (Two billion, one hundred sixty-five million, five hundred twenty thousand baht), at a par value of 1 baht per share for stock dividend.

Year	Improvement
	<ul style="list-style-type: none"> In September 2020, the Company opened a store at Maptaphut as its 12th branch and launched Small branches Dohome ToGo at Thai Somboon Market, Rangsit Khlong 3. In October 2020, the Company launched Small branches Dohome ToGo at Ruaysap Market, Bang Pli. In December 2020, the Company launched Small branches Dohome ToGo at Thai Rung Thip Market, Khlong Dan. Therefore, at the end of 2020 the Company has a total of 12 large stores, 11 Small branches Dohome ToGo stores and 1 Distribution Center

1.3. Shareholding Structure of the Group

In the present, the Company has 2 Subsidiaries and the shareholding structure of the Group is as follows:



NO.	Company's name	The business objectives	Registered Capital Paid up (Million Baht)	Proportion of Direct Shareholding (Percentage)	Proportion of Indirect Shareholding (Percentage)
1	Dohome Group	Land holding of the Company's Group	400.00	100.0	-
2	Dohome Energy	Manufacturing and distribution electronic form solar energy (Solar Rooftop) installed, for the Company's Group	60.00	100.00	-

2. Business operations

Business overview and income structure

The Group operates retail, wholesale and service of construction materials and home decoration products including related services under the trade name "DOHOME" with a One-stop Home Products Destination, which is a large distribution building with service areas consisting of sales areas and warehouses, approximately 22,000 - 65,000 square meters and parking space. As of 31 December 2020, the Group has 23 branches in operation which are divided into area large 12 branches and 11 small branches Dohome ToGo with the following details:

The details of branches in operation as of 31 December 2020

No.	Branch	Size	Address	Opened
1	Ubon Ratchathani	Large branch	34-47 Srimongkhon Road, Warinchamrab Sub-District, Warinchamrab District, Ubon Ratchathani Province 34190, Thailand	December 1993
2	Nakhon Ratchasima	Large branch	412 Moo 2, Ratchasima-Chokchai Road, Nongbuasala Sub-District, Muang District, Nakhon Ratchasima Province 30000, Thailand	September 2007
3	Rangsit	Large branch	185/5 Moo 4, Rangsit-Nakhonnayok Road, Rangsit Sub-District, Thunayaburi District, Pathumthani Province 12110, Thailand	July 2010
4	Khonkaen	Large branch	678 Moo 2, Mittraphap Road, Sila Sub-District, Muang District, Khonkaen Province 40000, Thailand	June 2012
5	Udonthani	Large branch	888 Moo 11, Mittraphap Road, Moomon Sub-District, Muang District, Udonthani Province 41000, Thailand	December 2013
6	Rama II	Large branch	88/8 Moo 2, Rama II Road, Chaimongkhon Sub-District, Muang District, Samutsakorn Province 74000, Thailand	December 2014
7	Bangbuathong	Large branch	88 Moo 5, Outer Ring Road, Laharn Sub-District, Bangbuathong District, Nonthaburi Province 11110, Thailand	October 2015
8	Chiangmai	Large branch	88/8 Moo 3, Chiangmai-Lamphun Superhighway Road, Umong Sub-District, Muang District, Lamphun Province 51000, Thailand	December 2015
9	Bangna	Large branch	88/8 Moo 5, Bangna-Trad Road, Samak Sub-District, Bangpakong District, Chachoengsao Province 24180, Thailand	April 2018
10	Makro Charansanitwong	Small branches Dohome ToGo	521/27 Chanrunsanitwong Road, Bangkhunsri Sub-district, Bangkok Noi District, Bangkok 10700, Thailand	July 2019
11	Makro Sathorn	Small branches Dohome ToGo	1 Narathiwat-Ratchanakarin Road, Thungwatdon Sub-district, Sathorn District, Bangkok 10210 Thailand	July 2019
12	Petchkasem	Large branch	88/88 Moo 11, Tambol Aomnoi, Amphur Krathumban, Samutsakorn Province 74130, Thailand	November 2019
13	Big-C Bangplee	Small branches Dohome ToGo	89 Moo 9, Theparal Road, Tambol Bangpleeyai, Amphur Bangplee, Samutprakarn Province 10540, Thailand	November 2019
14	Tesco Lotus Korat	Small branches Dohome ToGo	719/5 Mitrapap Road, Tambol Nai Mueang, Amphur Mueang, Nakhon Ratchasima, Province 30000, Thailand	December 2019

No.	Branch	Size	Address	Opened
15	Pantip Plaza	Small branches Dohome ToGo	217 Ngamwongwan Road, Tambol Bangkhen, Amphur Mueang, Nonthaburi Province 11000, Thailand	December 2019
16	Tesco Lotus Bangna	Small branches Dohome ToGo	14/9 Moo 13 Bangkaew, Bang Pli, Samut Prakarn 10540	January 2020
17	Cosmo Walk, Muang Thong Thani	Small branches Dohome ToGo	88 Popular Road, Ban Mai, Mueng Pakkret, Nonthaburi 11120	June 2020
18	Chatchawan Market, Khlong 7	Small branches Dohome ToGo	99/14 Moo 4 Bueng Kham Phoi, Lam Lukka, Pathum Thani 12150	June 2020
19	Surin	Large branch	483 Moo 10, Nok Mueng, Mueng Surin, Surin 32000	July 2020
20	Maptaput	Large branch	288/88 Sukhumvit Road, Maptaput, Mueng Rayong, Rayong 21150	September 2020
21	Thai Somboon Market, Rangsit Khlong 3	Small branches Dohome ToGo	58/109 Moo 4, Khlong Sam, Khlong Luang, Pathum Thani 12150	September 2020
22	Ruaysap Market, Bang Pli	Small branches Dohome ToGo	55 Moo 6, Bang Phiang, Bang Bo, Samut Prakarn 10560	October 2020
23	Thai Rung Thip, Khlong Dan	Small branches Dohome ToGo	98 Moo7, Khlong Dan, Bang Bo, Samut Prakarn	December 2020

The Group is determined to sales products the best quality from supplier manufacture both of domestic and overseas, the product category cover of construction materials, product category of repair materials and product category of decoration materials with a total of stock keeping units (SKUs) of more than 130,000 SKUs, as of 31 December 2020, the products of the group can be divided into 3 main group i.e. product category of construction materials

Revenue Structure of the Group

Revenue Structure	For the fiscal year ended 31 December					
	2018		2019		2020	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Sales and Services Income ⁽¹⁾	18,445.36	99.5	17,868.70	99.4	18,777.38	99.2
Other Income	89.81	0.5	103.12	0.6	147.44	0.8
Total Revenues	18,535.17	100.0	17,971.82	100.0	18,924.82	100.0

Remarks: (1) Percentage of total revenues mainly from delivery service.

The revenues of the Group are mainly from the sales and services. During the year 2018-2020, the Group's revenues from sales and services could be divided by product categories as follows: (1) Product category of construction materials at approximately 42.0 % - 45.0 % of the revenues from sales and services; (2) Product category of repair materials at approximately 35.0 % - 38.0 % of the revenues from sales and services; and (3) Product category of decoration materials at approximately 17.0 % - 20.0 % of the revenues from sales and services respectively.

Furthermore, the revenues from the sales and services income, the Group provides a space for rent within the branch(es) such as setting up a maintenance & repair tools service center by a third-party service provider having foods and beverage, design shop by a third-party service provider gold mall etc. As the Group mainly provides rental service in consisting facilitates the customers. In the future, the Group's may consider adjusting the retail spaces and rental space proportion as appropriate for maximum benefit to the group of companies.

Design shop



Gold Mall



2.1. Characteristics of products or services

2.1.1 Business information classifying

Products of the Group can be divided into 3 main groups which are construction material product, category of repair materials product and category of decoration material products by product categories and example product list with details as follows:

the example product by product category group

Item categories and product groups	Example list of products
1. Construction material product	Steel sections, steel bars, paints and chemicals, wood, cement, stainless steel wire and other infrastructure products.
2. Repair materials product	Hardware, tools agriculture, gardening - plumbing equipment, flooring - wall electrical equipment, Knobs - hinges, water pump, sanitary equipment, Kitchenware - Sink, sanitary ware, door-window.
3. Decoration material products	Electrical appliances, home furniture appliances, printing stationery, decorative lamps, consumer goods, bedding, gift shops, and home decorations.

Source: Company's data

In addition, the Group's offers a wide range of House Brand products including; construction material product group, repair & maintenance materials product group, and decoration product group. House Brand products are designed and/or made from the factory which exclusively sold for the Group. As a result, the Group is able to sell the House Brand product with competitive price as compared to the Non House Brand products which such price highly encourages the customer to buy House Brand products.



The Group's has working tram which are the products designed and/or ordered for manufacturing from the factory for the purpose of selling at the branches of the Group. This allows the Company to set the selling price of the House Brand products of the [Company/Group] in a manner being able to compete with other Non-house Brand products and working well in motivating the purchase by the customers.

