



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

LEO GLOBAL LOGISTICS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : LEO GLOBAL LOGISTICS PUBLIC COMPANY LIMITED

Symbol : LEO

Address : 251-251/1 Soi Pakdee, Rama III Road, Bangkorleam, Bangkorleam

Province : Bangkok

Postcode : 10120

Business : Providing end-to-end global logistics services, and
integrated logistics services

Registration Number : 0107560000125

Telephone : 0-2079-9888

Fax (if applicable) : 0-2079-9829

Website : www.leogloballogistics.com

Email : ir@leogloballogistics.com

Total Shares Sold (shares)

Common Stock : 320,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	1,044,014.34	1,126,267.50	3,365,432.30
Sea Freight Service (Thousand baht)	723,675.60	778,957.47	2,922,289.61
Air Freight Service (Thousand baht)	137,694.49	174,508.95	226,923.50
Integrated Logistics Services (Thousand baht)	149,513.93	137,986.10	185,385.31
Self Storage and Container Depot Services (Thousand baht)	33,130.32	34,814.97	30,833.88

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Sea Freight Service (%)	69.32	69.16	86.83
Air Freight Service (%)	13.19	15.49	6.74
Integrated Logistics Services (%)	14.32	12.25	5.51
Self Storage and Container Depot Services (%)	3.17	3.09	0.92

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	1,044,014.34	1,126,267.50	3,365,432.30
Domestic (Thousand baht)	1,044,014.34	1,126,267.50	3,365,432.30

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

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

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

Risk Management

Risk Management

Risk Factors (2.2)

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

Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: No
Changes in the industry in which the company operates	: No
Changes in behavior or needs of customers / consumers	: No
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	: Yes
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	: N/A
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: No

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

Risk to Securities Holder (2.2.2)

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

Investment risk	: N/A
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Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : No

Company website on sustainable development : -
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : No

Company website on sustainable
development – environmental aspect : -
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : No

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	N/A	389,274.00	369,432.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	N/A	4,613.00	3,558.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : No

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : No

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : No

Company website on human rights policy (if applicable) : -

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	75	77	86
Number of female employees (persons)	194	189	220
Total (persons)	269	266	306

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	117,510,000.00	118,340,000.00	161,490,000.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	29.32	22.30	25.27

1.4 Health, safety and work environment

Information on Safety : No

1.5 Employee retention

Information on employee retention : No

2. Information on community and society

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

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.leogloballogistics.com/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, 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

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	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	5	55.56

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. SANEE DANGWUNG Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	13 Feb 2015	Accounting, Marketing, Human Resource Management

2. Mr. KETTIVIT SITISOONTORNWONG Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re- elected as director	11 Oct 1991	Transportation & Logistics, Marketing
3. Mr. SURASIT ASAVASAKSERI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	1 Feb 2008	Transportation & Logistics, Marketing
4. Ms. SRIPRI EAKWICHIT Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	1 Feb 2008	Transportation & Logistics, Marketing
5. Mr. VIWAT LIMSAKDAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	13 Feb 2015	Finance, Marketing
6. Mr. WORAGAN XUTO Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	13 Feb 2015	Economics
7. Mr. TEERACHAI CHEMNASIRI Gender: Male Age: 76 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	13 Dec 2016	Human Resource Management, Corporate Management

8. Mr. PAIBOON SUMRANPUTI	Director	26 Jan 2017	Marketing
Gender: Male	(Non-executive,		
Age: 80 years old	Independent		
Highest level of education:	director)		
Master's degree			
Major: Public Administration	Director type: Re-		
Thai nationality: Yes	elected as director		
Residing in Thailand: Yes			
9. Mr. APICHART LEEISSARANUKUL	Director	13 Dec 2016	Finance, Engineering
Gender: Male	(Non-executive)		
Age: 59 years old			
Highest level of education:	Director type: Re-		
Honorary degree	elected as director		
Major: Engineering			
Thai nationality: Yes			
Residing in Thailand: Yes			

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 : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VIWAT LIMSAKDAKUL [1] Gender: Male Age: 66 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)	13 Feb 2015	Finance, Marketing
2. Mr. WORAGAN XUTO Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	13 Feb 2015	Economics
3. Mr. TEERACHAI CHEMNASIRI Gender: Male Age: 76 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	13 Dec 2016	Human Resource Management, Corporate Management

