



# **Annual Registration Statement / Annual Report**

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

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

**THE ONE ENTERPRISE PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2021



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
<b>Corporate Governance</b>	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	24
<b>Financial Statement</b>	
Statement of Financial Position	32
Statement of Comprehensive Income	35
Statement of Cash Flow	36
Financial Ratios	37

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : THE ONE ENTERPRISE PUBLIC COMPANY LIMITED

Symbol : ONEE

Address : Gmm Grammy Place Bldg. Sukhumvit 21 (Asok) Rd., Khlong Toei  
Nuea, Vadhana

Province : Bangkok

Postcode : 10110

Business : A holding company which engages in media and entertainment  
business and is vertically integrated from being content  
creator to owning offline and online distribution channels.

Registration Number : 0107564000146

Telephone : 0-2669-9697

Fax (if applicable) : -

Website : [www.theoneenterprise.com](http://www.theoneenterprise.com)

Email : [info@onee.one](mailto:info@onee.one)

#### Total Shares Sold (shares)

Common Stock : 2,381,250,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2019	2020	2021
<b>Total (Thousand baht)</b>	2,775,358.34	3,216,117.47	5,438,121.10
Revenue from advertising, promotion and lease of television station (Thousand baht)	2,032,912.71	2,115,348.68	2,995,519.25
Revenue from copyrights management (Thousand baht)	498,291.84	642,933.78	1,244,186.05
Revenue from radio production (Thousand baht)	0.00	32,603.94	188,582.32
Revenue from production and service (Thousand baht)	57,268.08	235,073.04	316,839.00
Revenue from event business (Thousand baht)	0.00	0.00	37,384.76
Revenue from other related business (Thousand baht)	103,682.06	100,815.64	564,277.32
Other revenue (Thousand baht)	80,870.85	88,323.89	89,028.15
Interest Income (Thousand baht)	2,332.80	1,018.50	2,304.25

  

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Revenue from advertising, promotion and lease of television station (%)	73.25	65.77	55.08
Revenue from copyrights management (%)	17.95	19.99	22.88
Revenue from radio production (%)	0.00	1.01	3.47
Revenue from production and service (%)	2.06	7.31	5.83
Revenue from event business (%)	0.00	0.00	0.69
Revenue from other related business (%)	3.74	3.13	10.38
Other revenue (%)	2.91	2.75	1.64
Interest Income (%)	0.08	0.03	0.04

**By Geographical Area or Market**

	2019	2020	2021
<b>Total (Thousand baht)</b>	2,775,358.34	3,216,117.47	5,438,121.10
Domestic (Thousand baht)	2,416,661.69	2,854,046.00	4,552,086.90

  

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Domestic (%)	87.08	88.74	83.71

**Information on Products and Services (1.2.2)**

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

Research and Development (R&D) Policy : Yes

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

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: Yes
Changes in the industry in which the company operates	: Yes
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: Yes
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: Yes
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	: Yes
Damage to company image and reputation	: Yes

### Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: No
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	: Yes
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	: No
Impact from population structure	: Yes
Impact on human rights	: Yes
Corruption	: No

#### **Compliance Risk**

Change in laws and regulations	: Yes
Outdated laws and regulations	: Yes
Violations of laws and regulations	: Yes
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 : Yes

Company website on sustainable development : <https://investor.theoneenterprise.com/th/governance/sustainability-policy>  
(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 : No

###### 1.2 Electricity consumption

Information on electricity consumption : No

##### 2. Water management

###### 2.1 Water consumption

Information on water consumption : No

### **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 : Yes

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)	304	505	583
Number of female employees (persons)	309	511	613
<b>Total (persons)</b>	<b>613</b>	<b>1,016</b>	<b>1,196</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	532,245,000.00	725,220,000.00	1,228,157,000.00

##### 1.3 Employee development and training

Information on employee development and training : No

##### 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 community and society : Community environment development; Education; Community engagement; Community economy, employment, and occupation; Quality of life, health, and sport; 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 : <https://investor.theoneenterprise.com/storage/document/cg/onee-corporate-governance-th.pdf>

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

##### 1. Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, 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	15	100.00
Number of male directors	9	60.00
Number of female directors	6	40.00
Number of executive directors	3	20.00
Number of non-executive directors	12	80.00
Number of independent directors	5	33.33

#### 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. PAIBOON DAMRONGCHAITHAM Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	3 May 2021	Media & Publishing, Strategic Management, Corporate Management, Marketing, Governance/ Compliance, Information & Communication Technology, Negotiation, Leadership, Risk Management, Finance & Securities