As at 31 December 2020, the Group has more than 20,000 SKUs of the House Brand products such as tools agriculture, Hardware, door-window, printing stationery, gardening - plumbing equipment, sanitary ware, furniture etc. the Group has permission from Thai Industrial Standards Institute ("TIST") to approval letter more than 115, for products under the house brand of the Group (House Brand).

Revenue from sales and services fee by products type.

Revenue structure of sales and services	For the year ended 31 December		
	2018	2019	2020
	Percentage ⁽¹⁾	Percentage ⁽¹⁾	Percentage ⁽¹⁾
Non-house brand products	85.6	84.0	83.5
House brand products	14.4	16.0	16.5
Total sales and service income	100.0	100.0	100.0

Remarks: (1) Percentage of total revenues mainly from sale and service.

In 2018-2020, the Group's revenue ratio from the sales and services income from the House Brand products of the Group was 14.4% in 2018 as percentage 16.0 in 2019 as percentage 16.5 in 2020, However, The Group set targets to increase the revenue ratio from the sales and services income from the House Brand products of the Group in the future to 20.0% of the revenue from the sales and services income 2022.

2.1.2. Services

The Group is determined to improve the quality of the services relating to construction, renovation and decoration of home in a complete range and with good quality, comprising of:

- Delivery Service : The Group provides a delivery service to the customers by delivering the products to the destination by the Group's transport vehicles and the co-transport vehicles from a third party, with an aim to deliver the products to the customers in a fast and punctual manner to achieve the customers' utmost satisfaction.
- Maintenance and Repair Service : The Group provides a space for rent within the branch(es) for setting up a maintenance and repair service center by a third-party service provider having good quality and standard of service and the Group also facilitates the customers by delivering the tools and equipment from the maintenance and repair service center to the branch not having a maintenance and repair service center to provide service to the customers.
- Home Service (Assembly & Installation) : The Group provides the home service for assembly and installation of products in the categories of electric appliances, sanitary fittings and furniture. After completing the payment of products, the customers can contact for the use of home service and make appointment at the branch for the date and time for assembly and installation. Moreover, the Group provides assembly and installation out of payment of services, the customers fully conditions for sale promotion and sales stimulate in time periods.
- Design Center (Providing Consultation and Design) : The Group provides a design center which has product consultants, design team and specialists to provide consultation about the products in detail to the customers and to provide consultation on design concurrently with product price assessment in order to allow the customers to select the products which are most suitable and met the customers' requirements.
- Special Order : The Group provides a special order service to meet the different and diversified needs of the customers, for example, product category of decoration materials on curtain, bathroom partition and kitchen table to which the customers will need to select the style, color and size before making an order, etc.

2.2. Market and Competition

2.2.1. Competitive Strategy

The Group intends to become a leader in retail and wholesale business providing complete, cheap and best construction materials, home repairs and decorations for all customer groups in order to meet customer's needs. The Group focuses on well-organized management using modern and efficient technology such as an automatic storage and retrieval system (AS/RS). To maintain competitiveness, the Group emphasizes on providing full services and branch expansion so as to better serve and reach every customer group. Key business strategies are as follows:

(1) Product Variety

The Group has been continuously developing and searching for new products and services in order to add variety to its products, whether in terms of (1) the quantity to meet customers' demand of products and the vast variety product, whether it be product depth with several SKUs for each product e.g. various designs and brands especially product assortment in order to provide a one-stop service that meet all customers' demand.

With more than 37 years of experiences in retail and wholesale of construction materials and home decoration items, the Group understands customers' needs; and by analyzing customers' purchasing behaviours enables the Group to even better understands customers' needs. The Group also pays attention to the selection of products for sale. At present, the Group markets and distributes both house brand and non-house brand products.

- **House brand products** : A specific team of staffs has been set up to seek manufacturers, develop and/or design house brand products with an aim to provide modern and nice products with equivalent quality to other non-house brand products. At the same time, a price strategy is used to promote house brand products as their marketing budget is not so high and their pricing can be set to generate target profits while providing the highest value to customers.
- **Non-house brand products** : The Group selects famous branded product from both domestic and international manufacturers in order to meet the demand of all customer groups.

(2) Price Competitiveness

The Group's pricing policy focuses on worthiness for customers and competitive advantage for the Group. Efficient cost management has enabled the Group to sell products with competitive prices. The Group's pricing policy based on product categories is as follows:

- **Fast Moving Products** are in general popular products with high turnover rate such as branded products known among customers and generally available like paints, hand tools and electric appliances. The Group will determine competition-based pricing of these products by regularly checking their market prices so as to ensure price competitiveness that is attractive to customers and increase sales.
- **House Brand Products** – The Group will determine competition-based pricing for the same products of non-house brand in order to offer an option for customers who consider price, quality and functional property that are equivalent to the same products available in the market.
- **Steel** is a commodity of which the price varies according to the global market. It is the Group's policy to adjust the steel price according to the market-based pricing and the product's target gross profit margin in order to ensure competitiveness.

- **Others** are other products such as lamps, furniture and home decoration items. Cost-plus pricing is used for this product category, while taking into consideration the target gross profit margin under the Group's policy.

(3) One-Stop Service

The Group commits to provide comprehensive and quality services relating to construction, extension and interior decoration through (1) acquiring knowledge and profound understanding of products for sale by organizing employee training regularly and continuously and developing digital learning media in forms of VDO and product leaflets which enable employees to learn anywhere and anytime without restriction and; (2) making employees attentively service customers so as to create service differentiation that thus improve the customer service standard.

Currently, the services provided by the Group can be divided into 3 parts i.e.

- **Provision of pre-purchase information** : Product consultants with knowledge of and familiarity with a particular brand or product group are made available to give an insight about such product, as well as advices and suggestions on how to choose a right product that meet customers' need. Additionally, designers and skilled staffs are also available to advise customers on house design, home renovation and decoration.
- **Delivery and installation services** : Nationwide delivery service is available for customers who make both offline and online purchases, emphasizing on fast and on time delivery for the highest customer satisfaction. Moreover, the Group also provides skilled mechanics to assemble and install electric equipment and furniture.
- **Maintenance and repair services** : Maintenance service centers with skilled staffs are established by the Group. Customers can have their equipment or hand tools repaired directly at such service center or can contact a store if there is no service center at that branch for more convenience.

2.2.2. Sale and Marketing

(1) Marketing Activities

The Group has planned and prepared its annual marketing and public relations plan by researching into the target group's behaviours based on which marketing and public relations activities, schemes and media are determined for a particular time of the year in consistent with such target group's buying behaviours based on seasons or other factors such as a harvesting season, or a government measure or policy to boost consumption. Giving the fact that nowadays the marketing strategies are continually changed and adjusted, continual marketing activities are therefore important in terms of promoting products and services and increasing a sale revenue. In this sense, organizing activities that are interesting for and being talked about amongst the target group and the public are an approach of an event marketing which gains in popularity.

The Group's marketing activities can be grouped into:

- Promotion activities to promote sale in seasons in accordance with consumption behavior; for examples, the Home Decoration Fair, the Mechanic Work Fair, the Agricultural Farm and Water Supply Fair, the Annual Grand Sale Fair, and the Dohome Online Festival for the online channel. Promotions for best-selling product groups are made available in accordance with such particular period of time.
- Marketing events at fairs to attract the target group to come to stores; for examples, Holy days, Chinese New Year, Valentine's festival, Songkran festival etc. At these festivals, marketing events are organized in accordance with the Group's promotion in order to promote it among customers.
- Participation in local activities of each area as a sponsor in order to create the Company's brand awareness and recognition; for example, being one of sponsors for Songkran festival and Candle festival.

In doing so, media formats and campaign will be prepared in line with the abovementioned marketing activities, using various marketing and public relations channels that cover all customer groups including:

- Conventional advertising like as print media, newspapers, magazines, pamphlets;
- Outdoor advertising like billboards and/or advertising signages on main roads;
- Digital advertising and social media like Facebook, Instagram, Line and the Group's website to more easily connect between customers and the Group. Through such online media, product information and promotions will be presented, making customers wish to visit stores more to make a purchase;
- Marketing effort at stores by cooperating with manufacturers and/or distributors; for example, advertisement, product display, product recommendation by product consultants representing each particular brand, in order to persuade customers visiting stores to make a purchase;

Furthermore, the Group has a membership scheme to earn points for every purchase and redeem them for gifts under conditions. Special discounts at various occasions are available for members, motivating them to make a purchase. Moreover, the Group can use the member purchasing record to analyze a purchasing behavior at each period of time, thus allowing the Group to better make a marketing plan and select appropriate products to sell that would better meet each customer's need.

