



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

INDEX INTERNATIONAL GROUP 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	23
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 : INDEX INTERNATIONAL GROUP PUBLIC COMPANY LIMITED

Symbol : IND

Address : 1/814 Moo 17, Soi Amphon, Phaholyothin Rd., Khukot, Lamlukka

Province : Pathum Thani

Postcode : 12130

Business : Providing engineering consultation services, including surveying and feasibility studies, conceptual & detailed design, project management & construction supervision, and design-build.

Registration Number : 0107563000096

Telephone : 0-2532-3623

Fax (if applicable) : 0-2532-3566

Website : www.index.co.th

Email : admin@index.co.th

Total Shares Sold (shares)

Common Stock : 350,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	773,633.71	576,809.28	473,736.51
Engineering Consultation Services (Thousand baht)	770,994.58	573,352.79	468,191.92

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Engineering Consultation Services (%)	99.66	99.40	98.83

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	773,633.71	576,809.28	473,736.51
Domestic (Thousand baht)	773,633.71	576,809.28	473,736.51

	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	0.00	0.00	0.00

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	: Yes
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	: Yes
Shortage of raw materials or productive resources	: No
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	: Yes
Business operations that have no commercial results	: No
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	: Yes
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 : No

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 : 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 : Yes

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 : Yes

	2019	2020	2021
Fuel oil (liters)	19,470.00	19,676.00	15,836.00

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	179,040.00	164,333.00	159,196.71

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	1,218.00	1,316.00	1,225.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	28,250.00	28,750.00	28,875.00
Total (kg)	28,250.00	28,750.00	28,875.00

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 : 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)	113	75	75
Number of female employees (persons)	82	69	64
Total (persons)	195	144	139

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	78,760,000.00	58,999,792.00	55,075,482.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	7.80	6.70	5.90
Employee development and training expenses (baht)	1,452,090.32	472,469.00	50,862.50

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	0.00	0.00	0.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	83.00	85.00	88.00

2. Information on community and society

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

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Company website on corporate governance policy : http://investor.index.co.th/th/publication/corporate_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	6	66.67
Number of female directors	3	33.33
Number of executive directors	5	55.56
Number of non-executive directors	4	44.44
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. WUTTINUN LEELAYUDTH Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	12 Sep 2017	Strategic Management, Corporate Management, Audit, Change Management, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Leadership, Economics, Risk Management, Data Analysis

2. Mr. CHAINARONG NA LAMPHUN Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	6 Oct 1983	Strategic Management, Risk Management, Project Management, Engineering, Budgeting, Audit, Design, Data Analysis, Negotiation, Finance, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Corporate Management, Statistics, Procurement, Marketing, Change Management, Human Resource Management, IT Management
3. Mr. SUCHART KADJINAKUL Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	15 Mar 2007	Engineering, Risk Management, Data Management, Project Management, Budgeting, Data Analysis, Construction Materials
4. Ms. NANNAPAT KONGROD Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Liberal Arts in General Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	2 Dec 2010	Corporate Management, Finance, Budgeting, Accounting, Audit, Data Management, Data Analysis, Negotiation, Banking
5. Mrs. PORN LAPAS NA LAMPHUN Gender: Female Age: 40 years old Highest level of education: Doctoral degree Major: International Business Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Feb 2015	Corporate Management, Human Resource Management, IT Management, Finance, Fund Management, Property Development, Property Fund & REITs, Data Management, Change Management, Audit, Data Analysis, Economics, Statistics

