



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SRINANAPORN MARKETING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	3
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	22
Financial Statement	
Statement of Financial Position	29
Statement of Comprehensive Income	32
Statement of Cash Flow	33
Financial Ratios	34

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SRINANAPORN MARKETING PUBLIC COMPANY LIMITED

Symbol : SNNP

Address : 325/6-9 Soi Lanluang 7, Si Yaek Mahanak Sub-district, Dusit District

Province : Bangkok

Postcode : 10300

Business : Manufacturing and distribution of beverage and snack products such as RTD jelly and jelly carrageenan product line under the Jele brand , cuttle fish snack product line under the Bento brand and extruded biscuit and bread stick product line under the Dorkbua Lotus brand.

Registration Number : 0107562000211

Telephone : 0-2628-0408

Fax (if applicable) : 0-2281-5161

Website : <https://www.snnp.co.th/>

Email : ir@snnp.co.th

Total Shares Sold (shares)

Common Stock : 960,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	4,748,964.57	4,435,668.27	4,519,824.13
Revenue from sales (Thousand baht)	4,708,864.82	4,392,908.96	4,357,885.08

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Revenue from sales (%)	99.16	99.04	96.42

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	4,748,964.57	4,435,668.27	4,519,824.13
Domestic (Thousand baht)	3,666,898.16	3,489,755.37	3,422,866.43

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	77.21	78.67	75.73

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	14,926.72	19,882.17	22,095.68

Risk Management

Risk Management

Risk Factors (2.2)

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

Strategic Risk

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

Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: No
Shortage of raw materials or productive resources	: Yes
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: No

Product obsolescence	: No
Information security and cyber-attack	: No
Loss or damage from non-compliance of partners or counterparties	: No
Delays in the development of new projects	: No
Business operations that have no commercial results	: No
Lease agreement execution	: No
Safety, occupational health, and working environment	: No
Climate change and disasters	: Yes
Impact on the environment	: Yes
Impact from population structure	: No
Impact on human rights	: Yes
Corruption	: No

Compliance Risk

Change in laws and regulations	: No
Outdated laws and regulations	: No
Violations of laws and regulations	: No
Corporate Governance	: No

Financial Risk

Lack of proper and sufficient sources of funding	: No
Change in financial and investment policies of financial institutions that affect business operations	: No
Default on payment or exchange of goods	: No

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
Fluctuation in return on assets or investment	: No
Unhedged loan and borrowing in a foreign currency	: No

Risk to Securities Holder (2.2.2)

Return from investment of securities holder	: No
---	------

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: No
-----------------	------

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : Yes

Company website on sustainable development : <https://investor.snnp.co.th/storage/download/corporate-governance/20220520-snnp-sd-and-goals-policy-th.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : Yes

Company website on sustainable development – environmental aspect : <https://investor.snnp.co.th/storage/download/corporate-governance/20220530-snnp-environmental-policy-th.pdf>
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : Yes

	2019	2020	2021
Fuel oil (liters)	1,536,000.00	1,836,000.00	1,866,000.00
Natural gas (kg)	3,418,379.99	2,859,436.60	2,828,186.20

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
--	------	------	------

Amount of electricity purchased (kWh)	15,502,677.78	19,721,205.00	20,334,718.06
---------------------------------------	---------------	---------------	---------------

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	697.00	603.00	9,788.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	N/A	N/A	659,200.00
Hazardous waste (kg)	N/A	N/A	7,100.00
Total (kg)	N/A	N/A	666,300.00

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : No

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

Company website on human rights policy (if applicable) : <https://investor.snnp.co.th/storage/download/corporate-governance/20220523-human-rights-th.pdf>

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	1,684	1,348	1,144
Number of female employees (persons)	2,284	1,844	1,611
Total (persons)	3,968	3,192	2,755

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	968,881,478.82	838,158,854.50	812,267,864.56

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Employee development and training expenses (baht)	1,700,751.69	1,250,518.60	794,753.93

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	86.00	87.00	71.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	22.84	14.02	12.64

2. Information on community and society

Activities or projects organized for the community and society : Community environment development; Community engagement; The disabled and the disadvantaged; Community economy, employment, and occupation

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Company website on corporate governance policy : <https://investor.snnp.co.th/th/corporate-governance/corporate-governance-policy>