2. Mr. PRADIT THEEKAKUL Gender: Male Age: 63 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)  Director type: Original director	3 May 2021	Media & Publishing, Strategic Management, Corporate Management, Law, Governance/ Compliance, Risk Management, Leadership, Negotiation
3. Mrs. SAUWANEE THAIRUNGROJ Gender: Female Age: 64 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	3 May 2021	Accounting, Finance, Strategic Management, Corporate Management, Governance/ Compliance, Risk Management, Audit, Internal Control, Economics
4. Ms. SUVABHA CHAROENYING Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	3 May 2021	Media & Publishing, Finance, Accounting, Strategic Management, Corporate Management, Marketing, Governance/ Compliance, Risk Management, Audit, Internal Control, Finance & Securities
5. Mr. SOMBOON KITIYANSUB Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	3 May 2021	Corporate Management, Law, Governance/ Compliance, Risk Management, Audit
6. Ms. SOMRUEDEE SRICHANYA Gender: Female Age: 64 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	3 May 2021	Strategic Management, Corporate Management, Marketing, Governance/ Compliance
7. Mrs. DUANGMANEE SUKHUM Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	3 May 2021	Strategic Management, Corporate Management, Governance/ Compliance, Architecture

8. Ms. PORAMAPORN PRASARTTONG-OSOTH	Director (Non-executive)	3 May 2021	Strategic Management, Corporate Management, Finance & Securities, Governance/ Compliance, Risk Management, Health Care Services, Negotiation
Gender: Female			
Age: 53 years old	Director type:		
Highest level of education:	Original director		
Master's degree			
Major: Surgical Science			
Thai nationality: Yes			
Residing in Thailand: Yes			
9. Mr. PIYA SOSOTHIKUL	Director (Non-executive)	3 May 2021	Media & Publishing, Accounting, Finance, Strategic Management, Corporate Management, Marketing, Finance & Securities, Governance/ Compliance, Information & Communication Technology, Risk Management
Gender: Male			
Age: 51 years old	Director type:		
Highest level of education:	Original director		
Master's degree			
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			
10. Mr. TANUPOL VIRUNHAGARUN	Director (Non-executive)	3 May 2021	Strategic Management, Corporate Management, Governance/ Compliance, Health Care Services
Gender: Male			
Age: 39 years old	Director type:		
Highest level of education:	Original director		
Bachelor's degree			
Major: Medicine			
Thai nationality: Yes			
Residing in Thailand: Yes			
11. Ms. THANAN BUNJONGDEE	Director (Non-executive)	3 May 2021	Accounting, Finance, Corporate Management, Governance/ Compliance
Gender: Female			
Age: 50 years old	Director type:		
Highest level of education:	Original director		
Master's degree			
Major: Management			
Thai nationality: Yes			
Residing in Thailand: Yes			
12. Mr. FAHMAI DAMRONGCHAITHAM	Director (Non-executive)	3 May 2021	Media & Publishing, Strategic Management, Corporate Management, Marketing, Governance/ Compliance, Information & Communication Technology
Gender: Male			
Age: 36 years old	Director type:		
Highest level of education:	Original director		
Bachelor's degree			
Major: Communication Arts			
Thai nationality: Yes			
Residing in Thailand: Yes			

13. Mr. TAKONKIET VIRAVAN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Broadcasting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	3 May 2021	Media & Publishing, Strategic Management, Corporate Management, Marketing, Governance/ Compliance, Information & Communication Technology, Negotiation, Leadership, Project Management, Budgeting
14. Mr. UNNOP SENASUTTIPAN Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	3 May 2021	Media & Publishing, Accounting, Finance, Strategic Management, Corporate Management, Finance & Securities, Governance/ Compliance, IT Management, Risk Management
15. Mr. RAFAH DAMRONGCHAITHAM Gender: Male Age: 35 years old Highest level of education: Bachelor's degree Major: Communication Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	3 May 2021	Media & Publishing, Information & Communication Technology, Leadership, Negotiation, Brand Management, Marketing, Digital Marketing, Strategic Management, Corporate Management, Data Analysis

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

General information	Position	Tenure	Replacement Director
1. Ms. Potchana Suksamanwong Gender: Female Age: 61 years old Highest level of education: Master's degree Major: sales and marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	Date position was assumed: 22 Jan 2020  Date directorship ended: 23 Feb 2021	Ms. SOMRUEDEE SRICHANYA Date position was assumed: 24 Feb 2021