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

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

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. TEERACHAI CHEMNASIRI	Chairman
	Mr. WORAGAN XUTO	Member
	Mr. PAIBOON SUMRANPUTI	Member
Executive Committee	Mr. KETTIVIT SITTISOONTORNWONG	Chairman
	Mr. Vises Sittisoontornwong	Member
	Ms. SRIPRI EAKWICHIT	Member
	Mr. SURASIT ASAVASAKSERI	Member
	Mr. Manop Patjawit	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management : None

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. KETTIVIT SITTISOONTORNWONG Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	11 Oct 1991	Transportation & Logistics, Marketing
2. Mr. Viset Sittisoontornwong Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Operation Officer	1 Feb 2008	Transportation & Logistics
3. Mr. SURASIT ASAVASAKSERI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Operation Officer	1 Feb 2008	Transportation & Logistics, Marketing
4. Ms. SRIPRI EAKWICHIT Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Operation Officer	1 Feb 2008	Transportation & Logistics, Marketing

[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 : No

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	18,690,000.00	19,030,000.00	27,750,000.00

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) : 86

Number of female employees (persons) : 220

Total (persons) : 306

2. Employee Remuneration

Total employee remuneration : 161,490,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 306

Number of employees contributing to the PVD (persons) : 189

Percentage of employees who are members (%) : 61.76

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. Kookiat Phatarasotorn	kookiat@leogloballogistics. com	

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Manop Patjawit	manop@leogloballogistics.com	

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Ruetaichanoke Supapong	ruetaichanoke@dir.co.th	

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. Suchitda Phothikruprasert	suchitda@leogloballogistics.com	

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Kettivit Sittisoontornwong	ir@leogloballogistics.com	

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Ms. Vilaivan Pholprasert Email: vilaivan@kpmg.co.th Telephone: - 2. Ms. Nawarat Nitikeatipong Email: nawarat@kpmg.co.th Telephone: - 3. Mr. Banthit Tangpakorn Email: banthit@kpmg.co.th Telephone: - 4. Mr. Songchai Wongpiriyaporn Email: songchai@kpmg.co.th Telephone: -	1,640,000.00	Details: Reissuance of financial statement and review working paper for new Auditor Total service fee (baht): 75,000.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

1. List of new directors appointed in the past year

1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SANEE DANGWUNG Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 13 Feb 2015	Accounting, Marketing, Human Resource Management
2. Mr. KETTIVIT SITTISOONTORNWONG Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 11 Oct 1991	Transportation & Logistics, Marketing
3. Mr. SURASIT ASAVASAKSERI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Feb 2008	Transportation & Logistics, Marketing
4. Ms. SRIPRI EAKWICHIT Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Feb 2008	Transportation & Logistics, Marketing

5. Mr. VIWAT LIMSAKDAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	Date position was assumed: 13 Feb 2015	Finance, Marketing
6. Mr. WORAGAN XUTO Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	Date position was assumed: 13 Feb 2015	Economics
7. Mr. TEERACHAI CHEMNASIRI Gender: Male Age: 76 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	Date position was assumed: 13 Dec 2016	Human Resource Management, Corporate Management
8. Mr. PAIBOON SUMRANPUTI Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	Date position was assumed: 26 Jan 2017	Marketing
9. Mr. APICHART LEEISSARANUKUL Gender: Male Age: 59 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re- elected as director	Date position was assumed: 13 Dec 2016	Finance, Engineering

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. SANEE DANGWUNG	Chairman of the board	-
Mr. KETTIVIT SITTISOONTORNWONG	Vice Chairman	-
Mr. SURASIT ASAVASAKSERI	Director	-
Ms. SRIPRI EAKWICHIT	Director	-
Mr. VIWAT LIMSAKDAKUL	Director	-
Mr. WORAGAN XUTO	Director	-
Mr. TEERACHAI CHEMNASIRI	Director	-
Mr. PAIBOON SUMRANPUTI	Director	-
Mr. APICHART LEEISSARANUKUL	Director	-

3. Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 10

Date of AGM Meeting : 29 Apr 2021

Number of EGM meetings : No

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. SANEE DANGWUNG	Chairman of the board	10/10	Attended the meeting	Did not hold the meeting
2. Mr. KETTIVIT SITISOONTORNWONG	Vice Chairman	10/10	Attended the meeting	Did not hold the meeting
3. Mr. SURASIT ASAVASAKSERI	Director	10/10	Attended the meeting	Did not hold the meeting
4. Ms. SRIPRI EAKWICHIT	Director	10/10	Attended the meeting	Did not hold the meeting
5. Mr. VIWAT LIMSAKDAKUL	Director	9/10	Attended the meeting	Did not hold the meeting
6. Mr. WORAGAN XUTO	Director	9/10	Attended the meeting	Did not hold the meeting
7. Mr. TEERACHAI CHEMNASIRI	Director	10/10	Attended the meeting	Did not hold the meeting
8. Mr. PAIBOON SUMRANPUTI	Director	10/10	Attended the meeting	Did not hold the meeting
9. Mr. APICHART LEEISSARANUKUL	Director	8/10	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. SANEE DANGWUNG	-	720,000.00	74,666.66	-	794,666.66
2. Mr. KETTIVIT SITTISOONTORNWONG	-	-	-	-	-
3. Mr. SURASIT ASAVASAKSERI	-	-	-	-	-
4. Ms. SRIPRI EAKWICHIT	-	-	-	-	-
5. Mr. VIWAT LIMSAKDAKUL	-	480,000.00	74,666.66	-	554,666.66
6. Mr. WORAGAN XUTO	-	516,000.00	74,666.66	-	590,666.66
7. Mr. TEERACHAI CHEMNASIRI	-	540,000.00	74,666.66	-	614,666.66
8. Mr. PAIBOON SUMRANPUTI	-	336,000.00	74,666.66	-	410,666.66
9. Mr. APICHART LEEISSARANUKUL	-	272,000.00	74,666.66	-	346,666.66

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. SANEE DANGWUNG	-	-	-
2. Mr. KETTIVIT SITTISOONTORNWONG	-	-	-
3. Mr. SURASIT ASAVASAKSERI	-	-	-
4. Ms. SRIPRI EAKWICHIT	-	-	-
5. Mr. VIWAT LIMSAKDAKUL	-	-	-
6. Mr. WORAGAN XUTO	-	-	-
7. Mr. TEERACHAI CHEMNASIRI	-	-	-
8. Mr. PAIBOON SUMRANPUTI	-	-	-
9. Mr. APICHART LEEISSARANUKUL	-	-	-

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) : 5

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. VIWAT LIMSAKDAKUL	Chairman of the audit committee	5/5
2. Mr. WORAGAN XUTO	Audit committee	4/5
3. Mr. TEERACHAI CHEMNASIRI	Audit committee	5/5

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	89,732.44	37,835.67	99,386.11
Short-Term Investments - Net	0.00	380,309.36	40,005.94
Trade And Other Receivables - Current - Net	180,135.08	288,194.49	980,465.23
Inventories - Net	0.00	0.00	0.00
Other Current Assets	2,427.91	3,071.29	13,130.20
Total Current Assets	272,295.43	709,410.81	1,132,987.48
Non-Current Assets			
Trade And Other Receivables - Non-Current - Net	6,149.19	6,198.79	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	44,958.43	55,953.76	82,463.13
Property, Plant And Equipment - Net	46,633.82	97,842.88	193,419.26
Other Non-Current Assets	106,923.54	114,567.40	201,974.02
Total Non-Current Assets	204,664.98	274,562.83	477,856.41
Total Assets	476,960.41	983,973.64	1,610,843.89

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	2,957.95	1,382.48	141,640.72
Trade And Other Payables - Current	177,094.81	196,550.37	359,316.89
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	2,810.92	5,847.68	21,424.38
Other Current Liabilities	27,710.54	24,669.23	75,197.88
Total Current Liabilities	210,574.22	228,449.76	597,579.87
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	8,208.27	82,546.78	176,389.22
Other Non-Current Liabilities	48,027.61	46,016.47	46,845.17
Total Non-Current Liabilities	56,235.88	128,563.26	223,234.39
Total Liabilities	266,810.10	357,013.01	820,814.26