6. Mr. VUTHICHA PHANCHET	Director (Executive)	24 Feb 2015	Engineering, Corporate Management, Risk Management, Strategic Management, IT Management, Project Management, Audit, Data Analysis, Transportation & Logistics, Governance/ Compliance, Information & Communication Technology
Gender: Male			
Age: 65 years old			
Highest level of education:	Director type:		
Doctoral degree	Original director		
Major: Engineering			
Thai nationality: Yes			
Residing in Thailand: Yes			
7. Mr. CHOTCHAI CHAROENNGAM	Director (Non-executive, Independent director)	12 Sep 2017	Engineering, Information & Communication Technology, Risk Management, Data Management, Change Management, Audit, Transportation & Logistics, Internal Control, Sustainability, Data Analysis, Statistics, Energy & Utilities
Gender: Male			
Age: 59 years old			
Highest level of education:	Director type:		
Doctoral degree	Original director		
Major: Engineering			
Thai nationality: Yes			
Residing in Thailand: Yes			
8. Mr. PRASERT TAPANEEYANGKUL	Director (Non-executive, Independent director)	12 Sep 2017	Engineering, Audit, Law, Strategic Management, Change Management, Risk Management, Internal Control, Governance/ Compliance, Energy & Utilities, Data Analysis, Negotiation, Sustainability
Gender: Male			
Age: 70 years old			
Highest level of education:	Director type:		
Doctoral degree	Original director		
Major: Engineering			
Thai nationality: Yes			
Residing in Thailand: Yes			
9. Mrs. NIPA MARKPRADIT	Director (Non-executive, Independent director)	12 Sep 2017	Law, Accounting, Corporate Management, Audit, Internal Control, Finance, Data Management, Data Analysis, Corporate Social Responsibility, Economics
Gender: Female			
Age: 58 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Business Administration			
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. PRASERT TAPANEYANGKUL Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	12 Sep 2017	Engineering, Audit, Law, Strategic Management, Change Management, Risk Management, Internal Control, Governance/ Compliance, Energy & Utilities, Data Analysis, Negotiation, Sustainability
2. Mr. CHOTCHAI CHAROENNGAM Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	12 Sep 2017	Engineering, Information & Communication Technology, Risk Management, Data Management, Change Management, Audit, Transportation & Logistics, Internal Control, Sustainability, Data Analysis, Statistics, Energy & Utilities
3. Mrs. NIPA MARKPRADIT [1] Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	12 Sep 2017	Law, Accounting, Corporate Management, Audit, Internal Control, Finance, Data Management, Data Analysis, Corporate Social Responsibility, Economics

[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. CHAINARONG NA LAMPHUN	Chairman
	Mr. SUCHART KADJINAKUL	Member
	Mrs. PORNLAPAS NA LAMPHUN	Member
	Ms. NANNAPAT KONGROD	Member
	Mr. VUTHICHA PHANCHET	Member
	Mr. Rathawit Na Lamphun	Member
Risk Management Committee	Mr. CHOTCHAI CHAROENNGAM	Chairman
	Mr. CHAINARONG NA LAMPHUN	Member
	Mr. SUCHART KADJINAKUL	Member
	Mr. VUTHICHA PHANCHET	Member
	Mr. Rapheepat Palawong	Member
Nomination and Remuneration Committee	Mrs. NIPA MARKPRADIT	Chairman
	Mr. PRASERT TAPANEYANGKUL	Member
	Mr. CHAINARONG NA LAMPHUN	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. CHAINARONG NA LAMPHUN Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering	Chief Executive Officer	1 Aug 1983	Strategic Management, Risk Management, Project Management, Engineering, Budgeting, Audit, Design, Data Analysis, Negotiation, Finance, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Corporate Management, Statistics, Procurement, Marketing, Change Management, Human Resource Management, IT Management
2. Mr. SUCHART KADJINAKUL Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering	Deputy Chief Executive Officer (Operation)	10 Sep 2001	Engineering, Risk Management, Data Management, Project Management, Budgeting, Data Analysis, Construction Materials
3. Mrs. PORN LAPAS NA LAMPHUN Gender: Female Age: 40 years old Highest level of education: Doctoral degree Major: International Business	Deputy Chief Executive Officer (Management)	15 Jun 2007	Corporate Management, Human Resource Management, IT Management, Finance, Fund Management, Property Development, Property Fund & REITs, Data Management, Change Management, Audit, Data Analysis, Economics, Statistics

4. Mr. VUTHICHA PHANCHET Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering	Assistant Chief Executive Officer (Special Project)	1 May 2013	Engineering, Corporate Management, Risk Management, Strategic Management, IT Management, Project Management, Audit, Data Analysis, Transportation & Logistics, Governance/ Compliance, Information & Communication Technology
5. Ms. NANNAPAT KONGROD [1] Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Liberal Arts in General Management	Assistant Chief Executive Officer (Accounting and Finance)	15 Oct 1997	Corporate Management, Finance, Budgeting, Accounting, Audit, Data Management, Data Analysis, Negotiation, Banking
6. Mr. Rathawit Na Lamphun Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Business Administration	Assistant Chief Executive Officer (Administrative Division)	15 Aug 2012	Corporate Management, Strategic Management, Human Resource Management, IT Management, Data Management, Data Analysis, Marketing, Corporate Social Responsibility, Governance/ Compliance, Sustainability
7. Ms. Rattana Chaowatana [2] Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration (Accounting)	Accounting Manager	16 Dec 2005	Accounting, Data Management, Budgeting

[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)	18,260,000.00	15,757,351.20	26,138,257.00

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) : 75

Number of female employees (persons) : 64

Total (persons) : 139

2. Employee Remuneration

Total employee remuneration : 55,075,482.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 139