(2) Promotional Activities

The Group has done various promotions through distribution channels in order to boost sale and product turnover all year round as follows:

- Price-off promotion
- Premium promotion
- Buy more save more promotion
- Sampling promotion
- Redeem offer promotion

(3) Market Conditions and Competition

During the past year, the country's and world's economies have been affected by the COVID-19 pandemic resulting in a slow-down in investment activities and real estate trading. Furthermore, the government's measures to control the pandemic resulted in a temporary close-down of retail department of some stores. However, this incident has affected the Group only at some extent since the Group could normally serve customers through the e-commerce channel and direct order via phone with the selling team and sales representative team.

The retail, wholesale and service business of construction materials, home repairs and decoration still has a potential growth in the future. An increasing number of entrepreneurs in this industry will expedite a change in consumer behaviour to be more exposed to a modern trade. Consequently, major entrepreneurs have continuously and increasingly expanded their business to provinces; while local entrepreneurs have modernized their stores to serve a changing consumer behaviour. This leads to a higher competition; therefore, the Group has to constantly review its marketing strategies to be in line with the economy and more intense competition.

Competitors

Competitors in the business of construction materials and home decoration items can be grouped as follows:

Homecenter business group including:

1. HomePro : Managed by Home Product Center Public Company Limited, operating a retail business in home and building construction, extension and improvement as a one-stop shopping home center. Currently, there are 115 stores.

2. Thai Watsadu : Managed by CRC Thai Watsadu Company Limited under Central Retail Corporation. selling a complete range of materials for home improvement with a selling point "Complete, Cheap, Good at Thai Watsadu". The business was established in 2010 and now has 54 stores.

3. GLOBAL HOUSE : Managed by Siam Global House Public Company Limited, has been operating a retail business in construction, home improvement, tools for home and garden decoration for more than 12 years. Currently, there are 71 stores in operation.

4. Home HUB : Managed by Mr. Ong-ard Tangmitrphracha, selling home construction and decoration materials under a slogan: "Home HUB, Fast, Easy, As You Wish". They now have 5 stores, of which 3 stores located in Ubon Ratchathani, 1 stores located in Khon Kaen, and 1 stores located in Udon Thani.

5. MEGA HOME : Managed by Mega Home Center Company Limited, is a product center for construction materials and tools. Its major shareholder is Home Product Center Public Company Limited (HomePro). It was established in 2013 and now has 14 store.

6. baan & BEYOND : Managed by CRC Thai Watsadu Company Limited under Central Retail Corporation. It is a department store for home segment, established in 2013 and now has 7 stores.

2.2.3. Distribution Channels

At present, the Group sells its products through (1) Dohome Product Centers (2) e-commerce channel and (3) other distribution channels. Details are as follows:

(1) Dohome Product Centers

The One-stop Home Products Destination, or also known as “The Great Empire of Home Products” is the main distribution channel of the Group. As of 31 December 2020, there are a total of 12 large stores and 11 Dohome ToGo store in operation.

Figure showing Large branch in operation as of 31 December 2020

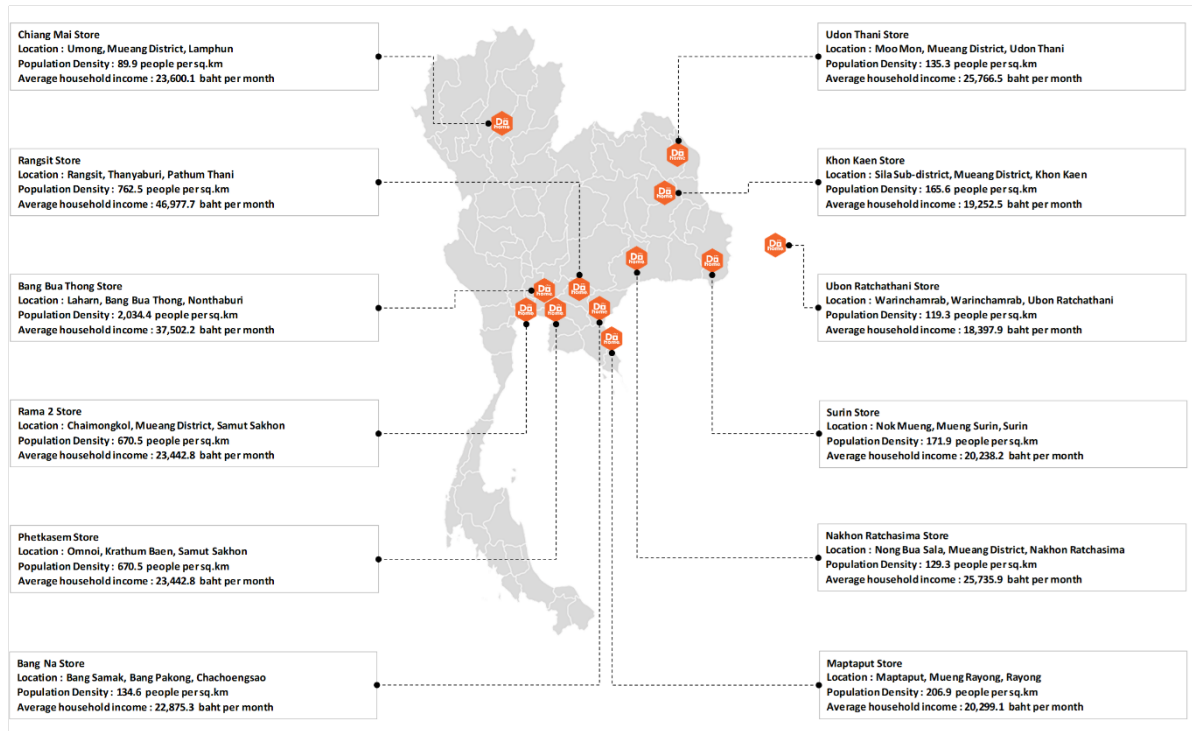
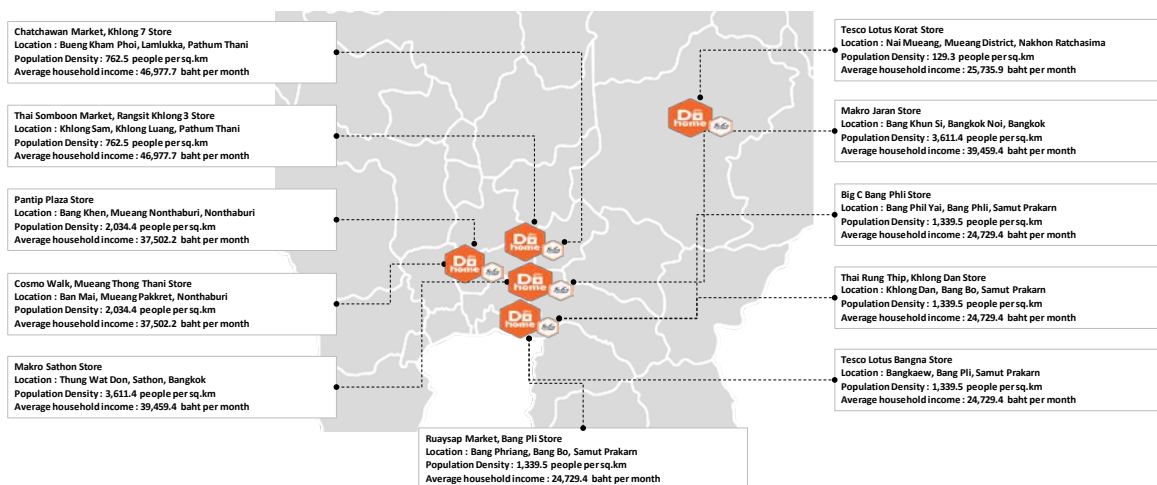


Figure showing Small branch (Dohome ToGo) in operation as of 31 December 2020



Note : Data of population density per square kilometer is as of 2019 and data of average monthly household income is as of 2019

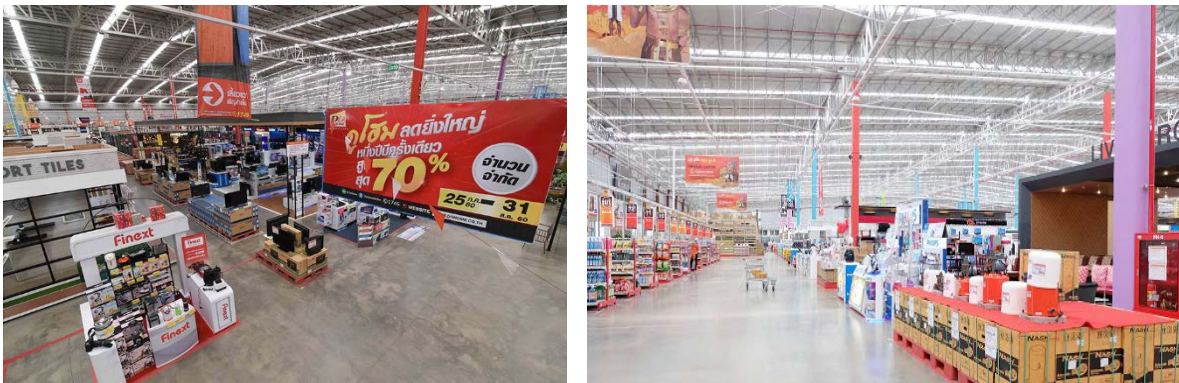
Source : National Statistical Office, <http://statbbi.nso.go.th/staticreport/page/sector/th/index.aspx>

The Group has a plan to expand its customer base to cover nationwide in which new stores, both large stores and Dohome ToGO, will be opened. However, such branch expansion is carefully considered taking into account various factors such as the average household income and residential population density. Moreover, the Group also plans to renovate its existing stores in order to provide better customer experiences and maintain existing customers.

