



Date 24 February 2023

Subject: Management Discussion and Analysis of Operating Results for the year 2022

To: Director and Manager of Stock Exchange of Thailand

Management Analysis and Explanation

Management's analysis and explanation of the Company's financial position and results of operations were based on the Company's financial statements for the years ended December 31, 2021, and 2022 that had been audited and/or reviewed by certified public accountants approved by the SEC. Investors should study the management's analysis and explanation with the notes displayed in the attachment to these financial statements. The Company's financial statements were prepared in accordance with Thai Financial Reporting Standards (TFRS).

1. Operation and Financial Position

1.1 Operational Overview

Kijcharoen Engineering Electric Public Company Limited (the "Company" or "KJL") engages in the business of manufacturing and distributing lighting cabinets switchboards, with all kinds of wiring rails and wiring equipment and custom-made metal sheet parts by modern production machinery and technology. At present, the Company has its main products, including switchboards of light cabinets, wiring rails, wireways, cable rails ladders, cable rails trays, both spray paint and hot dip galvanizing works which the Company sells both KJL standard products and Made-to-Order products whereas customers can adjust product specifications such as size, raw materials, colors, etc. In addition, the Company also provides inner electrical equipment assembly services of the electrical cabinet, designs and manufactures electrical and control systems, as well as designs and manufactures metal sheet in order to meet the diversified requirements of customers. Currently, the Company's main End User customers are industrial plants, power plants, commercial buildings, data centers and telecommunications, infrastructure constructions, and residential buildings, in addition, electricity is now an essential infrastructure for living and business operations in all industries whereas the electricity consumption is likely to continue to grow, in line with the growth of industries and businesses of such target customers.

The Company commenced its business on 10 May 1996 and has continued to grow and profit, with significant developments in the past 5 years, such as increasing production capacity, developing new products, investing in computer machinery imported from Japan, as well as developing automated production systems in its factories. In addition, the Company has engaged in a business partnership with Schneider Electric from France, a leading global manufacturer of electrical-related products, who has granted the Company license to manufacture and sell products that meet world-class standards, such as Prisma iPM electric switchboards that have passed the standard test in the design of low-voltage electrical control cabinets or IEC 61439 (License Type



Test), etc. Presently, the Company's primary revenue comes from the KJL standard products segment, which consists of Switchboards and standard-sized wiring rails.

Critical Performance Analysis

The Company's net profit is growing steadily in line with the Company's business expansion plans and is likely to increase continuously in the future in line with the growth prospects of the electricity consumption and construction industries, which require the use of the Company's products coupled with the economic recovery.

In 2022, the Company's sales revenue amounted to Baht 1,021.32 million, an increase amounted to 181.55 million baht or an increase of 21.62% from 2021, primarily due to: 1) Increasing in revenue from KJL standard sales of 171.10 million baht consisting of main selling of switchboards, wiring rails and poolboxes. This is coupled with the recovery of economic conditions and investment in related industries compared to 2021, for example, the construction industry, where the value of public sector construction investments is expected to expand from large-scale investments in government projects, especially for projects related to the Eastern Economic Corridor (EEC). 2) Revenue from the sale of manufactured products increased by 35.64 million baht, and, 3) Revenue from the sale of steel scraps increased by 5.68 million baht according to the increase in sales of KJL standard products. The Company's core revenue remains KJL's standard sales revenue, accounting for 68.76% of sales revenue in 2022.

The Company has managed costs well by using Industry 4.0 production control system technology to increase production efficiency by connecting the production process with technology such as laser cutting machines, computerized drilling machines, folding machines and automatic folding robots, etc, all of which enables product production to be faster and more cost-effective. As a result, the Company's costs associated with employees in relevant with the production department have been continuously reduced. The Company's ratio of production cost to sales revenue was 71.38%, a decrease compared to the previous year, resulting in the Company's gross profit rose from 25.46% in 2021 to 28.62% in 2022.

As at December 31, 2022, the Company had total assets of 403.64 million baht or an increase of 55.92% from the end of 2021, primarily due to an increase in cash and cash equivalents of Baht 348.76 million due to proceeds from the public offering and improved liquidity of the Company from the Company's normal operations. In addition, the Company had trade and other receivables - net, increasing by 61.20 million baht, in line with the increase in the Company's sales revenue due to the economic recovery after the COVID-19 pandemic, as well as the growth of both public and private investments in related industries which is likely to grow continuously.

As at December 31, 2022, the Company had total liabilities of 31.85 million baht or an increase of 6.20% from the end of 2021 due to an increase in long-term loans from financial institutions, an increase in contractual liabilities, as well as an increase in overdrafts and short-term loans from financial institutions amounted of 14.38



Million Baht, 13.09 million baht and 12.04 million baht, respectively, which was in line with the Company's sales revenues that increased due to the expansion of the business.

1.1.1 Net Profit and Net Profit Margin

List	For the year ended 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Sales of goods ^{1/}	839.77	99.34	1,021.32	99.54	181.55	21.62
Other income ^{1/}	5.57	0.66	4.75	0.46	(0.82)	(14.72)
Total Income	845.34	100.00	1,026.07	100.00	180.73	21.38
Cost of sales ^{2/}	625.99	74.54	728.99	71.38	103.00	16.45
Administrative expenses ^{1/}	63.82	7.55	80.47	7.84	16.65	26.09
Selling expenses ^{1/}	33.74	3.99	44.43	4.33	10.69	31.68
Other gain (loss), net ^{1/}	(2.11)	(0.25)	0.29	0.03	(2.40)	(113.74)
Finance cost ^{1/}	10.25	1.21	10.27	1.00	0.02	0.20
Income tax ^{1/}	19.61	2.32	29.99	2.92	10.38	52.93
Profit for the year ^{1/}	94.04	11.12	131.63	12.83	37.59	39.97

Note: 1/ Proportion to total income 2/ Proportion to sales of goods

In 2022, the Company's net profit stood at Baht 131.63 million, increased by 37.59 million baht or 39.97 % from 2021, primarily due to higher gross margins as the Company had adjusted its product prices based on higher core raw material cost prices as the price of steel sheet in the first half of 2022 increased from 2021 resulted from the Russia-Ukraine War that began in late February 2022, affecting the supply of oil and building materials, especially steel which has disappeared from the market. In addition, the Company had implemented Industry 4.0 production control system technology to increase production efficiency, including laser cutting machines, computerized drilling machines, folding machines and automatic folding robots, etc. As a result, the Company's costs associated with production employees have constantly decreased.