Number of employees contributing to the PVD (persons) : 90

Percentage of employees who are members (%) : 64.75

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Ms. Rattana Chaowatana	rattana@index.co.th	025323623 ต่อ 509

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Rathawit Na Lamphun	rathawit@index.co.th	025323623 ต่อ 401

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Piyamas Ruengsangrob	piyamas@honoraudit.com	026520898

1.4 Head of compliance unit

Head of compliance unit : No

General information	Email	Telephone
No information		

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Surin Sony	ir@index.co.th	025323623 ต่อ 404

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Mr. Supachai Phanyawattano Email: supachai.phanyawattano@th.ey.com Telephone: 02-264-9090 ต่อ 77018 2. Mr. Nattawut Santipet Email: natthawut.santipet@th.ey.com Telephone: 02-264-9090 ต่อ 77040 3. Ms. Krongkaew Limkittikul Email: Krongkaew.Limkittikul@th.ey.com Telephone: 02-264-9090 ต่อ 77047	1,900,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

1. List of new directors appointed in the past year

1.1 Re-elected as director

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

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
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. WUTTINUN LEELAYUDTH	Chairman of the board	/
Mr. CHAINARONG NA LAMPHUN	Director	/
Mr. SUCHART KADJINAKUL	Director	/
Ms. NANNAPAT KONGROD	Director	/
Mrs. PORNLAPAS NA LAMPHUN	Director	/
Mr. VUTHICHA PHANCHET	Director	/
Mr. CHOTCHAI CHAROENNGAM	Director	/
Mr. PRASERT TAPANEYANGKUL	Director	/
Mrs. NIPA MARKPRADIT	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 : 8

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. WUTTINUN LEELAYUDTH	Chairman of the board	8/8	Attended the meeting	Did not hold the meeting
2. Mr. CHAINARONG NA LAMPHUN	Director	8/8	Attended the meeting	Did not hold the meeting
3. Mr. SUCHART KADJINAKUL	Director	8/8	Attended the meeting	Did not hold the meeting
4. Ms. NANNAPAT KONGROD	Director	8/8	Attended the meeting	Did not hold the meeting
5. Mrs. PORNLAPAS NA LAMPHUN	Director	8/8	Attended the meeting	Did not hold the meeting
6. Mr. VUTHICHAJ PHANCHET	Director	8/8	Attended the meeting	Did not hold the meeting
7. Mr. CHOTCHAI CHAROENNGAM	Director	8/8	Attended the meeting	Did not hold the meeting
8. Mr. PRASERT TAPANEYANGKUL	Director	8/8	Attended the meeting	Did not hold the meeting
9. Mrs. NIPA MARKPRADIT	Director	7/8	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. WUTTINUN LEELAYUDTH	160,000.00	-	-	-	160,000.00
2. Mr. CHAINARONG NA LAMPHUN	182,000.00	-	-	-	182,000.00
3. Mr. SUCHART KADJINAKUL	168,000.00	-	-	-	168,000.00
4. Ms. NANNAPAT KONGROD	112,000.00	-	-	-	112,000.00
5. Mrs. PORNLAPAS NA LAMPHUN	112,000.00	-	-	-	112,000.00
6. Mr. VUTHICHA PHANCHET	168,000.00	-	-	-	168,000.00
7. Mr. CHOTCHAI CHAROENNGAM	250,000.00	-	-	-	250,000.00
8. Mr. PRASERT TAPANEYANGKUL	211,000.00	-	-	-	211,000.00
9. Mrs. NIPA MARKPRADIT	185,000.00	-	-	-	185,000.00

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. WUTTINUN LEELAYUDTH	-	-	-
2. Mr. CHAINARONG NA LAMPHUN	-	-	-
3. Mr. SUCHART KADJINAKUL	-	-	-
4. Ms. NANNAPAT KONGROD	-	-	-
5. Mrs. PORNLAPAS NA LAMPHUN	-	-	-
6. Mr. VUTHICHA PHANCHET	-	-	-
7. Mr. CHOTCHAI CHAROENNGAM	-	-	-
8. Mr. PRASERT TAPANEYANGKUL	-	-	-
9. Mrs. NIPA MARKPRADIT	-	-	-