The area of each existing store is divided into a store area and a warehouse area as follows:

- **Store area** includes an indoor area where products are displayed for customers to choose and buy. Products are placed by categories of construction, repair and decoration. Layout of store area and indoor walkways are designed focusing on convenience, cleanliness and orderliness; as well as to create a friendly, accessible atmosphere for shopping as a good shopping experience is another key factor for repeat customers.

Store Area



At the front area of a store, product consultants are standby in the store area in order to facilitate customers in a friendly way and give advices on products, particularly those that require technical knowledge and skills like hand tools, kitchen hoods and water pump. Moreover, showroom space is set up and staffs will give advices about room decoration like bathroom, kitchen, etc. in order to motivate customers to make a purchase.

Showroom Area



The Group has store salesperson and product consultants who are employees of manufacturers and/or dealers, and the Group's employees. Training on products by relevant manufacturers and/or dealers is regularly organized for product consultants in order to ensure that the Group's service standard is maintained.

- **Warehouse area** includes the back of indoor area used to provide service to customers who make a purchase with the Group's salespersons. Such area is used to store steel products and large and/or heavy structural materials, as well as used as a pick-up point where customers can park and load their purchases. To support product management for customers, tools and equipment are provided in this area such as forklifts and cranes. Moreover, the Group has introduced an automated storage and retrieval system to increase work efficiency, making the inventory management and delivery become faster and more accurate.

Warehouse Area



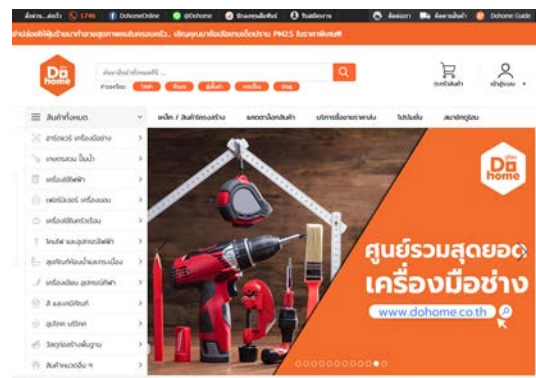
(2) E-Commerce Channel

In 2016, the Group introduced a new distribution channel through a website at www.dohome.co.th. While enabling customers to shop construction materials and decoration items online at 24/7, this website also conforms to a new trend of electronic-oriented lifestyle under the concept of "Fast, Easy At Fingertips". Furthermore, a customer service team is also available at the Group's call center, including Facebook and Line account to serve the customers' demand. The Group believes that the online distribution channel has a potential growth in the future.

Taking orders via phone



The Group's website



(3) Other Distribution Channels

Currently, the Group has set up teams to support resellers, contractors and construction projects in areas nearby each store. Such teams comprising (1) a selling team and (2) a sale representative team are responsible for contacting and presenting products to target customers directly. Working together with the selling team, the sale representative team will contact customers to give advice about and details of products, take purchase orders, and provide delivery service. Then, the Group's selling team will closely and continuously provide services to customers, enabling the Group to effectively reach and understand customers, and therefore well respond to their needs in terms of products, prices and services.

2.2.4. Target Customers

The Group emphasizes on providing services to various customer groups including

(1) Retail customers are customers buying for personal use

(2) Resellers are customers who purchase the Group's products for reselling at their retail stores. These retail stores therefore gain an advantage over the Group's stores in areas where the Group's business does not exist.

(3) Contractors and Construction Projects are customers who operate businesses in construction, extension and decoration, both minor and major contractors, including owners of construction projects such as housing projects, hotels, resorts and apartments. The Group will sell construction materials and decoration items to real estate developers or contractors under the conditions and requirements of each project.

(4) Government Agencies and State Enterprises are customers who make a purchase for work relating to a government agency and state enterprise such as schools. Such customers will choose products according to their purpose and budget.

For the years ended 31 December 2018, 2019 and 2020, there was no sales by one particular customer that exceeded 5.0 percent of the income from sale of goods. The Group always pays attention to building strong business relationships with all customer groups. In order to increase the Group's sales volume, specialist teams were set up to support marketing and sales specifically for each type of customer in order to deliver a thorough, fast and accurate services with more convenience in making a purchase.

Moreover, thank to the locations of some stores that are on main roads connecting to neighboring countries, the Group can directly sell their products to foreign markets e.g. the Lao People's Democratic Republic PDR, and can indirectly sell products to foreign markets through resellers.

The Group has two types of payment terms and conditions i.e.

(1) Cash payment including payment by money transfer, check, credit card, and cash on delivery;

(2) It is the Group's policy to grant a trade credit to each customer under a trade credit limit and term determined by evaluating their creditworthiness based on financial status and supporting documents

from a commercial bank, a collateral value, a legal dispute, and a record of past payment. The credit term can be from 30 - 60 days, but mostly 30 days in average. In case that customers wish to adjust their credit term the Group will consider on a case-by-case basis which usually takes 45 – 60 days.

2.3. Procurement of Products and Services

The Group has paid attention to the procurement of products and services in accordance with its business vision and mission that commit to be a center of complete, cheap and best construction and decoration materials for all customers. To ensure that products are of good quality, sold at competitive prices and always available, the Group has a policy to procure and purchase products from various well-known and reliable, both domestic and international, manufacturers and/or dealers with whom the Group has had a long-standing relationship. On the other hand, the Group has also sought for new manufacturers that are able to manufacture enough products for consumer demand, whether innovative products, construction materials, home decoration items and repair materials. Also, the Group has jointly developed some products with manufacturers and distributors in order to differentiate such products from others available in the market and to reduce a risk from relying on one manufacturer and/or dealer, thus creating the Group's bargaining power in price negotiation in a long term. In addition, the Group has periodically discussed with key manufacturers and/or dealers to plan product procurement and purchase in advance, as well as to jointly determine selling strategies, marketing activities and promotions. Products are procured differently based on product category and how they are acquired; the details of which are as follows:

2.3.1. Selecting Dealers and Service Providers

This is a process to select dealers with capabilities to deliver products and develop a business together. Dealers can be divided into 2 categories as follows:

(1) **Dealers** are assessed by 5 criteria i.e. business assessment, product manufacturing and quality assessment, delivery assessment, assessment on industrial standards including standards on environment, safety and occupational health, and service assessment.

(2) **Service Provider/Contractor** are assessed by 4 criteria i.e. business assessment, assessment on preparedness in providing services, assessment on industrial standards, and service assessment.

2.3.2. Procurement Methods

(1) House Brand Products

The Group procures house brand products from both domestic and overseas manufacturers. To ensure that house brand products are in accordance with a quality standard, the selected manufacturers must be accredited with a production standard, open for factory visits to see production process, have random quality inspection in place, and have appropriate product delivery time. The Group quality inspection will be conducted (1) before delivery at a factory or an origin port by a quality inspector according to a checklist specified by the Group. In case of defect, damage or wrong specification, such products will

be changed or returned before delivery; and (2) upon arrival at stores the products will be randomly inspected by checking external packaging and will be counted again before being received into warehouse. In case of defect or damage, the Group will return such defective or damaged products to manufacturers for refund or change.

The Group also has a policy to examine patents and/or copyrights in outsourcing production of house brand products in order to reduce any risks arising from patent and copyright infringement.

(2) Non-house Brand Products

The Group purchases non-house brand products from both domestic and overseas manufacturers and dealers listed on the Approved Vendor List, but mostly from domestic ones.

For non-house brand products, the Group will plan to purchase each product category and each brand in advance so that they are purchased at a particular time in accordance with the business plan. Statistical data of sales at each store will be regularly analyzed to find consumer demand.

For warehouse receiving process, the Group has a policy to randomly inspect products by checking external packaging, and to count the number before receiving into warehouse. In case of defect or damage, the Group will return such defective or damaged products to manufacturers and/or dealers, and then confirm the actual number of products received with them.

2.3.3. Inventory Management

Regarding inventory management, it is the Group's policy to set a safety stock to maintain the level of inventory that is sufficient for sale which is one of the Group's key strategies. The level of inventory will be analyzed and used in purchase planning for products with a high turnover. The Purchasing Department will be informed to make a purchase in order to prevent the stock product from falling below the safety stock level. Moreover, a random inventory count is conducted daily.