1.1.2 Income

List	For the year ended 31 December				Increase (decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Sales of goods	839.77	99.34	1,021.32	99.54	181.55	21.62
Other income ^{1/}	5.57	0.66	4.75	0.46	(0.82)	(14.72)
Total income	845.34	100.00	1,026.07	100.00	180.73	21.38

Note: 1/ Other income consists of: Rental income from employees, interest income and revenue from the sale of scrap materials, etc.

Sales of goods

The Company manufactures and distributes light cabinets switchboards, all kinds of wiring rails and wiring equipment and special ordered metal sheet parts, with the Company recognizing revenue from the sale of such products when goods transferring control over to the customer and there are no obligations that may affect the acceptance of the goods. The Company records sales revenue at prices specified in quotations, purchase orders or short-term contracts entered into with customers, with commercial discounts for promotional purposes in certain circumstances. In addition, the Company records sales revenue by net Rebates, Trip package balances, in case the customer has completed the accumulated purchase amount of goods defined by the Company per year, and discounts vouchers, which are accounted with the calculation based on estimates on total customer sales over a 12-month period in accordance with the Thai Financial Reporting Standards No. 15 (TFRS 15).

Sales Revenue by Product Segment

Product Segment	For the year ended 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
KJL Standard	531.14	63.25	702.24	68.76	171.10	32.21
Made to Order (MTO)	206.80	24.63	242.44	23.74	35.64	17.23
Electrical Wiring	17.50	2.08	14.75	1.44	(2.75)	(15.71)
Customized Metal Sheet Works	53.22	6.34	25.10	2.46	(28.12)	(52.84)
Steel Scrap	31.11	3.70	36.79	3.60	5.68	18.26
Total sales of goods	839.77	100.00	1,021.32	100.00	181.55	21.62
Other income	5.57		4.75		(0.82)	(14.72)
Total income	845.34		1,026.07		180.73	21.38



The Company's main sales revenue for 2022 was from 1) Revenue from the sale of KJL standard products consisting of light cabinets switchboard; waterproof cabinets with roofs for outdoor use and dustproof electrical cabinets for industrial applications, including wiring rails, wireways rails, cable ladders rails, cable trays rails, accounted for 68.76% of sales revenue. 2) Revenue from the sale of made-to-order (MTO) goods according to customer requirements which can be adjusted in terms of size, color, and raw materials used in production, such as large cabinet switchboard, Main Distribution Board (MDB), various control cabinets, as well as the production of steel frames for customers who require to install solar roofs, etc., which accounted for 23.74% of sales revenue. 3) Revenue from the sale of other electrical products, which were services that supported the Company's core business by providing related electrical design and production service, facilitating customers who were inconvenient to wiring the electrical system themselves consisting of Busbars type and wiring systems, both electrical and control systems, accounted for 1.44% of sales revenue. 4) Revenue from sales of metal sheet products. The Company also provided design and production services for metal sheet, cutting, drilling, folding with computer systems, welding into shape, painting, as well as assembling work such as automated teller machines, factory machinery cover parts, exterior parts to protect equipment and metal furniture, etc., accounted for 2.46% of sales revenue, and 5) Revenue from the sale of steel scrap, which was the remainder of the production of KJL standard products and ordered goods, accounted for 3.60% of the sales revenue.

In 2022, the Company's sales revenue amounted to Baht 1,021.32 million. The increase amounted to 181.55 million baht or an increase of 21.62% from 2021, primarily due to: 1) Increase in revenue from KJL standard sales of 171.10 million baht, consisting mainly of selling switchboards, wiring rails and poolboxes with the quality of products and the speed of goods delivery which the Company has always set as first priority, thus gaining the trust of major customers continuously. This was coupled with the recovery of economic conditions and investment in related industries compared to 2021, for example, the construction industry, where the value of public sector construction investments expected to expand from large-scale investments in government projects, in particular, projects related to the Eastern Economic Corridor (EEC). 2) Revenue from the sale of manufactural ordered goods increased by 35.64 million baht, and 3) Revenue from the sale of steel scrap increased by 5.68 million baht due to the increase in sales of KJL standard products. The Company's core revenue remains KJL's standard sales revenue, accounting for 68.76% of sales revenue in 2022.

*Sales Revenue by Customer Segment*

Customer Segments	For the year ended 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Distributors	561.64	66.88	701.10	68.65	139.46	24.83
Electrical Equipment Store	114.74	13.66	139.99	13.71	25.25	22.01
Electrical Contractors	95.09	11.32	107.04	10.48	11.95	12.57
Enterprise Users	27.30	3.25	31.66	3.10	4.36	15.97
Other - Selling Scrap	31.10	3.71	36.79	3.60	5.69	18.30
Retail Customers ^{1/}	9.90	1.18	4.74	0.46	(5.16)	(52.12)
Total sales of goods	839.77	100.00	1,021.32	100.00	181.55	21.62
Other income	5.57		4.75		(0.82)	(14.72)
Total income	845.34		1,026.07		180.73	21.38

Note : 1/ Retail customer means a customer who purchases goods for use without having to purchase products continuously with the Company.

The Company's revenue structure according to the customer segments in 2022 reveals that the Company's customers are mainly domestic customers and can be divided into 6 main segments as follows: 1) Distributors of the Company's products, which are wholesalers without a place for customers to choose products (store display), accounted for 68.65% of the sales revenue, which is the Company's main customer segment. The proportion of such revenue is likely to increase steadily as the Company expands and distributes dealers in all regions in the country. However, most dealers are in Bangkok and its vicinity, and the said dealers would distribute products to sub-branches of such dealers throughout the country, such as Samut Songkhram, Nakhon Ratchasima, Phetchaburi, Ratchaburi, Chonburi, etc., followed by 2) Electrical equipment stores selling products with the KJL trademark which are retail stores with a place for retail customers to shop, accounted for 13.71 % of sales revenue. However, the proportion of revenue from such customers is similar each year. 3) Electrical contractors, consisting of system contractors and general construction contractors, accounted for 10.48% of sales revenue. 4) End-user customers comprising of customers who let the Company produce goods with their brand as Original Equipment Manufacturers (OEMs) and customers who purchase products of the Company for assembly or use in the organization, accounted for 3.60% of sales revenue. 5) Revenue from the sale of steel scrap accounted by an increase and decrease in revenue from the Company's standard sales and custom products in each year, and 6) Retail customers accounted for only 0.46% of the Company's sales revenue.