### 3. Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### 1. Audit Committee

##### 1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. SAUWANEE THAIRUNGROJ Gender: Female Age: 64 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	3 May 2021	Accounting, Finance, Strategic Management, Corporate Management, Governance/ Compliance, Risk Management, Audit, Internal Control, Economics
2. Ms. SUVABHA CHAROENYING [1] Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	3 May 2021	Media & Publishing, Finance, Accounting, Strategic Management, Corporate Management, Marketing, Governance/ Compliance, Risk Management, Audit, Internal Control, Finance & Securities
3. Mr. SOMBOON KITIYANSUB Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	3 May 2021	Corporate Management, Law, Governance/ Compliance, Risk Management, Audit

[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	Ms. SUVABHA CHAROENYING	Chairman
	Mr. SOMBOON KITIYANSUB	Member
	Ms. SOMRUEDEE SRICHANYA	Member
	Mrs. DUANGMANEE SUKHUM	Member
Audit Committee	Mrs. SAUWANEE THAIRUNGROJ	Chairman
	Mr. SOMBOON KITIYANSUB	Member
	Ms. SUVABHA CHAROENYING	Member
Executive Committee	Mr. TAKONKIET VIRAVAN	Chairman
	Mr. PRADIT THEEKAKUL	Member
	Ms. THANAN BUNJONGDEE	Member
	Mr. FAHMAI DAMRONGCHAITHAM	Member
	Mr. UNNOP SENASUTTIPAN	Member
	Mr. RAFAH DAMRONGCHAITHAM	Member
	Mr. Nipon Pewnen	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Audit Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : Audit Committee

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. TAKONKIET VIRAVAN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Broadcasting	Group Chief Executive Officer	1 Mar 2021	Media & Publishing, Strategic Management, Corporate Management, Marketing, Governance/ Compliance, Information & Communication Technology, Negotiation, Leadership, Project Management, Budgeting
2. Mr. RAFAH DAMRONGCHAITHAM Gender: Male Age: 35 years old Highest level of education: Bachelor's degree Major: Communication	Group Chief Marketing Officer	1 Mar 2021	Media & Publishing, Information & Communication Technology, Leadership, Negotiation, Brand Management, Marketing, Digital Marketing, Strategic Management, Corporate Management, Data Analysis
3. Mr. UNNOP SENASUTTIPAN [1] Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance	Group Chief Financial Officer	1 Mar 2021	Media & Publishing, Accounting, Finance, Strategic Management, Corporate Management, Finance & Securities, Governance/ Compliance, IT Management, Risk Management
4. Mr. Nipon Pewnen Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Communication Arts	Chief Production officer – TV Drama	8 Oct 2019	Media & Publishing, Marketing, Information & Communication Technology
5. Mrs. Somsri Preutthipan Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Management	Chief Corporate Officer	1 Jan 2022	Corporate Management, Human Resource Management, IT Management, Negotiation, Procurement, Media & Publishing

6. Ms. Suthasinee Busrapan	Chief Production	8 Oct 2019	Media & Publishing,
Gender: Female	Officer - Variety		Information &
Age: 50 years old			Communication Technology,
Highest level of education: Bachelor's degree			Marketing
Major: Interdisciplinary			

[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)	0.00	0.00	100,213,684.00

### 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)	: 583
Number of female employees (persons)	: 613
Total (persons)	: 1196

#### 2. Employee Remuneration

Total employee remuneration	: 1,228,156,826.36
-----------------------------	--------------------

#### 3. Provident fund

Information on employee provident fund	: Yes
Total number of employees (persons)	: 1196
Number of employees contributing to the PVD (persons)	: 856
Percentage of employees who are members (%)	: 71.57

## 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. Napa Thongeim	napa.thon@onee.one	

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Ms. Sathilada Yothawong	sathilada.yot@onee.one	026699753

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Thanasak Nillawat	thanasak.nil@onee.one	

#### 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. Sivil Anantakul	sivil.ana@onee.one	026699697

#### 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. Termphong Opanaphan Email: termphong.opanaphan@th.ey.com Telephone: 022649090	4,952,500.00	Details: The audit fee for the proforma financial statements Total service fee (baht): 3,150,000.00

# 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. PAIBOON DAMRONGCHAITHAM	Chairman of the board	–
Mr. PRADIT THEEKAKUL	Vice Chairman	–
Mrs. SAUWANEE THAIRUNGROJ	Director	–