In June 2018, the Group launched the Distribution Center with a warehouse area of 41,580 square meters at Pathum Thani as a center for receiving, picking and dispatching goods to consumers and stores. At present, the Group is in a process of install an automated storage and retrieval system (ASRS). The second phases which will allow the Group to have more vertical storage space while saving horizontal storage space is expected to complete of 2021. The Group strongly believed that with the Distribution Center and the ASRS its inventory management will be optimized, the number of employees in warehouse can be reduced, and the cost of storage and delivery will decrease in the future.

2.3.4. Quality Control

To ensure that manufacturers and dealers on the Approved Vendor List can maintain their product quality and delivery process under the standard set by the Group, assessments of the Approved Vendor List is set out annually including a business assessment, a product quality assessment, a transportation assessment and a service assessment. The Group also set a guideline for deteriorated and slow-moving

goods management; in which such goods are purchased at the amount sufficient for selling; a marketing effort is put in to boost their sales volume according to the marketing and public relations plan; and an agreement on returning and changing slow-moving and damaged products is made with manufacturers and dealers on the Approved Vender List. All of these measures are for preventing selling substandard products to consumers, reducing any expenses arising from deteriorated, expired, defective and damaged products, and optimizing the storage and inventory management.

2.3.5. Environmental Impacts

The Group strictly observes laws governing the environment and promote a business vision for environmental responsibility which is a key factor in designing building structure and determining operational energy-saving; for examples, using energy-saving light bulbs, using stairs instead of an elevator and using email instead of papers. Also, the Group pays attention to providing eco-friendly products such as fabric bags, bagasse tableware and solar powered products.

2.3.6. Procurement of new products

The Group realizes the importance of choosing and selecting products relating to its business by operating a business with public and environmental responsibilities.

The Group properly complies to standards in order to prevent any impacts on the public and environment, as well as increasingly supports and promotes activities. In doing so, the following definitions and tools are used to communicate with consumers.

(1) Eco products refer to products that are environmental-friendly, energy-saving and protect the environment which meet the following criteria:

- Products and services whose production process does less harm to the environment, or causes less pollution, or does not emit any pollutants,
- Products and services whose usage does less harm to the environment, or causes less pollution, or does not emit any pollutants,
- The above-mentioned production process or usage may be resulted from one of the following actions :
 - A change in production method such as reducing the engine operation time;
 - A change in product and service utilization by changing the product appearance such as packaging made from easily decomposed agricultural materials, energy-efficient home or office design;
 - Manufacturers with environmental conscience such as factories with garbage management or wastewater treatment before discharging to public sources

- Investment in new production technology that reduces energy consumption or emit lower pollutants, or uses less materials or raw materials (sometimes referred to as clean technology or environmentally-sound technologies)

(2) **Aging products** refer to products that respond to the needs and lifestyles of the elderly. Adjusting the production process to be in line with the elderly's specific demands and penetrating this niche market can be achieved by adjusting the design to be user friendly, simple, written with large font size, or universal design. In addition, the elderly mostly buy quality, refined products making a decision based on reasons not sentiments, while concentrating mainly on satisfaction. Aging products can be marketed by either properly adjusting existing products to expand the customer base or creating brand new products specifically designed for the elderly which would add values to the products and services and differentiate from competitors. A showroom of "Elderly Bathroom" has been created to present customers with actual products they can buy.



(3) **Hi-Tech products** refer to products produced with new innovations for the comfort and convenience of life, including conceptual product development, new practices or inventions that have never been in use before, or the modernization or improvement of existing products. With such innovative products,



work efficiency and effectiveness would be higher with less working time leading to better and happier life.

Innovative products are selected for customers' everyday life, for examples, solar cell products and smart home solution.

3. Risk Factors

Risk factors that may pose negative impacts on the Group and the Company's share value. Apart from the risk factors described herein, there may be other risks currently unknown to the Company or risks considered by the Company at this moment as insignificant, but may become significant in the future. Such risks may have a significant impact on the Group's business, income, profit, performance, cash flow, financial status, assets, liquidity, a source of fund, and business opportunities.

3.1. Business Risks

3.1.1. Risk from economic fluctuations

The Group operates a business of retail, wholesale and services for construction materials and home decoration items which generally have a significant relation to the investment in real estate industry and the quantity of construction activities. In 2020, the COVID-10 pandemic has resulted in overall Thailand and global economic slowdown, affecting the consumer's purchasing power. Moreover, the volume of investment in real estate industry and the quantity of construction activities may be affected by the economic conditions like household consumption, unemployment rate, the level of household debt, credit market conditions, private investment, public investment, and urbanization. Therefore, any negative changes in such factors may have an adverse effect on the Group's business.

However, recognizing the risk from economic fluctuations, the Group has closely monitored the economic conditions. Also, the Group has more carefully considered and determined its business expansion policy, as well as controlled the expenditures by improving the efficiency of internal work processes to lower the operating expenses. On the other hand, the Group has undertaken marketing and promotional activities suitable to the economy at each particular time in order to increase the Group's sales volume, and has implemented a competitive pricing policy to stimulate or attract consumers to buy the Group's products and services which are value for money.

3.1.2. Risk from competition

The Group has faced a fierce competition in the business of retail, wholesale and services for construction materials and home decoration items, whether from modern trade entrepreneurs operating a home center business model, specialty stores like furniture stores, home décor stores, construction material stores and sanitaryware stores, and traditional trade entrepreneurs. Each of these entrepreneurs are attempting to expand their branches to reach more consumers and cover more markets. This may have an impact on the market share and may make the Group's income lower than expected or result in significantly higher expenses in terms of marketing, advertising and marketing activities probably leading to a negative impact on the Group's business, performance and financial status.

Nonetheless, the Group has managed such risk by raising an awareness of the commercial name "Dohome" as a center for construction materials and home decoration products and services with comprehensive lists of products, lower price, and friendly service under the concept of "Complete, Cheap,

Good...at Dohome". The Group has also focused on marketing a variety and comprehensiveness products, offering customers with all product categories to choose from, whether structural, repair or decoration materials. Additionally, the Group has adopted an Omni Channel marketing which links a store offline distribution channel and an e-commerce channel together. Other work processes have been improved to make online purchase become more efficient by which customers can see products on the Company's website and other online channels.

3.1.3. Risk from the ability to procure/supply quality products to sufficiently meet different customer demands

The Group's competitive strategy is to select comprehensive quality products at competitive prices; therefore, it is inevitable for the Group to face a risk or challenge from supplying and ordering products to sufficiently meet different customer demands. On the other hand, it is necessary to manage inventory not to be overstocked by ordering at proper and enough quantities for selling and customer demands. In case that the Group is not able to procure quality products at the required price and quantities, this may pose an adverse effect to the Group's business, performance, and financial status.

Recognizing such risk, the Group has procured and ordered products from both domestic and overseas manufacturers and/or dealers. There is a specific team responsible for selecting new manufacturers and/or dealers in order to mitigate a risk from relying on a few manufacturers and/or dealers and to create a negotiation power in a long run. Moreover, the Group has planned to make an advance purchase of some non-seasonal products from manufacturers and/or dealers in order to have sufficient quantities to meet customer demands at all times, thus maintaining its customer base.

3.1.4. Risk from an increase in cost of goods

Given the current economic conditions, there is more intense competition among the group of construction, repair and home decoration materials. The significant factor affecting the Group's performance is the cost of goods which may fluctuates and depend on factors beyond the Group's control such as economic conditions, supply and demand of products or their raw materials, and delivery fees. The costs of some products fluctuate according to the global price like steel products; while the Group cannot increase its selling prices fully or immediately according to the increasing costs since the ability to increase such selling prices depends on the market condition, competitions, price controls and the standards of manufacturers and/or dealers. Consequently, this may pose a risk to the cost of goods and inventory cost, probably affecting the Group's business, performance and financial status in a negative way.

However, the Group has planned to make an advance purchase of some non-seasonal products from manufacturers and/or dealers. Regarding steel products, the Group has closely monitored their price changes and analyzed their price trend, made a sales forecast in order to make a purchase at appropriate and sufficient quantity for selling, as well as considered increasing selling prices by taking in account the market-based pricing and the target gross profit margin.

3.1.5. Risk from a change of consumer behavior or market trend

In 2020, the COVID-19 pandemic significantly affected Thailand's and global economies, leading to a change in consumer behaviour and the market trend. If the Group is not able to promptly analyze such behaviour and market trend changes, it might be difficult to maintain its existing customer base and attract new customers, resulting in an adverse effect on the Group's business, performance and financial status.

However, the Group has a plan to monitor consumer behavior and changes in market trend and technologies in order to analyze and determine short-, medium-, and long-terms business strategies such as product placement at stores, product presentation by product consultants, planning on marketing and promotional activities, improved distribution channels, and planning on branch expansion and its format.

3.1.6. Risk from inventory management

As the Group operates a business of retail, wholesale and services of construction materials and home decoration items, some products such as sanitaryware, home appliances are popular only for a period of time. This may pose a risk from a decline in inventory value from the allowance for depreciation and obsolescence. As the popularity among consumers changes and consumers have more choices, the sales of obsolete goods may not be as expected, or their prices may have to be lower.