In 2022, the Company earned sales revenue of 1,021.32 million baht. The increase was 181.55 million baht or 21.62% increase from 2021, primarily due to revenue from distributor customers, electrical equipment stores, scrap sales, and enterprise end-user customers, coupled with improved economic conditions with an increase in the investment power of industries related to the Company's products compared to the same period last year.



Other income

The Company's other income consists of the interest received from short-term loans to related parties, rental income from employees, and revenue from the sale of scrap materials composing of plastic bags, plastic bottles, glass bottles, colored cans and scrap paper.

However, in 2022, the Company's other income decreased by 0.82 million baht or 14.72 % from 2021, primarily due to interest received from short-term loans to related parties.

1.1.3 Gross profit and Gross profit margin

List	For the year ended 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Sales of goods	839.77	100.00	1,021.32	100.00	181.55	21.62
Cost of sales	(625.99)	(74.54)	(728.99)	(71.38)	103.00	16.45
Gross profit	213.78	25.46	292.33	28.62	78.55	36.74

The Company's cost of sales primarily consists of 1) Costs of goods, consisting primarily of the cost of ready-made goods, namely steel sheets, powder paints, keys, stainless steel sheets, and so on, each year there are changes according to the price of the main raw materials adjustment according to the global market. 2) Costs associated with factory workers and employees related to production, and 3) Costs of depreciation of machinery and equipment and repair and maintenance.

In 2022, the Company had a cost of sales of 728.99 million baht, increasing 103.00 million baht or 16.45 % from 2021 primarily due to: 1) The cost of goods increased by 81.84 million baht as the Company had adjusted the price of its products according to the price of the main raw materials, namely, the price of steel sheet in the first half of 2022, which increased from 2021 affected by the Russia-Ukraine war began in late February 2022, the supply of oil and building materials, especially steel, disappeared from the market. 2) The costs of repair and maintenance increased by 9.66 million baht from the purchase of tools and equipment to replace former old worn, combined with repair and maintenance costs of tools, equipment and vehicles used in factories that had increased with the business expansion, and 3) The costs of utility increased by 4.47 million baht in line with the expansion of higher sales revenue.

However, the Company has managed costs well by using Industry 4.0 production control system technology to increase production efficiency by connecting the production process with technology consisting of laser cutting machine, computerized drilling machine, folding machines and automatic folding robots, etc. As a result, all of these has enabled a faster production and more cost-effective by which the Company has continuously reduced the costs associated with the employees in production department. The Company's ratio



cost of goods to sales revenue was 71.38%, a decrease compared to the previous year resulting the Company's gross profit to rise from 25.46% in 2021 to 28.62% in 2022.

1.1.4 Expenses

Administrative expenses

List	For the year ended 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Employee expenses - administration	40.23	63.03	41.20	51.20	0.97	2.41
Depreciation expenses - administration ^{1/}	4.35	6.82	8.71	10.82	4.36	100.23
Fees and other administration ^{2/}	9.67	15.15	15.46	19.21	5.79	59.88
Other administrative expenses ^{3/}	9.57	15.00	15.10	18.77	5.53	57.78
Total administrative expenses	63.82	100.00	80.47	100.00	16.65	26.09
<i>Proportion to Total Income (%)</i>	<i>7.55</i>		<i>7.84</i>			

Note: ^{1/} Depreciation expense - administrative segment consists mainly of depreciation from office buildings and depreciation from furniture and office equipment and executive vehicles.

^{2/} Fees and other administration consist of accounting professional fees, system development consulting fee, other fees and staff training expense.

^{3/} Other administrative expenses consist mainly of office equipment, repair and maintenance, office electricity expense.

For the year 2022, the Company had administrative expenses in the amount of 80.47 million baht, an increase of 16.65 million baht or 26.09 % from the year 2021, primarily due to 1) An increase in fees and other administrative expenses of 5.79 million baht from expenses for trainings and seminars and consulting and other professional fees such as internal audit fees, legal advisor fee mainly to prepare for listing on the stock exchange. 2) An increase in other administrative expenses in the amount of 5.53 million baht from specific business tax which mainly arises from receiving interest payments on loans from directors at the rate of 3.30 % of the interest received which was a one-time expense; and 3) An increase in depreciation expenses of assets - administration in the amount of 4.36 million baht after the transfer of land and buildings, resulting in the Company's ratio of administrative expenses to total revenue increased from 7.55% in 2021 to 7.84% in 2022.

**Selling expenses**

List	For the year ended 31 December				Increase	
	2021		2022		(Decrease)	
	Million Baht	%	Million Baht	%	Million Baht	%
Employee expenses - selling&marketing	20.49	60.73	20.57	46.30	0.08	0.39
Marketing expenses	5.43	16.09	13.24	29.80	7.81	143.83
Transportation expenses in delivery goods to customers	3.79	11.23	4.80	10.80	1.01	26.65
Gifts and entertaining	0.98	2.90	2.86	6.44	1.88	191.84
Repair and maintenance expenses ^{1/}	1.75	5.19	1.95	4.39	0.20	11.43
Depreciation expenses - selling&marketing	0.87	2.58	0.55	1.24	(0.32)	(36.78)
Other selling expenses	0.43	1.28	0.46	1.03	0.03	6.98
Total selling expenses	33.74	100.00	44.43	100.00	10.69	31.68
<i>Proportion to Total Income (%)</i>	3.99		4.33			

Note: ^{1/} Repair and maintenance expenses of vehicles in delivery goods to customers.

For the year 2022, the Company had selling expenses in the amount of 44.43 million baht, an increase of 10.69 million baht or 31.68 % from the year 2021, primarily due to 1) An increase in marketing expenses of Baht 7.81 million due to advertising and public relations for the Company as well as, 2) Entertaining and gifts expenses increased by 1.88 million baht, resulting in the Company's ratio of selling expenses to total revenue increased from 3.99% in 2021 to 4.33% in 2022.