Policy and Guideline Related to the Board of Directors (6.1.1)

1. Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

1. Establishing a Code of Conduct

Code of Conduct : Yes

2. Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	4	44.44
Number of non-executive directors	5	55.56
Number of independent directors	4	44.44

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

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NIWAT KANJANAPHOOMIN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	17 May 2018	Finance, Finance & Securities, Internal Control, Risk Management, Human Resource Management, Corporate Management, Leadership

2. Mr. THAKORN CHAISATHAPORN Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	12 Mar 1991	Marketing, Food & Beverage, Brand Management, Strategic Management
3. Mr. VIWAT KRAIPISITKUL Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	22 Dec 2016	Corporate Management, Brand Management, Marketing, Food & Beverage, Strategic Management, Data Management, Change Management, Risk Management, Negotiation, Transportation & Logistics, Corporate Social Responsibility
4. Mrs. THANYANEE KRAIPISITKUL Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	22 Dec 2016	Corporate Management, Food & Beverage, Strategic Management, Data Management, Change Management, Risk Management, Brand Management, Marketing, Negotiation, Transportation & Logistics, Corporate Social Responsibility
5. Mr. WICHIAN CHAISATHAPORN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	17 May 2018	Engineering, Industrial Materials & Machinery, Design
6. Mr. PIYAWAT KRAIPISITKUL Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Marketing and Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	17 May 2018	Food & Beverage, Marketing, Strategic Management, Data Management, Change Management, Risk Management, Corporate Management, Brand Management, Negotiation, Transportation & Logistics, Corporate Social Responsibility

7. Mr. YONGYOOT LUANGRATTANAMART Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	17 May 2018	Data Analysis, Audit, Corporate Management, Budgeting, Finance, Sustainability, Banking, Accounting, Leadership, Commerce, Food & Beverage, Finance & Securities
8. Mr. VIRA JUNGJAROENSUK Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Development Administration Program in Public Administration (Public Finance), Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	17 May 2018	Corporate Management, Human Resource Management, Audit, Law, Data Management, Change Management, Risk Management, IT Management, Data Analysis, Procurement, Leadership
9. Mr. JIRASUK SUGANDHAJATI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Feb 2019	Risk Management, Human Resource Management, Corporate Management, Change Management, Audit, Corporate Social Responsibility, Leadership, Strategic Management, Fund Management, Data Management, Data Analysis, Negotiation, Sustainability, Procurement

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

General information	Position	Tenure	Replacement Director
No information			

3. Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. YONGYOOT LUANGRATTANAMART [1] Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	17 May 2018	Data Analysis, Audit, Corporate Management, Budgeting, Finance, Sustainability, Banking, Accounting, Leadership, Commerce, Food & Beverage, Finance & Securities
2. Mr. VIRA JUNGJAROENSUK [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Development Administration Program in Public Administration (Public Finance), Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	17 May 2018	Corporate Management, Human Resource Management, Audit, Law, Data Management, Change Management, Risk Management, IT Management, Data Analysis, Procurement, Leadership
3. Mr. JIRASUK SUGANDHAJATI [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Feb 2019	Risk Management, Human Resource Management, Corporate Management, Change Management, Audit, Corporate Social Responsibility, Leadership, Strategic Management, Fund Management, Data Management, Data Analysis, Negotiation, Sustainability, Procurement

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

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

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Executive Committee	Mr. VIWAT KRAIPISITKUL	Chairman
	Mrs. THANYANEE KRAIPISITKUL	Member
	Mr. THAKORN CHAISATHAPORN	Member
	Mr. WICHIAN CHAISATHAPORN	Member
	Mr. Chayut Leehacharoenkul	Member
	Mr. Monchai Pongstabade	Member
	Mr. Wiroj Wachiradechkul	Member
	Mrs. Kittiya Chaisathaporn	Member
Risk Management Committee	Mr. JIRASUK SUGANDHAJATI	Chairman
	Mr. Wiroj Wachiradechkul	Member
	Mr. Monchai Pongstabade	Member
	Mr. WICHIAN CHAISATHAPORN	Member
	Mr. Chayut Leehacharoenkul	Member
Nomination and Remuneration Committee	Mr. VIRA JUNGJAROENSUK	Chairman
	Mrs. THANYANEE KRAIPISITKUL	Member
	Mr. THAKORN CHAISATHAPORN	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