Realizing such risk, the Group continuously put an effort on reducing the average selling period by adopting information technology to the inventory management, controlling the minimum amount of inventory before making purchases; negotiating with manufacturers and/or dealers to change some old model products into a new model; separating the purchasing team from the inventory management team for check and balance. Since 2018, the Group has operated its Distribution Center making the inventory management more efficient. And in the third quarter of 2020, the Group has introduced an inventory replenishment system which is expected to finish in the first quarter of 2021. With such system, the Group will be able to better manage its inventory and reduce its average selling period.

3.1.7. Risk from damage and loss of goods

Damage and loss of goods are a major risk for the Group's performance and must be highly concerned. Such risk can occur due to several causes including damage or loss during transportation, and damage or loss in warehouse due to errors in internal management and frauds by employees and customers. This issue may also concern designing an internal control system; for instances, sending, receiving, transferring, storing and keeping goods. If the Group is not able to control the damage and loss of goods at a proper level, this may affect its performance and financial status.

To manage such risk, the Group has Loss Prevention teams in place at each store in order to plan and impose preventive measures against damage and loss of goods. Such teams are responsible for liaising with relevant internal units in order to find a preventive measure to control the damage the lowest level. For the inventory, the Group has a policy to regularly check the amount and location of goods and prepare a special storage space for goods that require special care in order to reduce damages to the lowest level.

3.1.8. Risk from the Group's insurance that may not cover damage or claim that may occurs

As the Group operates a business of retail, wholesale and services of construction materials and home decoration items with several stores in different locations, risks can occur in work procedures, including risk from negligence resulting in injury, death or damage to the Group's assets, or causing environmental pollution. These risks can result in business suspension and civil and/or criminal actions against directors or executives.

Realizing the importance of this issue, the Group already has insurances for its business operation in order to mitigate risks of loss and damage to its main business assets. It is the Group's policy to maintain the highest coverage plans at appropriate premiums. However, there are still some risks that are not fully or completely covered by insurance policies including (1) insurance policies do not cover loss and/or damage arising from some incidents including damage from business interruption, loss of income, suspension or stoppage of public utility services, and damage from war or terrorism; (2) the amount of deductibles under the policy conditions (as the case may be) does not cover the value of damages; (3) the value of damages exceeds the sum assured; (4) insurance companies cannot pay compensation as specified in insurance policies; (5) the Group may not be able to obtain insurance at appropriate price due to high and disproportionate premiums; and (6) the Group are not able to claim for compensation on the insurance due to not following the conditions of insurance policy. All these risks may affect the Group's business, performance and financial status.

3.1.9. Risk from the fact that the Company relies on rented lands and buildings for its business

At present, the Group has made lease agreements for key lands and buildings for its operation. In case of termination of agreements, or that the Group cannot renew the agreements under the similar terms and conditions or cannot renew the agreements at all, the Group then cannot use such lands and buildings for its business operation, or may have to pay for demolition or transport of properties out of the buildings, or may not be able to utilize buildings and/or invested building/land improvements as planned. This can pose a negative impact on the Group's business, performance and financial status, as well as causing higher investment expenses.

The Group has planned to mitigate such risk as follows:

- Building a good relationship with the landlords and setting up a monitoring team to ensure that the Group has strictly complied with the lease agreements.
- Negotiating for a long-term lease over 30 years. If such negotiation is not successful, the Group will negotiate on the longest term that would be agreeable for the landlords. Regarding land and building leasing for large-scale construction, the Group will take into consideration the value and returns of investment.

- Conducting a financial feasibility study before investing, taking into account the returns in case that the Group cannot renew the land and building lease agreement.

3.1.10. Risk from product liability claims

Under the business concept of “Complete, Cheap, Good...at Dohome” the Group focuses on a variety of comprehensive construction, repair and decoration material products sourced from several manufacturers and/or dealers. And the Group also markets and sell its own house brand products. Therefore, the Group may face product liability claims arising from several causes including (1) product safety issue, (2) product inefficiency, (3) product defect, (4) insufficient or incorrect or misunderstanding product label and warning statements, or (5) infringement of copyright, patent and brand.

Whole or partial product recall or product withdrawal resulted from the abovementioned incident may cause damage to the Group due to costs of product recall. Furthermore, if there is any allegation that the Group’s house brand products are unsafe, even though not based on facts, it can damage the Group’s reputation and image, customer confidence, leading to a negative impact on the Group’s business, performance and financial status.

Realizing such risk, the Group has a policy to hire an outsourced team to examine the quality of products sourced from both domestic and overseas manufacturers and/or dealers, as well as puts in place strict OEM manufacturer selection criteria for its house brand products to be in line with standards specified by the Group before selling to customers. In the future, to offer a variety of quality products at appropriate prices for customers the Group plans to set up a unit to run a random quality check before receiving into the Distribution Center and do a check again to ensure that products are in good conditions before selling.

3.1.11. Risk relating to delivery

The Group provide delivery service to customer by either its own transporting vehicles or third-party’s service. There may be several factors beyond control such as traffic congestions, natural disasters, accident during transportation, and poor service of third-party delivery service providers. These problems can possibly affect the Group’s performance, reputation and image.

The Group has imposed measures and policy to manage the risk relating to delivery. The amount of goods to be delivered are planned and calculated in accordance with the number of transport vehicles and then delivery routes will be determined. In addition, a Global Positioning System (GPS) has been installed to track a real-time location and ensure that the determined routes are followed for the highest efficient service. Training on driving skills is organized for drivers and employees are also assigned to liaise and take care of customers for their highest satisfaction with the Group’s delivery service.

Regarding third-party delivery service, the Group has made the Approved Vender List for third-party delivery service providers, by which their qualifications are thoroughly reviewed in terms of delivery time, scope of service and cost of delivery. Such list is reviewed regularly. Furthermore, the Group has arranged

an insurance covering any damages may occur from delivery; while requesting third-party service providers to obtain an insurance as well.

3.1.12. Risk from the efficiency of information technology system

Nowadays, the information technology system plays a major role in business operations. The Group has invested in the information technology system for data management and continuously developed such system. Currently, the Group uses SAP program for its database and a centralized center for internal data sharing. The program connects to the sales application and uses such data to make a financial statement, as well as to analyze the Group's performance and financial status. In the event of any issues occurring to the system, unplanned system shutdown, or any security breaches on such information system, a significant adverse effect may occur to the Group's business.

Recognizing the importance of this issue, the Group has mitigated the risk in information system by taking the following control measures:

- Assigning permissions to access data and the information system according to the authority and responsibility of employees at each level;
- Using passwords to access each information system;
- Backing up data and supervising by employees who are ICT specialists;
- Planning and testing a business continuity plan (BCP).

Moreover, the Group plans to hire an outsourced company to thoroughly and routinely evaluate the efficiency of information system to ensure that the Group's data and information system are up-to-date and capable of successfully preventing and handling emerging risks so that the Group's business would grow steadily and sustainably.

3.1.13. Risk from not being able to fully comply with contracts' terms and conditions

The Group has made several agreements including loan agreements and lease agreements for land and building used in its business operation. Terms in some agreements require the Group to do and do not do some actions such as maintaining a financial ratio, obtaining an insurance against risks. If the Group fails to do so, it may be a reason for terminating relevant agreements, leading to a negative impact on the Group's business.

However, the Group has considered and negotiated for practical and appropriate contract terms and conditions. Also, a working team has been assigned to monitor and ensure that the Group's business operation always follows the law and the Group can fully carry out the contract terms.

3.2. Financial Risks

3.2.1. Risk from loan burden with financial institutions

The Group has borrowed money from financial institutions, both short-term and long-term loans, in order to buy lands and/or build stores and/or use as working capital. Therefore, the Group has a burden to pay interests and repay such loans, as well as to follow the conditions specified in the loan agreements such as maintaining a financial ratio and obtaining an insurance against risks. The Group's ability to get a loan depends on its performance and financial status at that time, the restrictions of existing loan agreements, and other factors including the market condition and economic situation in general. Besides, the interest rates under some loan agreements are a floating rate; therefore, a significant change of the interest rates can affect the Group's business performance.

However, the Group has made a financial planning and constantly monitored its performance in order to ensure that its cash flow is sufficient for paying interests and repaying the loans; financial conditions set forth in the loan agreements are observed and/or possibly being relaxed as requested; and its investment expansion can be successfully conducted as planned. The Group also has the Risk Management Committee in place with a duty to scrutinize risk-relating policies and risk management approaches in many areas including a risk from interest rate fluctuations in order to keep risks at an acceptable level. Furthermore, the Group has compared the cost of loan and conditions of several financial institutions in order to achieve the most suitable financial cost management.

3.2.2. Risk from exchange rate fluctuations

The Group make some payments for goods in foreign currency; as a result, exchange rate fluctuations can make the cost of sales higher which affects the Group's performance.