1.2 Financial Position Analysis

1.2.1 Assets

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
<u>Current assets</u>						
Cash and cash equivalents	1.03	0.14	349.79	31.08	348.76	33,860.19
Trade and other receivables, net	180.58	25.02	241.78	21.48	61.20	33.89
Short-term investments	0.60	0.08	-	-	(0.60)	(100.00)
Short-term loans to a related party	0.21	0.03	-	-	(0.21)	(100.00)
Inventories, net	60.79	8.42	58.08	5.16	(2.71)	(4.46)
Total current assets	243.21	33.69	649.65	57.72	406.44	167.11
<u>Non-current assets</u>						
Property, plant and equipment and right-of-use assets, net	465.05	64.42	459.11	40.79	(5.94)	(1.28)
Intangible assets, net	8.66	1.20	6.94	0.62	(1.72)	(19.86)
Deferred income tax assets, net	4.61	0.64	8.25	0.73	3.64	78.96
Other non-current assets	0.35	0.05	1.58	0.14	1.23	351.43
Total non-current assets	478.67	66.31	475.88	42.28	(2.79)	(0.58)
Total assets	721.88	100.00	1,125.52	100.00	403.64	55.92

As at December 31, 2022, the Company's total assets increased by 403.64 million baht or 55.92% from the end of 2021, primarily due to an increase in cash and cash equivalents of 348.76 million baht due to the proceeds received from the initial public offering and better liquidity of the Company from the normal operation of the Company. In addition, the Company's trade and other receivables - net increased in the amount of 61.20 million baht, in line with the increase in sales revenue of the Company according to the state of economic recovery after the outbreak of the COVID-19 virus, including the growth of investment in both public and private sectors in related industries which tends to grow continuously.

**Trade and other receivables, net**

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	mMllion Baht	%
Trade receivables - third parties	158.12	87.56	217.58	89.99	59.46	37.60
Trade receivables - related parties	3.97	2.20	4.11	1.70	0.14	3.53
Post receipt date cheques	17.66	9.78	17.45	7.22	(0.21)	(1.19)
<u>Less</u> : Loss allowance	(3.87)	(2.14)	(4.71)	(1.95)	0.84	21.71
Total trade receivables, net	175.88	97.40	234.43	96.96	58.55	33.29
Prepayments	4.68	2.59	6.78	2.80	2.10	44.87
Other receivable	0.02	0.01	0.57	0.24	0.55	2750.00
Total other receivables	4.70	2.60	7.35	3.04	2.65	56.38
Trade and other receivables, net	180.58	100.00	241.78	100.00	61.20	33.89
<i>Proportion to Total Assets (%)</i>	<i>25.01</i>		<i>21.48</i>			
<i>Average debts collection period (days)</i>	<i>74.88</i>		<i>73.83</i>			

Trade receivables, net

As at December 31, 2022, the Company's trade accounts receivable increased in the amount of 58.55 million baht or an increase of 33.29% from the year 2021, in line with the increase in the Company's sales revenue according to the state of economic recovery after the outbreak of the COVID-19 virus, including the growth of investment in both public and private sectors in related industries such as power generation and construction business which have tended to grow continuously as the Company has a policy to offer trade credit to customers for about 30 - 60 days based on customer's financial status and payment history.

As at December 31, 2022, the Company had an average debt collection period of 73.83 days, whereby the Company has consistently managed more efficiently from the previous year. The Company's sales director has followed up and coordinated by telephone contact, including sending a letter informing the outstanding balance to the customer which expedited the customer to pay off debt faster and within the deadline.



The Company's trade accounts receivable classified by period of outstanding debts, counting from the due date as follows;

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Not overdue	95.75	53.27	139.96	58.53	44.21	46.17
Less than 3 months	78.12	43.46	94.01	39.31	15.89	20.34
3 - 6 months	0.24	0.14	0.77	0.32	0.53	220.83
6 - 12 months	2.90	1.61	0.50	0.21	(2.40)	(82.76)
Over 12 months	2.74	1.52	3.89	1.63	1.15	41.97
Total trade receivables	179.75	100.00	239.13	100.00	59.38	33.03
<u>Less</u> : Loss allowance	(3.87)		(4.70)		0.83	21.45
Total trade receivables, net	175.88		234.43		58.55	33.29

As at December 31, 2022, 58.53% of the Company's trade receivables were not overdue. The Company had overdue less than 3 months, and more than 3 - 6 months overdue, and more than 12 months, an increase of 15.89 million baht, 0.53 million baht, and 1.15 million baht, respectively, mainly from customer liquidity problems. However, the Company had followed up on debtors on a quarterly basis. The reason for the accounts receivable overdue more than 6 - 12 months had decreased because the Company had continuously followed-up and coordinated with customers to repay debts. As at December 31, 2022, the Company had set up an allowance for losses of 4.70 million baht, covering receivables that were overdue for more than 360 days. The Company had written off bad debts for customers of 2 cases in 2022 amounting to 0.41 million baht because the Company was unable to track debt and contact the said customers.

Other receivables

As at December 31, 2022, the Company's other receivables increased by 56.38% from the end of 2021 from mainly accrued income and deposits paid in advance for goods and services.

Inventories, net

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Raw materials ^{1/}	21.95	35.64	23.07	39.16	1.12	5.10
Work in progress	18.58	30.18	16.83	28.57	(1.75)	(9.42)
Finished goods	21.05	34.18	19.01	32.27	(2.04)	(9.69)
Total inventories	61.58	100.00	58.91	100.00	(2.67)	(4.34)
<u>Less</u> : Allowance for obsolete inventories	(0.79)		(0.83)		0.04	5.06
Inventories, net	60.79		58.08		(2.71)	(4.46)
<i>Proportion to Total Assets (%)</i>	8.42		5.16			
<i>Average sales period (days)</i>	28.45		29.35			

Note : ^{1/} Raw materials are mainly main raw materials, secondary materials, composite materials and electrical equipment, consumables, steel scrap.