Executives (7.4)

List and positions of the executive (7.4.1)

1. The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VIWAT KRAIPISITKUL Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Management	CHIEF EXECUTIVE OFFICE	22 Dec 2016	Corporate Management, Brand Management, Marketing, Food & Beverage, Strategic Management, Data Management, Change Management, Risk Management, Negotiation, Transportation & Logistics, Corporate Social Responsibility
2. Mrs. THANYANEE KRAIPISITKUL [1][2] Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: Business Administration	MANAGING DIRECTOR	22 Dec 2016	Corporate Management, Food & Beverage, Strategic Management, Data Management, Change Management, Risk Management, Brand Management, Marketing, Negotiation, Transportation & Logistics, Corporate Social Responsibility
3. Mr. Chayut Leehacharoenkul [1] Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Economics	Chief Financial Officer	18 Jan 2018	Economics, Finance & Securities, Food & Beverage, Information & Communication Technology, Statistics, Commerce, Leadership, Banking, Law, Strategic Management, Fund Management, Risk Management, Budgeting, Corporate Management, Audit, Data Analysis, Finance, Procurement, Accounting

4. Mr. THAKORN CHAISATHAPORN [1][2] Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration	Senior Executive Vice President Business Division II	12 Mar 1991	Marketing, Food & Beverage, Brand Management, Strategic Management
5. Mr. Wiroj Wachiradechkul Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President Business Division I	2 Jan 2019	Marketing, Transportation & Logistics, Food & Beverage, Economics, Leadership, Digital Marketing, Brand Management, IT Management, Data Analysis, Project Management, Human Resource Management, Law, Risk Management, Audit, Negotiation, Internal Control, Media & Publishing, Fashion, Information & Communication Technology

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Executive director and executive remuneration (7.4.2 – 7.4.3)

1. Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives : Yes

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	2,247,806.45	2,132,000.00	2,008,000.00

3. Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

1. Employees

Number of male employees (persons) : 1144

Number of female employees (persons) : 1611

Total (persons) : 2755

2. Employee Remuneration

Total employee remuneration : 882,076,246.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 2755

Number of employees contributing to the PVD (persons) : 440

Percentage of employees who are members (%) : 15.97

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Mr. Supachoke Bumrungpun	Supachoke.b@snp.co.th	+666-5510-5870

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Sukanya Rueakdee	sukanya.r@snp.co.th	+668-9926-5977

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Monphat Bhumirattanajarin	monnapat.ph@plgroup.co.th	

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Mr. athtapong santhai	athtapong.s@snp.co.th	

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Chayut Leehacharoenkul	ir@snp.co.th	+662-628-0408

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED		6,971,984.88	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

1. List of new directors appointed in the past year

1.1 Re-elected as director

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

1.2 Newly appointed director to replace ex-director

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

1.3 Additional and newly-appointed directors

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

2. Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NIWAT KANJANAPHOOMIN	Chairman of the board	/
Mr. THAKORN CHAISATHAPORN	Director	/
Mr. VIWAT KRAIPISITKUL	Director	/

Mrs. THANYANEE KRAIPISITKUL	Director	/
Mr. WICHIAN CHAISATHAPORN	Director	/
Mr. PIYAWAT KRAIPISITKUL	Director	/
Mr. YONGYOOT LUANGRATTANAMART	Director	/
Mr. VIRA JUNGJAROENSUK	Director	/
Mr. JIRASUK SUGANDHAJATI	Director	/

3. Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 4

Date of AGM Meeting : 22 Apr 2022

Number of EGM meetings : No

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. NIWAT KANJANAPHOOMIN	Chairman of the board	4/4	Attended the meeting	Did not hold the meeting
2. Mr. THAKORN CHAI SATHAPORN	Director	4/4	Attended the meeting	Did not hold the meeting
3. Mr. VIWAT KRAIPISITKUL	Director	4/4	Attended the meeting	Did not hold the meeting
4. Mrs. THANYANEE KRAIPISITKUL	Director	4/4	Attended the meeting	Did not hold the meeting
5. Mr. WICHIAN CHAI SATHAPORN	Director	4/4	Attended the meeting	Did not hold the meeting
6. Mr. PIYAWAT KRAIPISITKUL	Director	4/4	Attended the meeting	Did not hold the meeting
7. Mr. YONGYOOT LUANGRATTANAMART	Director	4/4	Attended the meeting	Did not hold the meeting
8. Mr. VIRA JUNGJAROENSUK	Director	4/4	Attended the meeting	Did not hold the meeting
9. Mr. JIRASUK SUGANDHAJATI	Director	4/4	Attended the meeting	Did not hold the meeting