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. PRASERT TAPANEYANGKUL	Chairman of the audit committee	5/5
2. Mr. CHOTCHAI CHAROENNGAM	Audit committee	5/5
3. Mrs. NIPA MARKPRADIT	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	71,212.29	238,842.99	157,769.57
Short-Term Investments – Net	706.82	947.07	15,057.54
Trade And Other Receivables – Current – Net	197,318.44	190,548.08	148,594.48
Inventories – Net	0.00	0.00	0.00
Other Current Assets	220,164.81	195,636.89	218,479.89
Total Current Assets	489,402.36	625,975.03	539,901.48
Non-Current Assets			
Trade And Other Receivables – Non-Current – Net	0.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method – Net	0.00	0.00	0.00
Property, Plant And Equipment – Net	26,705.77	15,483.70	13,855.87
Other Non-Current Assets	70,485.64	83,625.61	117,812.86
Total Non-Current Assets	97,191.41	99,109.31	131,668.73
Total Assets	586,593.77	725,084.34	671,570.21

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	0.00
Trade And Other Payables - Current	308,893.81	281,827.36	231,303.25
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	3,675.22	4,030.78	1,397.65
Other Current Liabilities	47,697.81	44,992.38	35,503.12
Total Current Liabilities	360,266.84	330,850.52	268,204.02
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	6,513.50	3,785.66	2,990.45
Other Non-Current Liabilities	29,080.07	30,187.99	21,390.08
Total Non-Current Liabilities	35,593.57	33,973.65	24,380.53
Total Liabilities	395,860.41	364,824.17	292,584.55

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	50,000.00	175,000.00	175,000.00
Premium (Discount) On Share Capital	22,722.34	73,015.55	73,015.55
Retained Earnings (Deficits)	68,009.16	62,242.76	80,968.25
Other Components Of Equity	50,001.86	50,001.86	50,001.86
Equity Attributable To Owners Of The Parent	190,733.36	360,260.17	378,985.66
Total Equity	190,733.36	360,260.17	378,985.66

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	773,633.71	576,809.28	473,736.51
Total Revenue	773,633.71	576,809.28	473,736.51
Cost And Expenses			
Costs	633,265.67	468,195.20	374,925.33
Selling And Administrative Expenses	99,021.20	85,341.53	79,639.09
Total Cost And Expenses	732,286.87	553,536.73	454,564.42
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
Finance Costs	1,607.84	1,318.24	650.21
Income Tax Expense	8,115.87	4,172.68	4,264.27
Net Profit (Loss) For The Period	31,623.13	17,781.64	14,257.61
Net Profit (Loss) Attributable To : Owners Of The Parent	31,623.13	17,781.64	14,257.61
Basic Earnings (Loss) Per Share (Baht/Share)	0.31623	0.08412	0.04074
EBITDA	0.00	0.00	0.00
Operating Profit	41,346.84	23,272.55	19,172.09
Normalize Profit	31,623.13	17,781.64	14,257.61

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	8,724.81	8,402.90	6,580.25
Net Cash From (Used In) Operating Activities	24,221.91	34,844.02	(22,974.94)
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(2,353.54)	(773.18)	(990.87)
Net Cash From (Used In) Investing Activities	3,685.89	(7,561.98)	(53,365.16)
Net Cash From Financing Activities			
Dividend Paid	0.00	(30,000.00)	0.00
Net Cash From (Used In) Financing Activities	(2,628.74)	140,348.66	(4,733.33)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.36	1.89	2.01
Quick ratio (times)	0.75	1.30	1.03
Cash flow liquidity ratio (Average) (times)	0.06	0.10	(0.08)
Average account recievable turnover (times)	7.20	5.54	4.93
Average collection period (days)	50.01	64.94	73.08
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)	7.27	5.08	6.28
Average payment period (days)	49.52	70.84	57.29
Average cash cycle (days)	4.49	(5.89)	15.79

Profitability

	2019	2020	2021
EBITDA margin (%)	0.00	0.00	0.00
Gross profit margin (%)	17.86	18.34	19.92
Operating margin (%)	5.36	4.06	4.09
Net profit margin (%)	4.09	3.08	3.01
Return on equity (ROE) (Average) (%)	18.07	6.45	3.86
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 (%)	0.34	0.60	1.17
Cash from operation to operating profit (%)	58.58	141.87	(119.84)

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	0.00	0.00	0.00
Debt service coverage ratio (times)	0.00	0.00	0.00
Total debts to total equity (times)	2.08	1.01	0.77
Interest-bearing debt to equity ratio (times)	0.05	0.02	0.01
Dividend per shares (baht/share)	0.00	0.00	0.00
Dividend payout ratio (%)	94.87	0.00	0.00
Dividend yield (%)	0.00	0.00	0.00
Debt from financial institutions to total liabilities (times)	0.00	0.00	0.00
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.00	0.00	0.00
Interest bearing debt to EBITDA ratio (times)	0.00	0.00	0.00

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	1.21	0.88	0.68
Return on asset (ROA) (Average) (%)	4.95	2.71	2.04
Return On Fixed Assets (%)	132.80	69.98	71.11