As at December 31, 2022, the Company had inventories of 58.08 million baht, a decrease of 2.71 million baht or a decrease of 4.46% from the end of 2021, primarily due to a decrease in ready-made goods of 2.04 million baht and goods in between production amounted to 1.75 million baht from increased purchase orders due to the quality of the product and the speed of delivery which the Company has always focused on. In this regard, the Company has been trusted by major customers continuously and according to the state of economic recovery after the outbreak of the COVID-19 virus

Property, plant and equipment and right-of-use assets, net

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Property, plant and equipment, net	463.93	99.76	458.26	99.81	(5.67)	(1.22)
Right-of-use assets, net	1.12	0.24	0.85	0.19	(0.27)	(24.11)
Total property, plant and equipment and right-of-use assets, net	465.05	100.0	459.11	100.00	(5.94)	(1.28)
<i>Proportion to Total Assets (%)</i>	64.42		40.79			



As at December 31, 2022, the Company had property, plant and equipment and right-of-use assets amounting to 459.11 million baht, a decrease of 5.94 million baht or 1.28% from the end of 2021, primarily due to depreciation expenses of 45.50 million baht which was the depreciation of machinery and buildings, and the Company purchased additional machinery and equipment for operations in the amount of 39.99 million baht. However, the Company did not make any additional lease contracts as at December 31, 2022.

1.2.2 Liabilities

List	As at 31 December				Increase (Decrease)	
	2021		2022		Million Baht	%
	Million Baht	%	Million Baht	%		
<u>Current liabilities</u>						
Bank overdrafts and short-term loans from financial institutions	97.96	18.93	110.00	20.03	12.04	12.29
Trade and other payables	169.72	32.81	172.82	31.47	3.10	1.83
Contract liabilities	35.84	6.93	48.93	8.91	13.09	36.52
Current portion of						
- Long-term loans from financial institutions, net	49.77	9.62	58.54	10.66	8.77	17.62
- Machine installment payables, net	6.46	1.25	-	-	(6.46)	(100.00)
- Lease liabilities, net	0.25	0.05	0.26	0.05	0.01	4.00
Current income tax payable	13.99	2.70	18.93	3.44	4.94	35.31
Other current liabilities	13.83	2.67	3.59	0.65	(10.24)	(74.04)
Total current liabilities	387.81	74.96	413.07	75.21	25.26	6.51
<u>Non-current liabilities</u>						
Long-term loans from financial institutions, net	109.70	21.21	115.31	21.00	5.61	5.11
Lease liabilities, net	0.57	0.11	0.31	0.06	(0.26)	(45.61)
Employee benefits obligations	19.26	3.72	20.50	3.73	1.24	6.44
Total non-current liabilities	129.53	25.04	136.12	24.79	6.59	5.09
Total liabilities	517.34	100.00	549.19	100.00	31.85	6.16

As at December 31, 2022, the Company's total liabilities increased by 31.85 million baht or 6.20 % from the end of 2021 due to an increase in long-term loans from institutions - net, an increase in liabilities arising from contracts and an increase in bank overdrafts and short-term loans from financial institutions in the amount of 14.38 million baht, 13.09 million baht, and 12.04 million baht, respectively, in line with the increase of revenue from sales of the Company's products according to the expansion of the business.

**Bank overdrafts and short-term loans from financial institutions**

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Bank overdrafts	22.96	23.44	-	-	(22.96)	(100.00)
Promissory notes	75.00	76.56	110.00	100.00	35.00	46.67
Total bank overdrafts and short-term loans from financial institutions	97.96	100.00	110.00	100.00	12.04	12.29
<i>Proportion to Total Liabilities (%)</i>	<i>18.93</i>		<i>20.03</i>			

As at December 31, 2022, the Company had bank overdrafts decreased by 22.96 million baht or 100.00 % and promissory notes increased by 35.00 million baht or 46.67 % from the end of 2021, mainly due to the Company adjusted financial strategic plans to be more effective, and to be used as working capital of the Company, as at December 31, 2022, the promissory note bears an interest rate of MLR-2.50% per year and SD+2.25% per year.

Trade and other payables

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Trade payables - other companies ^{1/}	76.06	44.81	71.14	41.16	(4.92)	(6.47)
Other payables - other companies	6.03	3.55	6.99	4.04	0.96	15.92
Trade payables - related companies	0.09	0.06	0.16	0.09	0.07	77.78
Other payables - related companies	0.21	0.12	0.16	0.10	(0.04)	(19.05)
Post payment date cheques ^{1/}	76.78	45.24	79.36	45.92	2.58	3.36
Fixed assets payables	1.77	1.04	2.36	1.37	0.59	33.33
Other accrued expenses	1.15	0.68	2.20	1.27	1.05	91.30
Accrued salaries and wages expenses	5.19	3.06	7.89	4.57	2.70	52.02
Accrued utility expenses	1.40	0.82	1.97	1.14	0.57	40.71
Accrued interest expense	1.04	0.62	0.58	0.34	(0.46)	(44.23)
Total trade and other payables	169.72	100.00	172.82	100.00	3.10	1.83
<i>Proportion to Total Liabilities (%)</i>	<i>32.81</i>		<i>31.47</i>			
<i>Average repayment period (days)</i>	<i>79.51</i>		<i>74.49</i>			

Note: ^{1/} Trade accounts payable - other parties and postdated checks of the Company mainly arise from the purchase of steel sheets which is the main raw material in the production of the Company.



As at December 31, 2022, the Company had an increase in salary and accrued wages of 2.70 million baht or an increase of 52.02% from the end of 2021 due to the increased accrued bonus according to the Company's operating results and trade payables - other parties combined with postdated checks decreased by 2.34 million baht or 1.53 % from the end of 2021, mainly due to the Company's faster payment period.

Mostly, the Company receives trade credit terms from trade creditors for approximately 60 - 90 days. As at December 31, 2022, the Company had an average repayment period of 74.49 days. The average repayment period decreased from the previous year because the Company managed the debt settlement by transferring payment instead of payment by some advance checks which had been more convenient for business partners.

Contract liabilities

Liabilities arising from contracts of the Company consist of; 1) Advance receipts for purchase of goods and, 2) Rights offered to customers arising from the accumulation of purchases of the Company's products or promotional discounts to purchase additional goods or services (Material Right). The Company recognizes contractual liabilities based on customer purchase estimates each year and such liabilities will be deducted when the customer exercises the right or when that right expires and wait for revenue recognition in the following year. All contracts made with customers of the Company with a contract period of not more than 1 year, including offering trips to customers from accumulated purchases (Trip), discounts from accumulated purchases (Rebate) and gift vouchers (Vouchers).

As at December 31, 2022, the Company had liabilities arising from contracts in the amount of 48.93 million baht or 8.91% of total liabilities. The Company would recognize such transactions as revenue from sales of the Company when customers exercise their rights in that year.