Ms. SUVABHA CHAROENYING	Director	/
Mr. SOMBOON KITIYANSUB	Director	/
Ms. SOMRUEDEE SRICHANYA	Director	/
Mrs. DUANGMANEE SUKHUM	Director	/
Ms. PORAMAPORN PRASARTTONG-OSOTH	Director	-
Mr. PIYA SOSOTHIKUL	Director	-
Mr. TANUPOL VIRUNHAGARUN	Director	-
Ms. THANAN BUNJONGDEE	Director	-
Mr. FAHMAI DAMRONGCHAITHAM	Director	/
Mr. TAKONKIET VIRAVAN	Director	/
Mr. UNNOP SENASUTTIPAN	Director	/
Mr. RAFAH DAMRONGCHAITHAM	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	: 9
Date of AGM Meeting	: 21 Apr 2021
Number of EGM meetings	: 1

### 2. Attendance of each director

#### 2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. PAIBOON DAMRONGCHAITHAM	Chairman of the board	9/9	Attended the meeting	1/1
2. Mr. PRADIT THEEKAKUL	Vice Chairman	9/9	Attended the meeting	1/1
3. Mrs. SAUWANEE THAIRUNGROJ	Director	9/9	Attended the meeting	1/1
4. Ms. SUVABHA CHAROENYING	Director	9/9	Attended the meeting	1/1
5. Mr. SOMBOON KITIYANSUB	Director	9/9	Attended the meeting	1/1
6. Ms. SOMRUEDEE SRICHANYA	Director	8/8	Attended the meeting	1/1
7. Mrs. DUANGMANEE SUKHUM	Director	9/9	Attended the meeting	1/1
8. Ms. PORAMAPORN PRASARTTONG-OSOTH	Director	9/9	Attended the meeting	1/1
9. Mr. PIYA SOSOTHIKUL	Director	9/9	Attended the meeting	1/1
10. Mr. TANUPOL VIRUNHAGARUN	Director	9/9	Attended the meeting	1/1

11. Ms. THANAN BUNJONGDEE	Director	9/9	Attended the meeting	1/1
12. Mr. FAHMAI DAMRONGCHAITHAM	Director	9/9	Attended the meeting	1/1
13. Mr. TAKONKIET VIRAVAN	Director	9/9	Attended the meeting	1/1
14. Mr. UNNOP SENASUTTIPAN	Director	9/9	Attended the meeting	1/1
15. Mr. RAFAH DAMRONGCHAITHAM	Director	9/9	Attended the meeting	1/1

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

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Ms. Potchana Suksamanwong	Director	0/0	Did not attend the meeting	0/0

### 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. PAIBOON DAMRONGCHAITHAM	225,000.00	360,000.00	369,422.00	-	954,422.00
2. Mr. PRADIT THEEKAKUL	345,000.00	240,000.00	246,282.00	-	831,282.00
3. Mrs. SAUWANEE THAIRUNGROJ	340,000.00	360,000.00	246,282.00	-	946,282.00
4. Ms. SUVABHA CHAROENYING	415,000.00	300,000.00	246,282.00	-	961,282.00
5. Mr. SOMBOON KITIYANSUB	370,000.00	300,000.00	246,282.00	-	916,282.00
6. Ms. SOMRUEDEE SRICHANYA	190,000.00	203,571.00	218,917.00	-	612,488.00
7. Mrs. DUANGMANEE SUKHUM	210,000.00	240,000.00	246,282.00	-	696,282.00
8. Ms. PORAMAPORN PRASARTTONG-OSOTH	180,000.00	240,000.00	246,282.00	-	666,282.00
9. Mr. PIYA SOSOTHIKUL	225,000.00	240,000.00	246,282.00	-	711,282.00
10. Mr. TANUPOL VIRUNHAGARUN	180,000.00	240,000.00	246,282.00	-	666,282.00
11. Ms. THANAN BUNJONGDEE	310,000.00	240,000.00	246,282.00	-	796,282.00
12. Mr. FAHMAI DAMRONGCHAITHAM	310,000.00	240,000.00	246,282.00	-	796,282.00

13. Mr. TAKONKIET VIRAVAN	310,000.00	-	246,282.00	-	556,282.00
14. Mr. UNNOP SENASUTTIPAN	180,000.00	-	246,282.00	-	426,282.00
15. Mr. RAFAH DAMRONGCHAITHAM	180,000.00	-	246,282.00	-	426,282.00