The Group has established the Risk Management Committee with a duty to scrutinize risk-relating policies and risk management approaches in many areas including risk from exchange rate fluctuations. The Group also has a policy to prevent exchange rate fluctuation using financial instruments such as currency forward and currency option. Additionally, the Group plans to purchase goods in advance in order to prevent a risk from price fluctuations due to exchange rate.

3.3. Risks from business expansion

3.3.1. Risk from securing funds for branch expansion

To invest in new branches, the Group will use funds from financial institution's loan and/or shareholders' capital increase and/or the cash flow from the operation of existing stores. If the Group cannot secure adequate funds for its business expansion, the branch expansion in the future would not succeed as planned.

Realizing the importance of funding, the Group has planned in advance an estimate investment budget for branch expansion in order to secure sufficient funding for the expansion. Funding will be secured

prior to construction in order to mitigate the risk. Moreover, the Group has maintained good relationships with many financial institutions. And after the IPO in 2019, the Group then have more financial flow and increased capability to get loans, as well as a greater access to funds both in the equity market and the bond market.

3.3.2. Risk from seeking lands to build stores

With a steady growth, the Group sees an opportunity to expand branches to cover potential provinces and reach more customer groups with a goal to become one of Thailand's leaders in retail and wholesale business of home products. Therefore, it is necessary to find proper lands for future branch expansion. Consequently, there is a risk of finding lands with enough area in locations specified in the business plan, and/or a risk of higher cost of land than expected. This would make the investment expenses higher than expected; or such branch expansion may not be achievable as planned.

Recognizing this risk, the Group has carefully sought for lands by assigning its staff team and real estate agents to gather lands that comply with the criteria specified by the Group. In doing so, the Group has maintained strong relationships with several real estate agents who are experts in finding lands nationwide. However, land sale agreement and/or lease agreement will be made directly with landlords in order to ensure that the sale price and/or rental rate are suitable for business operation.

3.3.3. Risk from the return on investment lower than expected and/or potential loss of investment opportunity

The Group aims at continually expanding new branches. If the Group fails to carry out its business expansion plan within the planned budget or specified timeframe, or fails to generate target income or have higher operational costs, the return from such new branches may be lower than expected or the Group may loss investment opportunities, resulting in a negative impact on its business, performance and financial status.

However, the past experiences in opening several new stores have made the Group become expert in retail, wholesale and service business of construction materials and home products. Prior to investing in any new stores, the Group has conducted both qualitative and quantitative investment assessments. Besides, the implementation of branch expansion plan has been closely monitored to ensure that such branch expansion is in line with the planned budget and timeframe. The Group has also constantly monitored the branch's turnover and compared with the planned target so that the Group can properly and timely adjusted its operating plan according to a changing circumstance.

3.4. Risks of Management

3.4.1. Risk from the dominance of major shareholders in shareholder's meeting

As of 31 December 2020, the Tangmitrphracha Family directly and indirectly holds a total share of approximately 72.5 percent of total issued and sold shares. Although members of the family do not intend to act in concert, such shareholding proportion allows dominance over resolution of shareholder's meeting,

except issues required by law or the articles of association company regulation to have three-fourth of the votes cast. Therefore, it is a risk for other shareholders in which they are not able to gather enough votes to do checks and balances against issues raised by major shareholders in the meeting.

However, the Group has in place its business code of ethics and stakeholder engagement policy which will protect the right of shareholders and ensure the transparency and accountability of the Group's operations. The Company's Board of Directors consists of 11 persons, of which 5 persons are independent directors, a number greater than one-third of the total directors. An independent director acts as the Chairperson of the Board in order to check, balance, decide and approve agenda before proposing to the shareholders' meeting in order to ensure that any actions taken by the Group are for the Group's, minor shareholders' and other stakeholders' benefits. The Group has also arranged a channel through which minor shareholders can propose additional meeting agenda or nominate a person to be a director prior to the shareholder's meeting date according to an approach specified by the Group. Furthermore, the Group has also provided a mechanism to check the BOD's working. There is also a regulation determined by the BOD in case of a connected transaction by connected persons in which such persons will not have a right to vote for that transaction approval.

3.4.2. Risk from reliance on key executives and capable employees

The success of the Group depends on knowledge, understanding and experiences in the industry and the Group's business operation, as well as the continuity of employment of high-level executives and personnel, particularly the Tangmitrphracha Family who is the company founder. However, the Group has increased the number of high-level executives and personnel with knowledge, understanding and experiences in this industry in order to support the Group's business growth and expansion. If the Group is not able to persuade and retain knowledgeable key executives and employees, or fails to replace or increase personnel at the right time in case of any changes, there may be a negative impact on the Group's business, performance and financial status.

Realizing the importance of persuading and retaining human resources, the Group focuses on improving personnel capability and responsibility. Training suitable to the Group's business is organized to develop working skills of employees at all levels in each sector to be efficient and keep up with changes in business. Career path of employees at each level is clearly defined. The Group also determines a proper amount of remuneration according to each person's capability, compared with other entrepreneurs. Besides, the Group has a succession plan and a recruitment plan for replacement so that there will always be enough employees consistent with the Group's business plan.

3.5. Risks relating to laws and regulations

3.5.1. The Group's business operation is under several laws and regulation, particularly those relating to consumers, increasing legal risk to the Group more than other companies in general. This may increase operational costs and expenses to the Group, as well as a risk of increased liability.

Apart from normal business operation that must be under general laws and regulations, the Group's business is directly involved with consumers and thus is governed by another two specific laws i.e. the Liability for Damage Arising from Unsafe Products Act, B.E. 2551 (2008) and the Consumer Protection Act, B.E. 2522 (1979). These two laws prescribe the legal rights of consumers to sufficient product information, product safety, contractual fairness, as well as the rights to compensation; particularly a protection against unsafe products if their usage causes damage to life, body, physical health, mental health or property of such consumer or other person, whether or not caused by intentional or negligent action of entrepreneur, and whether such unsafety arising from production, design or even failure to provide proper product usage, storage, warning or information. The laws allow consumers to claim for compensations in a fairer way, other than prescribed in normal laws, i.e. compensation for mental injury and punitive damages that can amount to a double of actual compensation. A producer, a party authorizing the production, importer, and a seller of product who cannot identify his/her producer, party authorizing the production or importer, are entrepreneur who is liable for damages under the laws.

Procuring products for sales or selling house-brand products is also governed by these laws. If the Group is liable for damages under the laws, its business, performance, financial status, reputation and business opportunities may be affected significantly.

Realizing such potential risk, the Group therefore put in place a strict OEM selection and quality examination system, as well as exercises random quality check on house-brand products before selling to customers.

3.5.2. Risk of patent law violation

Construction materials and home decorating items business involves a vast variety of products, some of which constantly change their designs, both products procured and purchased from manufacturers or dealers, and whether under manufacturers' own brands or the Group's house brands. Business operation in this circumstance is prone to legal litigations; particularly production, sale, having in possession for sale, offering for sale or import of product of which a patent has been granted to other person without authorization from the patent owner can constitute an infringement of the patent owner's right in violation of the Patent Act, B.E. 2522 (1979) and its amendments. This action can result in civil and criminal liabilities of the Group and potentially its corporate representatives.

Realizing such risk, the Group therefore put in place a working procedure and process to examine copyrights and patents before purchasing and/or selling products of both domestic and overseas vendors.

3.5.3. The Group is supervised under laws on trade competition in order to prevent monopoly

The Group's business operation is under the Trade Competition Act, B.E. 2560 (2017) that aims for promoting a free and fair business competition and preventing monopoly. The law established a Trade Competition Commission to supervise and ensure that business operations comply with the purpose of this law. Therefore, in case of any complaints taken to the Commission that the Group's business operation may violate the law on trade competition, there would be an investigation or legal actions under such law, resulting in more expenses for litigation as well as negative impact on the Group's reputation and image.

Being aware that it is important to observe the trade competition law, the Group has since operated its business with fairness, ethics and has never taken any actions of unfair monopoly towards both customers and business partners.

3.5.4. Risk relating to a law on industrial product standards

The construction material and home product business is relating to various types of products and some products are subject to industrial product standards under the Industrial Product Standards Act, B.E. 2511 (1968) (including its amendments), whether being products sourced or ordered from manufacturers or dealers, and whether being non non-house brand or house brand products. A normal business operation may have a risk of overseeing such products to be in conformity with the industrial product standards. Therefore, if the Group sells, has in possession for sale, offers for sale or imports into the country any products not in conformity with the industrial product standards which is a violation of the Industrial Product Standards Act, B.E. 2511 (1968) (including its amendments), the Group including its juristic person representative may be liable to civil and criminal prosecution.

Recognizing the above-mentioned risk, the Group has implemented a working procedure and process to check the product conformity with the industrial product standards prior to sourcing and procuring and/or selling products from both domestic and overseas dealers.