Long-term loans from financial institutions

List	As at 31 December				Increase (Decrease)	
	2021		2022		Million Baht	%
	Million Baht	%	Million Baht	%		
Current portion of long-term loans from financial institutions	49.77	31.21	58.54	33.67	8.77	17.62
Long-term loans from financial institutions	109.70	68.79	115.31	66.33	5.61	5.11
Total long-term loans from financial institutions	159.47	100.00	173.85	100.00	14.38	9.02
<i>Proportion to Total Liabilities (%)</i>	<i>30.83</i>		<i>31.66</i>			

The main purpose of long-term loans from financial institutions of the Company was to be used as working capital in the Company and an investment in machinery with the mortgage obligation of 5 plots of land with buildings owned by the Company. The mortgage of 2 plots of land with buildings owned by the Company's directors and guaranteed by directors with conditions for the withdrawal of the loan as specified in the contract.

As at December 31, 2022, the Company had long-term loans from financial institutions amounting to 173.85 million baht, an increase of 14.38 million baht or 9.02% from the end of 2021, primarily due to the purpose of long-term loans excluded the cost of the transaction as follows: 1) Investment in machinery to support production expansion in the amount of 25.28 million baht and, 2) To enhance liquidity in business operations and reduce the impact on employment which had decreased in the amount of 8.79 million baht.



1.3. Equity

List	As at 31 December				Increase (Decrease)	
	2021		2022			
	Million Baht	%	Million Baht	%	Million Baht	%
Share capital						
Authorised share capital	43.00	-	58.00	-	15.00	34.88
Issued and paid-up share capital	43.00	5.96	58.00	5.15	15.00	34.88
Share premium ordinary shares	-	-	379.96	33.76	379.96	100.00
Retained earnings						
Appropriated - legal reserve	4.30	0.60	5.80	0.52	1.50	34.88
Unappropriated	157.24	21.78	132.57	11.78	(24.67)	(15.69)
Total equity	204.54	28.33	576.33	51.21	371.79	181.77
Total liabilities and equity	721.88	100.00	1,125.52	100.00	403.64	55.92

Share capital and share premium ordinary shares

On July 4, 2022, at the Extraordinary General Meeting of Shareholders' no. 2/2022 passed a resolution to approve a change in par value of ordinary shares from Baht 100 per share to Baht 0.50 per share. As a result, the number of ordinary shares will increase from 430,000 shares to 86,000,000 shares. The shareholders' meeting also approved an increase in authorised share capital from 86,000,000 ordinary shares with a par value of Baht 0.50 per share to 116,000,000 ordinary shares with a par value of Baht 0.50 per share. The Company registered the change in par value of its ordinary shares and the authorised share capital increase with the Ministry of Commerce on July 11, 2022.

In November 2022, the Company received an approval to make an initial public offering of 30,000,000 ordinary shares with a par value of Baht 0.50 per share, initial public offering price of Baht 13.50 per share, totalling Baht 405,000,000. The Company recorded cost of issuing ordinary shares, net of tax amounting to Baht 10,032,320 deduct to share premium. The Company registered the paid-up share capital with the Ministry of Commerce on November 15, 2022. The Company's shares traded in the Stock Exchange of Thailand commencing on November 22, 2022.

As at December 31, 2022, the total number of authorised ordinary shares is 116,000,000 shares with a par value of Baht 0.5 per share. The 116,000,000 ordinary shares were issued and fully paid-up.

Dividend paid

	Approval date	Due dividend	Dividend per share (baht)	Number of shares (share)	Amount (million baht)
<i>Year 2021</i>					
Interim dividend	28 Dec 2021	28 Dec 2021	250.00	430,000	107.50
<i>Year 2022</i>					
Annual dividend	8 Apr 2022	21 Apr 2022	60.00	430,000	25.80
Interim dividend	31 Aug 2022	September 2022	0.60	86,000,000	51.60
Interim dividend	6 Oct 2022	October 2022	0.90	86,000,000	77.40
					154.80

1.3 Liquidity Analysis

Statement of Cash Flows

List (Unit: Million Baht)	For the year ended 31 December		Increase (Decrease)	
	2021	2022	Million Baht	%
Net cash generated from (used in) operating activities	137.43	133.33	(4.10)	(2.98)
Net cash generated from (used in) investing activities	(8.43)	(40.07)	31.64	375.33
Net cash generated from (used in) financing activities	(132.13)	255.50	387.63	293.37
Net increase (decrease) in cash and cash equivalents	(3.13)	348.76	351.89	(11,242.49)
Cash and cash equivalents at the beginning of the year	4.16	1.03	(3.13)	(75.24)
Cash and cash equivalents at the end of the year	1.03	349.79	348.76	33,860.19

In 2022, the Company had net cash and cash equivalents of 349.79 million baht, an increase of 348.76 million baht from the beginning of the year, primarily from 1) Net cash received from financing activities in the amount of 255.50 million baht, cash received from the issuance of new ordinary shares in the amount of 405 million baht whereas the Company paid dividends to shareholders in the amount of 154.80 million baht, and 2) Net cash used in investing activities amounted to 40.07 million baht in relevant to cash paid for the construction of factory buildings, and purchasing additional machinery and equipment totaling 38.95 million baht, such as paint sprayers, spot machines and vehicles mainly used in the factory and cash paid for the purchase of intangible assets, such as human resources programs and customer data collection, amounting to 2.14 million baht for the use in supporting the operations of the Company.



1.4 Analysis of Key Financial Ratios

1.4.2 Liquidity Ratios

List	Unit	For the year ended		Increase (Decrease)
		31 December		
		2021	2022	
Current ratio	(time)	0.63	1.57	0.94
Quick ratio	(time)	0.46	1.41	0.95
Cash cycle				
Average collection period	(day)	74.88	73.83	(1.05)
Average sales (inventory) period	(day)	28.45	29.35	0.90
Average payment period	(day)	79.51	74.49	(5.02)
Cash Cycle ^{1/}	(day)	23.81	28.69	4.88

Note: ^{1/} Cash Cycle is calculated from Average Collection Period plus Average Inventory Period minus Average Payment Period.

Current Ratio

In 2022, the Company's current ratio was 1.57 times, an improvement from 2021, primarily due to an increase in current assets of 167.11% from 2021, mainly from the increase in cash and cash equivalents received from the initial public offering and trade and other receivables - net, in line with the increase in the Company's sales revenue and the result of the recovery of the economy and the construction industry and power generation which was an industry related to the Company's products. In this regard, the increase was in the proportion greater than the increase in the current liabilities of the Company by 6.51% from the year 2021. As a result, the Company gained a better liquidity in 2022 while in 2022, the Company paid dividends total amounting to 154.80 million baht, causing in a decrease in the liquidity ratio in 2022.