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

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Ms. Potchana Suksamanwong	-	36,429.00	-	-	36,429.00

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

### 4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. PAIBOON DAMRONGCHAITHAM	/	-	-
2. Mr. PRADIT THEEKAKUL	/	-	-
3. Mrs. SAUWANEE THAIRUNGROJ	/	-	-
4. Ms. SUVABHA CHAROENYING	/	-	-
5. Mr. SOMBOON KITIYANSUB	/	-	-
6. Ms. SOMRUEDEE SRICHANYA	/	-	-
7. Mrs. DUANGMANEE SUKHUM	/	-	-
8. Ms. PORAMAPORN PRASARTTONG-OSOTH	/	-	-

9. Mr. PIYA SOSOTHIKUL	/	-	-
10. Mr. TANUPOL VIRUNHAGARUN	/	-	-
11. Ms. THANAN BUNJONGDEE	/	-	-
12. Mr. FAHMAI DAMRONGCHAITHAM	/	-	-
13. Mr. TAKONKIET VIRAVAN	/	-	-
14. Mr. UNNOP SENASUTTIPAN	/	-	-
15. Mr. RAFAH DAMRONGCHAITHAM	/	-	-

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

List of directors	D&O	ESOP	EJIP
	(Directors and Officers' Liability Insurance)	(Employee Stock Ownership Plan)	(Employee Joint Investment Program)
1. Ms. Potchana Suksamanwong	/	-	-

## 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) : 8

#### 2. Audit committee meeting attendance

##### 2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mrs. SAUWANEE THAIRUNGROJ	Chairman of the audit committee	8/8
2. Ms. SUVABHA CHAROENYING	Audit committee	8/8
3. Mr. SOMBOON KITIYANSUB	Audit committee	8/8

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

List of directors	Position	Audit Committee meetings
No information		

# Statement of Financial Position



## Statement of Financial Position

### Assets

(Unit : Thousand baht)	2019	2020	2021
<b>Current Assets</b>			
Cash And Cash Equivalents	198,229.70	412,857.76	2,461,904.54
Short-Term Investments - Net	0.00	0.00	0.00
Trade And Other Receivables - Current - Net	756,979.74	1,178,132.71	1,180,016.21
Inventories - Net	304,939.94	599,476.42	564,446.53
Other Current Assets	73,514.25	71,045.23	87,964.32
<b>Total Current Assets</b>	<b>1,333,663.63</b>	<b>2,261,512.12</b>	<b>4,294,331.60</b>
<b>Non-Current Assets</b>			
Trade And Other Receivables - Non-Current - Net	0.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net	17,886.46	16,066.58	11,762.07
Property, Plant And Equipment - Net	549,361.70	831,486.43	807,230.48
Other Non-Current Assets	2,267,445.04	4,445,462.47	4,192,128.58
<b>Total Non-Current Assets</b>	<b>2,834,693.20</b>	<b>5,293,015.48</b>	<b>5,011,121.13</b>
<b>Total Assets</b>	<b>4,168,356.83</b>	<b>7,554,527.60</b>	<b>9,305,452.73</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	80,000.00	0.00	0.00
Trade And Other Payables - Current	611,418.50	1,205,002.65	1,478,395.20
Short-Term Borrowings	0.00	0.00	0.00
Current Portion Of Long-Term Debts	474,276.67	654,558.10	377,617.74
Other Current Liabilities	77,079.38	141,787.35	181,417.95
<b>Total Current Liabilities</b>	<b>1,242,774.55</b>	<b>2,001,348.10</b>	<b>2,037,430.89</b>
<b>Non-Current Liabilities</b>			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	1,373,254.10	3,203,170.69	161,186.32
Other Non-Current Liabilities	76,087.59	247,767.43	261,329.27
<b>Total Non-Current Liabilities</b>	<b>1,449,341.69</b>	<b>3,450,938.12</b>	<b>422,515.59</b>
<b>Total Liabilities</b>	<b>2,692,116.24</b>	<b>5,452,286.22</b>	<b>2,459,946.48</b>

## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	3,810,000.00	3,810,000.00	4,762,500.00
Premium (Discount) On Share Capital	0.00	0.00	2,817,115.25
Retained Earnings (Deficits)	(2,333,760.71)	(1,707,957.55)	(734,271.10)
Other Components Of Equity	0.00	0.00	0.00
<b>Equity Attributable To Owners Of The Parent</b>	<b>1,476,239.29</b>	<b>2,102,042.45</b>	<b>6,845,344.15</b>
<b>Total Equity</b>	<b>1,476,240.59</b>	<b>2,102,241.38</b>	<b>6,845,506.25</b>