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	100,000.00	160,000.00	160,000.00
Premium (Discount) On Share Capital	28,875.00	361,424.20	361,424.20
Retained Earnings (Deficits)	68,397.77	84,042.50	239,140.02
Other Components Of Equity	(1,073.29)	9,101.79	11,206.23
Equity Attributable To Owners Of The Parent	196,199.48	614,568.49	771,770.45
Total Equity	210,150.31	626,960.63	790,029.63

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	1,044,014.34	1,126,267.50	3,365,432.30
Total Revenue	1,047,207.73	1,129,127.73	3,369,660.41
Cost And Expenses			
Costs	731,575.57	795,980.10	2,714,721.87
Selling And Administrative Expenses	275,858.90	270,515.43	431,461.43
Total Cost And Expenses	1,007,434.47	1,066,495.53	3,146,183.30
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	15,098.32	10,809.12	25,419.83
Finance Costs	559.62	3,953.66	4,958.22
Income Tax Expense	7,282.35	11,290.40	41,648.94
Net Profit (Loss) For The Period	47,029.61	57,771.14	199,659.13
Net Profit (Loss) Attributable To : Owners Of The Parent	45,877.77	56,875.66	198,806.63
Basic Earnings (Loss) Per Share (Baht/Share)	0.25809	0.26008	0.62127
EBITDA	62,236.98	86,609.34	264,294.73
Operating Profit	39,773.25	62,632.19	223,477.11
Normalize Profit	49,546.61	59,252.51	207,823.74

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	7,365.40	13,594.15	18,028.44
Net Cash From (Used In) Operating Activities	49,447.63	(27,153.30)	(301,936.66)
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(5,831.41)	(8,634.27)	(65,795.99)
Net Cash From (Used In) Investing Activities	975.71	(388,227.96)	279,604.86
Net Cash From Financing Activities			
Dividend Paid	(31,500.00)	(42,500.00)	(44,798.65)
Net Cash From (Used In) Financing Activities	(22,985.29)	363,136.36	84,439.11

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.29	3.11	2.37
Quick ratio (times)	1.28	3.09	1.87
Cash flow liquidity ratio (Average) (times)	0.21	(0.12)	(0.73)
Average account recievable turnover (times)	6.29	5.66	7.78
Average collection period (days)	58.07	64.51	46.92
Average finish goods turnover (times)	0.00	0.00	0.00
Average finish goods turnover period (days)	0.00	0.00	0.00
Average inventory turnover (times)	0.00	0.00	0.00
Average inventory turnover period (days)	0.00	0.00	0.00
Average account payable turnover (times)	4.51	5.26	13.28
Average payment period (days)	81.01	69.45	27.47
Average cash cycle (days)	(22.95)	(4.95)	19.44

Profitability

	2019	2020	2021
EBITDA margin (%)	0.00	0.00	0.00
Gross profit margin (%)	29.93	29.33	19.34
Operating margin (%)	3.77	5.43	6.44
Net profit margin (%)	4.49	5.12	5.93
Return on equity (ROE) (Average) (%)	24.64	13.80	28.18
Capacity utilization rate (%)	0.00	0.00	0.00
Fixed asset turnover ratio (times)	0.00	0.00	0.00
Gross profit margin (from project for sale) (%)	0.00	0.00	0.00
Operating margin before fuel expenses (%)	0.00	0.00	0.00
Other income to total income (%)	0.00	0.00	0.00
Cash from operation to operating profit (%)	143.18	130.77	113.46

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	98.05	18.47	49.67
Debt service coverage ratio (times)	0.00	0.00	0.00
Total debts to total equity (times)	1.27	0.57	1.04
Interest-bearing debt to equity ratio (times)	0.00	0.00	0.00
Dividend per shares (baht/share)	0.00	0.00	0.00
Dividend payout ratio (%)	66.98	73.57	22.44
Dividend yield (%)	0.00	0.00	0.00
Debt from financial institutions to total liabilities (times)	0.00	0.00	0.00
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.00	0.00	0.00
Interest bearing debt to EBITDA ratio (times)	0.00	0.00	0.00

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	2.19	1.55	2.60
Return on asset (ROA) (Average) (%)	9.82	7.91	15.39
Return On Fixed Assets (%)	121.52	170.89	149.48