Quick Ratio

In 2022, the Company's quick ratio was 0.95 times, an improvement from the previous year. This was mainly due to the large increase in current assets from an increase in cash and cash equivalents and trade and other receivables - net for reasons mentioned in the current ratio.

Cash Cycle

In 2022, the Company had a cash cycle of 28.69 days, an increase from the previous year mainly from the Company's debt repayment period that has decreased by 5.02 days from the year 2021 due to the Company's management of debt settlement by transferring payment instead of payment by some advance checks. As a result, the cash cycle of the Company was slower but it did not affect the overall liquidity of the Company.

1.4.2 Financial Policy Analysis Ratios

List	Unit	For the year ended		Increase (Decrease)
		31 December		
		2021	2022	
Debt to equity ratio	(time)	2.53	0.95	(1.58)
Interest coverage ratio ^{1/}	(time)	17.51	21.30	3.79
Commitment coverage ratio ^{2/}	(time)	1.14	1.31	0.17

Note: ^{1/} Interest coverage ratio calculated from profit before finance cost, income tax, depreciation and amortization divided by interest paid.

^{2/} Commitment coverage ratio calculated from profit before finance cost, income tax, depreciation and amortization divided by interest-bearing short-term debt and long-term debt due within 1 year.

Debt to Equity Ratio

In 2022, the Company had a debt to equity ratio of 0.95 times, a decrease from the end of 2021, primarily due to an increase in total shareholders' equity of 187.77% from the end of 2021 due to an increase in issuance of shares for initial public offering less share issuance expenses net of tax amounting to 394.97 million baht, which was an increase in proportion greater than the increase in the total liabilities of the Company. As a result, the debt to equity ratio decreased in 2022.

Interest Coverage Ratio

In 2022, the Company's interest coverage ratio was 21.30 times, continuously increasing to reflect the Company's better liquidity management. In this regard, financial institutions had specified conditions in the loan agreement that the Company must maintain debt service coverage ratio at a rate higher than 1.50 times whereas the Company had maintained such ratios as specified by the financial institutions.

Commitment Coverage Ratio

In 2022, the Company had the mentioned ratio at 1.31 times, an improvement from 2021 because the Company had increased performance in line with the expansion of the business while the Company's obligations due within 1 year slightly increased from bank overdrafts and short-term loans from financial institutions. The portion due within one year of long-term loans from financial institutions - net, showing continuous improvement of the ability to repay the obligations of the Company.

In addition, the Company had been continuously supported in terms of credit lines to be a source of working capital for the business, including prudent liquidity risk management with sufficient amount of cash and marketable securities and having a source of funds that can be withdrawn from a credit line that was sufficient to pay off obligations when they were due. In addition, the management had reviewed the Company's cash flow projection regularly to support the payment of interest and various obligations. In the past, the Company was able to repay the principal and interest as specified in the loan agreement resulted in receiving financial support from various financial institutions continually. Together with the Company's performance that tended to increase



continuously according to the trend of the expansion of electricity consumption in the country and construction industry which have supported the said ratio of the Company. In addition, the funds from the initial public offering of newly issued ordinary shares in the year was additional sources of funds for the Company to support the repayment of loans from financial institutions as well as the future growth of the Company as being listed on the stock market. The Company then has more channels to raise funds through the issuance of debt instruments or other capital market channels which will increase the liquidity capability of the Company, which will enable the Company to a better debt commitment coverage ratio in the future.

2. Factors or Events that may Affect Future Performance and Financial Position

2.1 Company's Floating Interest Rate

Short-term loan agreements and long-term loan agreements that the Company signed with commercial banks in the country mostly were with floating interest rates, in words, it is the interest rate that is linked to the interest rate for prime large customers with type of loan with a term Minimum Loan Rate : MLR. According to financial statements showing financial base for the fiscal year ended December 31, 2022, the Company had a total debt obligation of 283.85 million baht, consisting of bank overdrafts and short-term loans from financial institutions in the amount of 110.00 million baht and long-term loans from financial institutions (including the portion due within one year) in the amount of 173.85 million baht. Most of such debt obligations came from loans from financial institutions for the use as working capital and investment in the purchase and improvement of machinery to increase production efficiency. Therefore, if the interest rates change significantly, it will affect the performance and financial status of the Company resulting in the Company's higher financial costs. However, in the past, the Company had planned to manage loans from financial institutions with regular monitor changes in interest rates, therefore, there was a relatively low level of risk from changes in interest rates as after being listed on the stock exchange, there will be more options of fundraising for the Company.

2.2 Capital Commitments

The Company has commitments that are obligatory at the end of 2022 related to capital expenditures which has not yet been recognized in the financial statements in the amount of 38.75 million baht (buildings and machinery amounting to 38.49 million baht and computer software amounting to 0.26 million baht) whereas some part of the obligation received gain from fundraising from the initial public offering of newly issued ordinary shares in 2022. The Company is responsible for managing and reporting the results of the utilization of the capital increase to the Stock Exchange of Thailand in accordance with the objectives of the capital increase report form.

**3. Information from Financial Statements and Key Financial Ratios****3.1 Summary of Audit Reports for the Past 3 Years**

Financial Statements	Auditor	Audit's Summary Report
Separate financial statements for the year ended December 31, 2020	Mr. Vichien Khingmontri, Certified Public Accountant No. 3977 from PricewaterhouseCoopers ABAS Co., Ltd., an auditor approved by the SEC.	The auditor has expressed the opinion in the auditor's report that the Company's financial statements comprise of the statement of financial position as at December 31, 2020, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended present fairly, in all material respects, in accordance with Thai Financial Reporting Standards.
Separate financial statements for the year ended December 31, 2021	Mr. Vichien Khingmontri, Certified Public Accountant No. 3977 from PricewaterhouseCoopers ABAS Co., Ltd., an auditor approved by the SEC.	The auditor has expressed the opinion in the auditor's report that the Company's financial statements comprise of the statement of financial position as at December 31, 2021, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended present fairly, in all material respects, in accordance with Thai Financial Reporting Standards.
Separate financial statements for the year ended December 31, 2022	Mr. Vichien Khingmontri, Certified Public Accountant No. 3977 from PricewaterhouseCoopers ABAS Co., Ltd., an auditor approved by the SEC.	The auditor has expressed the opinion in the auditor's report that the Company's financial statements comprise of the statement of financial position as at December 31, 2022, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended present fairly, in all material respects, in accordance with Thai Financial Reporting Standards.