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

List of directors	Position	Board meetings	AGM meetings	EGM meetings
No information				

3. Remuneration for company directors

3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. NIWAT KANJANAPHOOMIN	360,000.00	96,000.00	-	-	456,000.00
2. Mr. THAKORN CHAI SATHAPORN	-	-	-	-	-
3. Mr. VIWAT KRAIPISITKUL	-	-	-	-	-
4. Mrs. THANYANEE KRAIPISITKUL	-	-	-	-	-
5. Mr. WICHIAN CHAI SATHAPORN	-	-	-	-	-
6. Mr. PIYAWAT KRAIPISITKUL	-	-	-	-	-
7. Mr. YONGYOOT LUANGRATTANAMA RT	176,000.00	240,000.00	-	-	416,000.00
8. Mr. VIRA JUNGJAROENSUK	208,000.00	240,000.00	-	-	448,000.00
9. Mr. JIRASUK SUGANDHAJATI	208,000.00	240,000.00	-	-	448,000.00

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

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
No information					

4. Non-monetary remuneration for the board of directors

4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. NIWAT KANJANAPHOOMIN	-	-	-
2. Mr. THAKORN CHAISATHAPORN	-	-	-
3. Mr. VIWAT KRAIPISITKUL	-	-	-
4. Mrs. THANYANEE KRAIPISITKUL	-	-	-
5. Mr. WICHIAN CHAISATHAPORN	-	-	-
6. Mr. PIYAWAT KRAIPISITKUL	-	-	-
7. Mr. YONGYOOT LUANGRATTANAMART	-	-	-
8. Mr. VIRA JUNGJAROENSUK	-	-	-
9. Mr. JIRASUK SUGANDHAJATI	-	-	-

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

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

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

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

1. Audit committee meetings

Number of Audit committee meetings (times) : 4

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. YONGYOOT LUANGRATTANAMART	Chairman of the audit committee	4/4
2. Mr. VIRA JUNGJAROENSUK	Audit committee	4/4
3. Mr. JIRASUK SUGANDHAJATI	Audit committee	4/4

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

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	231,995.33	173,172.49	162,075.82
Short-Term Investments - Net	-	-	-
Trade And Other Receivables - Current - Net	1,193,202.17	1,030,650.34	1,126,255.07
Inventories - Net	419,288.50	418,379.91	412,073.64
Other Current Assets	2,218.28	2,635.97	2,069.27
Total Current Assets	1,846,704.28	1,624,838.71	1,702,473.80
Non-Current Assets			
Trade And Other Receivables - Non-Current - Net	-	-	-
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	-	-	137,091.40
Property, Plant And Equipment - Net	1,902,790.08	1,664,285.31	1,858,486.65
Other Non-Current Assets	28,391.25	30,425.54	60,336.12
Total Non-Current Assets	2,351,877.19	2,351,394.18	2,449,792.98
Total Assets	4,198,581.47	3,976,232.88	4,152,266.78

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	1,496,000.00	1,280,120.18	10,148.66
Trade And Other Payables - Current	987,926.85	967,500.55	876,686.41
Short-Term Borrowings	-	-	-
Current Portion Of Long-Term Debts	353,531.50	402,285.10	-
Other Current Liabilities	525.59	87.25	365.88
Total Current Liabilities	2,874,857.34	2,721,836.05	926,582.43
Non-Current Liabilities			
Trade And Other Payables - Non-Current	-	-	-
Non-Current Portion Of Long-Term Debts	780,889.12	596,504.01	-
Other Non-Current Liabilities	-	-	-
Total Non-Current Liabilities	938,500.28	793,969.73	135,002.73
Total Liabilities	3,813,357.62	3,515,805.78	1,061,585.16