3.5.5. The enactment of law on the liability for defective products may pose an adverse impact on the Group's financial status, performance, reputation and business opportunities

The Draft Liability for Defective Products Act protects consumers who are damaged by defective products and prescribes remedy for such damages. Under this bill, consumers has a right to make a claim to an entrepreneur, which includes seller, producer for sale, person who order or import for sale, or reseller, to correct, change, change a product, terminate a contract, lower a price, and pay damages or expenses for a defective product. This bill has already been approved by the Cabinet and is now in a process of enactment. Once it is enforced as proposed, the Group as a seller will have a duty to remedy consumers for damages from defective products. And if it is the case, the Group's reputation and product sale may be negatively affected, resulting in an adverse impact on its business, financial status, performance and business opportunities.

3.5.6. Risk of acquiring or having in place licenses required for business operations in several parts

In operating its businesses, the Group has to acquire, have in place or maintain licenses to operate business, for examples, a license to operate business harmful to health (stone, soil, sand, cement) that is required for selling cement; and a pet food license and a license to sell controlled seeds that are required for selling the Group's products. Such licenses required by laws may change in type and number depending on the type of products and services provided by the Group at that moment. Although it is the Group's responsibility to constantly monitor and perform relating to licenses, it cannot be guaranteed that the Group will be able to completely and correctly acquire or have in place these licenses. And this fact may bring about an impact on the Group's reputation, business, performance and financial status. However, the Group pays attention to this issue and closely and regularly exercise a monitoring process.

4. Assets Used in Business Operation

4.1. Investment in Subsidiaries

The Group operates the retail and wholesale business of complete home products, including investing in companies that support the Group's business operation. According to the separate financial statements as at 31 December 2020, the Group has invested in four subsidiaries as follows:

Subsidiary	Nature of Business	Shareholding Proportion (Percentage)	Investment Value at Acquisition Cost as at 31 Dec 2020 (Million Baht)	Type of Investment
DHG	Owning lands that the Group uses in its operation	100.0	1,054.66	Subsidiary
Dohome Energy	Producing and selling electric power generated from solar rooftops to the Group ⁽¹⁾	100.0	60.00	Subsidiary

Notes : (1) At present, Dohome Energy is granted the investment promotion certificate (BOI), being eligible to the exemption of corporate income tax on the net profit of business operation for 8 years, as well as other incentives set forth in the certificate.

4.2. Fixed Assets

As at 31 December 2020, the net book value of fixed assets used in business operation, after accumulated depreciation and allowance for impairments, as appear on the consolidated financial statements equals to 10,381.62 million baht. The Details are as follows:

No.	Items	Net Book Value as at 31 Dec 2020 (Million Baht)	Type of Ownership	Indebtedness
1	Lands and land improvements	4,084.28	Owner	Partial mortgage ⁽¹⁾
2	Buildings and building improvements	4,750.30	Owner	Partial mortgage ⁽¹⁾
3	Machinery and equipment	235.96	Owner	None
4	Equipment and computers	46.13	Owner	None
5	Vehicle	10.64	Owner	None
6	Furniture and office equipment	614.85	Owner	None
7	Assets under construction	639.46	Owner	None
Total		10,381.62		

Notes : (1) Part of lands and land improvements, buildings and building improvements, and assets under construction are under mortgage are pledged as collateral to financial institutions.

4.3. A Right-of-use Asset

As at 31 December 2020, the net book value of A Right-of-use Asset used in business operation, after accumulated depreciation and allowance for impairments, as appear on the consolidated financial statements equals to 491.01 million baht. The Details are as follows:

No.	Items	Net Book Value as at 31 Dec 2020 (Million Baht)
1	A Right-of-use Lands	344.62
2	A Right-of-use Buildings	80.02
3	A Right-of-use Machinery and equipment	48.90
4	A Right-of-use Vehicle	17.47
รวม		491.01

The above fixed assets can be described in details by asset types as follows:

4.4. Trademarks and Service Marks

As at 31 December 2020, the number of key trademarks and service marks owned by or under registration process by the Group for its business in Thailand is 153. Registration status of such trademarks and service marks is as follows:

Status	Number
Registered	122
Under consideration of the Department of Intellectual Property ⁽¹⁾	31
Pending ownership transfer from connected party	0
Total	153

Notes : (1) The duration of trademark registration is 16 months from the date the Trademark Office, Ministry of Commerce receives the registration application. (Source: Public Handbook on Registration of Trademark by the Trademark Office, Ministry of Commerce)

Examples of key trademarks and service marks and examples of registered products and services are as follows:



Image of Trademark/Service Mark	Trademark/Service Mark	Example of Product/Service Category
	Dohome	– Retail and wholesale business
	Dohome	– Selling construction materials

Image of Trademark/Service Mark	Trademark/Service Mark	Example of Product/Service Category
	Aluguard	<ul style="list-style-type: none"> – Semi-finished plastic sheets – Plastic sheets for furniture – Aluminum sheets for construction
	Finext	<ul style="list-style-type: none"> – Wooden flooring materials
	Hua Seua	<ul style="list-style-type: none"> – Galvanized sheet – Screw – Hoe, Spade, Spill, Rake
	PowerMaxQ	<ul style="list-style-type: none"> – Automatic Electric Cutting Machine – Electric Control – Power Strip
	Oppa	<ul style="list-style-type: none"> – Rice cookers – Electric irons – Juice blenders
	Siena	<ul style="list-style-type: none"> – Storage racks – Faucets – Shower heads – Bathtubs
	NASH	<ul style="list-style-type: none"> – Hand Tools – Safety Equipment, Safety Shoes, Safety Helmet

4.5. Investment Policy in Subsidiaries and Associated Companies

In order to strengthen its business or build business synergy, the Group has a policy to invest in subsidiaries and associated companies that conform with the Group's objectives, visions and strategic growth plan, which will enhance its business performance or profits. In this connection, the Company, the subsidiaries and/or associated companies may invest in other businesses that have potential growth, help expand their business, or are beneficial to the Group's business by yielding good return on investment. Prior to investing in any projects, the Group will take into account the investment proportion, expected profits, potential risks, its financial status, and investment feasibility analysis and its potentials. Such investment must be considered and approved by the Board of Director's meeting and/or the shareholders' meeting depending on the specified level of authorization. Request for investment approval must also be in line with the regulations and criteria of Thai Capital Market Supervisory Board, the SEC Office and the Stock Exchange of Thailand, as well as criteria on acquisition or disposal of assets, connected transactions and disclosure.

5. Legal Disputes

As at 31 December 2020, the Company or its subsidiaries has no unfinished legal dispute that may negatively affect the Company's or its subsidiaries' assets at more than 5.0 percent of the shareholders' equity; or has no dispute that significantly affects the Company's business but cannot be assessed in numbers.

6. General Information and Other Important Information

General Information

Information of Dohome Public Company Limited

Address	37-47 Srimongkol Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani 34190
Telephone no.	045-959-888
Website	www.dohome.co.th
Type of business	Comprehensive retail and wholesale business of construction materials and home decoration items under the concept of “Complete, Cheap, Good...at Dohome”
Company registration no.	0107561000196
No. of registered shares	2,165,520,000 ordinary shares of 1 baht each
No. of paid-up shares	2,165,517,966 ordinary shares
Name of the market	The Stock Exchange of Thailand
Symbol	DOHOME

Information of companies in which Dohome Public Company Limited holds at least 10% of issued shares

1. Dohome Group Company Limited

Address	37-47 Srimongkol Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani 34190
Telephone no.	045-959-888
Type of business	Buying and selling of on own account of non-residential buildings
No. of registered shares	4,000,000 shares of 10 baht each
No. of shares held	3,999,998 shares (99.99 percent)

2. Dohome Energy Company Limited

Address	37 Srimongkol Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani
Telephone no.	045-959-888
Type of business	Electric power generation and transmission
No. of registered shares	600,000 shares of 100 baht each
No. of shares held	599,997 shares (99.99 percent)

Other referenced Information

Regulatory Body of Issuing Company	:	The Securities and Exchange Commission, Thailand
Address	:	333/33 Vibhavadi-Rangsit Road, Chomphon, Chatuchak, Bangkok
Telephone no.	:	02-695-9999
Fax no.	:	02-695-9660
Regulatory Body of Listed Company	:	The Stock Exchange of Thailand (SET)
Address	:	93 SET Building, Ratchadaphisek Road Din Daeng, Din Daeng, Bangkok 10400
Telephone no.	:	02-009-9726-50
Fax no.	:	02-009-9807-8
Securities Registrar	:	Thailand Securities Depository Company Limited
Address	:	93 SET Building, Ratchadaphisek Road Din Daeng, Din Daeng, Bangkok 10400
Telephone no.	:	02-009-9000
Fax no.	:	02-009-9991
Certified Public Accountant	:	PricewaterhouseCoopers ABAS Ltd.
Address	:	179/74-80 Bangkok City Tower, Fl.15, South Sathon Rd. Thungmahamek, Sathon, Bangkok 10120
Telephone no.	:	02-824-5313
Fax no.	:	-