# Statement of Comprehensive Income

# Statement of Comprehensive Income

## Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
<b>Revenue</b>			
Revenue From Operations	2,692,154.69	3,126,775.08	5,346,788.70
<b>Total Revenue</b>	2,775,358.34	3,216,117.47	5,438,121.10
<b>Cost And Expenses</b>			
Costs	1,548,947.36	1,539,877.40	2,637,135.18
Selling And Administrative Expenses	868,343.47	924,755.50	1,706,993.44
<b>Total Cost And Expenses</b>	2,417,290.83	2,464,632.90	4,344,128.62
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	6,828.00	4,679.74	99.70
Finance Costs	102,381.12	87,069.53	128,660.59
Income Tax Expense	84,127.94	37,836.73	137,007.59
<b>Net Profit (Loss) For The Period</b>	178,386.45	631,258.05	828,424.00
Net Profit (Loss) Attributable To : Owners Of The Parent	178,385.50	631,225.16	828,376.46
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	0.09364	0.33135	0.41795
EBITDA	1,188,226.62	1,568,536.41	2,163,714.46
Operating Profit	274,863.86	662,142.18	1,002,660.08
Normalize Profit	178,386.45	631,258.05	828,424.00

# Statement of Cash Flow

## Statement of Cash Flow

### Statement of Cash Flow

	2019	2020	2021
<b>Net Cash From Operating Activities</b>			
Depreciation And Amortisation	823,331.12	812,372.11	1,069,622.28
<b>Net Cash From (Used In) Operating Activities</b>	383,592.94	702,548.61	1,532,909.17
<b>Net Cash From Investing Activities</b>			
Payment For Purchase Of Fixed Assets	(50,028.34)	(51,700.86)	(128,377.13)
<b>Net Cash From (Used In) Investing Activities</b>	(297,153.93)	(2,096,012.52)	(98,449.59)
<b>Net Cash From Financing Activities</b>			
Dividend Paid	0.00	0.00	(84.19)
<b>Net Cash From (Used In) Financing Activities</b>	(370,000.00)	1,608,091.97	614,587.19

# Financial Ratios



## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	1.07	1.13	2.11
Quick ratio (times)	0.76	0.78	1.77
Cash flow liquidity ratio (Average) (times)	0.33	0.43	0.76
Average account recievable turnover (times)	3.35	3.30	4.65
Average collection period (days)	108.96	110.60	78.43
Average finish goods turnover (times)	-	0.90	3.20
Average finish goods turnover period (days)	-	407.20	114.10
Average inventory turnover (times)	6.55	3.41	4.53
Average inventory turnover period (days)	55.74	107.19	80.55
Average account payable turnover (times)	3.40	2.56	3.07
Average payment period (days)	107.48	142.62	118.81
Average cash cycle (days)	57.21	75.17	40.17

## Profitability

	2019	2020	2021
EBITDA margin (%)	42.52	48.61	39.76
Gross profit margin (%)	42.46	50.75	50.68
Operating margin (%)	12.83	23.34	20.08
Net profit margin (%)	6.43	19.63	15.24
Return on equity (ROE) (Average) (%)	12.84	35.28	18.52
Capacity utilization rate (%)	-	-	-
Fixed asset turnover ratio (times)	0.83	0.77	1.04
Gross profit margin (from project for sale) (%)	-	-	-
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	3.00	2.78	1.68
Cash from operation to operating profit (%)	1.08	0.94	1.40

## Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	11.52	17.95	16.80
Debt service coverage ratio (times)	2.04	2.11	4.27
Total debts to total equity (times)	1.82	2.59	0.36
Interest-bearing debt to equity ratio (times)	1.31	1.84	0.08
Dividend per shares (baht/share)	-	-	-
Dividend payout ratio (%)	-	-	-
Dividend yield (%)	-	-	-
Debt from financial institutions to total liabilities (times)	0.72	0.65	0.13
Interest bearing debt due in 1 year to total interest bearing debt (times)	0.29	0.17	0.70
Interest bearing debt to EBITDA ratio (times)	1.79	1.85	1.02

## Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.57	0.53	0.63
Return on asset (ROA) (Average) (%)	3.77	10.77	9.83
Return On Fixed Assets (%)	5.50	15.53	16.08