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	360,000.00	360,000.00	480,000.00
Premium (Discount) On Share Capital	-	-	2,018,140.41
Retained Earnings (Deficits)	64,470.79	160,446.84	499,648.81
Other Components Of Equity	(296,905.56)	(299,439.16)	(160,132.32)
Equity Attributable To Owners Of The Parent	127,565.23	221,007.68	2,837,656.90
Total Equity	385,223.85	460,427.10	3,090,681.61

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	4,708,864.82	4,392,908.96	4,357,885.09
Total Revenue	4,748,964.57	4,435,668.27	4,519,824.13
Cost And Expenses			
Costs	3,514,847.63	3,263,923.59	3,209,059.06
Selling And Administrative Expenses	1,037,140.74	996,989.70	737,016.05
Total Cost And Expenses	4,551,988.37	4,260,913.29	3,946,075.11
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	-	-	(26,062.62)
Finance Costs	82,899.90	81,095.89	40,270.97
Income Tax Expense	30,259.04	19,479.37	85,778.69
Net Profit (Loss) For The Period	83,817.27	74,179.72	421,636.74
Net Profit (Loss) Attributable To : Owners Of The Parent	104,739.05	93,816.77	437,166.74
Basic Earnings (Loss) Per Share (Baht/Share)	0.15000	0.13000	0.53000
EBITDA	348,119.82	380,941.22	720,351.45
Operating Profit	156,876.46	131,995.67	411,809.97
Normalize Profit	83,817.27	74,179.72	292,902.15

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	151,143.62	206,186.24	172,665.05
Net Cash From (Used In) Operating Activities	143,560.53	498,252.13	457,106.93
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(289,257.75)	(70,807.33)	(88,911.77)
Net Cash From (Used In) Investing Activities	(309,575.01)	(65,923.14)	(119,505.86)
Net Cash From Financing Activities			
Dividend Paid	(182,056.50)	-	(95,970.47)
Net Cash From (Used In) Financing Activities	315,646.90	(494,268.87)	(366,025.97)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	0.64	0.60	1.84
Quick ratio (times)	0.50	0.44	1.39
Cash flow liquidity ratio (Average) (times)	0.05	0.18	0.25
Average account recievable turnover (times)	4.51	4.35	4.89
Average collection period (days)	80.88	84.00	74.70
Average finish goods turnover (times)	23.81	17.64	22.24
Average finish goods turnover period (days)	15.33	20.70	16.41
Average inventory turnover (times)	29.37	20.33	26.18
Average inventory turnover period (days)	12.43	17.95	13.94
Average account payable turnover (times)	5.95	4.98	5.41
Average payment period (days)	61.34	73.24	67.48
Average cash cycle (days)	34.87	31.45	23.63

Profitability

	2019	2020	2021
EBITDA margin (%)	7.59	8.59	16.51
Gross profit margin (%)	25.36	25.70	26.36
Operating margin (%)	3.33	3.00	9.45
Net profit margin (%)	1.76	1.67	9.33
Return on equity (ROE) (Average) (%)	27.90	17.50	23.70
Capacity utilization rate (%)	73.09	65.80	64.77
Fixed asset turnover ratio (times)	2.46	1.97	2.03
Gross profit margin (from project for sale) (%)	-	-	-
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	0.84	0.96	3.58
Cash from operation to operating profit (%)	91.51	377.48	111.00

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	4.35	4.70	18.53
Debt service coverage ratio (times)	0.19	0.22	46.95
Total debts to total equity (times)	9.90	5.35	0.01
Interest-bearing debt to equity ratio (times)	7.16	4.95	0.00
Dividend per shares (baht/share)	15.85	0.00	0.24
Dividend payout ratio (%)	68.07	0.00	54.64
Dividend yield (%)	-	-	0.02
Debt from financial institutions to total liabilities (times)	0.69	0.65	0.01
Interest bearing debt due in 1 year to total interest bearing debt (times)	68.42	70.74	55.42
Interest bearing debt to EBITDA ratio (times)	7.65	6.47	0.04

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	1.22	1.09	1.11
Return on asset (ROA) (Average) (%)	2.16	1.81	10.37
Return On Fixed Assets (%)	13.65	13.40	26.52