3.2 Table of Summary Financial Statement

3.2.1 Statement of Financial Position

List	As at 31 December					
	2020		2021		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
Current assets						
Cash and cash equivalents	4.16	0.57	1.03	0.14	349.79	31.08
Trade and other receivables, net	190.74	25.99	180.58	25.02	241.78	21.48
Short-term investments	0.60	0.08	0.60	0.08	-	-
Short-term loans to a related party	10.36	1.41	0.21	0.03	-	-
Inventories, net	38.13	5.20	60.79	8.42	58.08	5.16
Total current assets	244.00	33.24	243.21	33.69	649.65	57.72
Non-current assets						
Property, plant and equipment and right-of-use assets, net	480.81	65.51	465.05	64.42	459.11	40.79
Intangible assets, net	7.88	1.07	8.66	1.20	6.94	0.62
Deferred income tax assets, net	0.92	0.13	4.61	0.64	8.25	0.73
Other non-current assets	0.34	0.05	0.35	0.05	1.58	0.14
Total non-current assets	489.96	66.76	478.67	66.31	475.88	42.28
Total assets	733.96	100.00	721.88	100.00	1,125.52	100.00
Liabilities and equity						
Current liabilities						
Bank overdrafts and short-term loans from financial institutions	87.37	11.90	97.96	18.93	110.00	20.03
Trade and other payables	158.85	21.64	169.72	32.81	172.82	31.47
Contract liabilities	29.88	4.07	35.84	6.93	48.93	8.91
Derivative liabilities	1.64	0.22	-	-	-	-
Current portion of						
- Long-term loans from financial institutions	43.89	5.98	49.77	9.62	58.54	10.66
- Machine installment payables	16.83	2.29	6.46	1.25	-	-
- Lease liabilities	1.88	0.26	0.25	0.05	0.26	0.05
Current income tax payable	16.73	2.28	13.99	2.70	18.93	3.44
Other current liabilities	1.63	0.22	13.83	2.67	3.59	0.65
Total current liabilities	358.71	48.87	387.81	74.96	413.07	75.21
Non-current liabilities						
Long-term loans from financial institutions	132.58	18.06	109.70	21.21	115.31	21.00
Machine installment payables	6.46	0.88	-	-	-	-
Lease liabilities	-	-	0.57	0.11	0.31	0.06
Employee benefits obligations	19.19	2.61	19.26	3.72	20.50	3.73
Total non-current liabilities	158.24	21.56	129.53	25.04	136.12	24.79
Total liabilities	516.95	70.43	517.34	100.00	549.19	100.00



List	As at 31 December					
	2020		2021		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Equity						
Share capital						
Authorized share capital	43.00	-	43.00	-	58.00	-
Issued and paid-up share capital	43.00	5.86	43.00	5.96	58.00	5.15
Share premium ordinary shares	-	-	-	-	379.96	33.76
Retained earnings						
Appropriated - legal reserve	-	-	4.30	0.60	5.80	0.52
Unappropriated	174.02	23.71	157.24	21.78	132.57	11.78
Total equity	217.02	29.57	204.54	28.33	576.33	51.21
Total liabilities and equity	733.96	100.00	721.88	100.00	1,125.52	100.00

3.2.2 Statements of Comprehensive Income

List	For the year ended 31 December					
	2020		2021		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue						
Sales of goods ^{1/}	697.88	98.55	839.77	99.34	1,021.32	99.54
Cost of sales ^{2/}	(504.08)	(72.23)	(625.99)	(74.54)	(728.99)	(71.38)
Gross profit ^{2/}	193.80	27.77	213.78	25.46	292.33	28.62
Other income ^{1/}	10.30	1.45	5.57	0.66	4.75	0.46
Administrative expenses ^{1/}	(50.81)	(7.17)	(63.82)	(7.55)	(80.47)	(7.84)
Selling expenses ^{1/}	(29.95)	(4.23)	(33.74)	(3.99)	(44.43)	(4.33)
Other gain (loss), net ^{1/}	0.58	0.08	2.10	0.25	(0.29)	(0.03)
Finance cost ^{1/}	(10.44)	(1.47)	(10.25)	(1.21)	(10.27)	(1.00)
Profit before income tax ^{1/}	113.48	16.02	113.64	13.44	161.62	15.75
Income tax ^{1/}	(22.51)	(3.18)	(19.60)	(2.32)	(29.99)	(2.92)
Profit for the year ^{1/}	90.97	12.85	94.04	11.12	131.63	12.83
Other comprehensive income:						
<i>Item that will not be reclassified to profit or loss</i>						
Remeasurements of post-employment benefit ^{1/}	-	-	1.23	0.15	-	-
Income tax on item that will not be reclassified to profit or loss ^{1/}	-	-	(0.25)	(0.03)	-	-
Other comprehensive income for the year, net of tax ^{1/}	-	-	0.98	0.12	-	-
Total comprehensive income for the year ^{1/}	90.97	12.85	95.02	11.24	131.63	12.83
Earnings per share:						
Weighted average number of ordinary shares (million shares) ^{3/}	86.00	-	86.00	-	89.95	-
Basic earnings per share ^{4/}	1.06	-	1.09	-	1.46	-



Note: ^{1/} Proportion to total income

^{2/} Proportion to sales of goods

^{3/} In July 2022, the Company changed the par value of its shares from 100.00 baht per share to 0.50 baht per share, resulting in the number of ordinary shares increased from 430,000 shares to 86,000,000 ordinary shares. The meeting also approved an increase in authorized share capital from 86,000,000 ordinary shares to 116,000,000 ordinary shares with a par value of Baht 0.50 per share. For the comparative purposes, the weighted average number of ordinary shares used in the calculation of earnings per share for the years ended 31 December 2020 and 2021 was adjusted to reflect changes in the number of shares in the current year as if the event occurred since the year 2020.

^{4/} Basic earnings per share is calculated by dividing earnings for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in existence during the year.

3.2.3 Statement of Cash Flows

List	For the year ended 31 December		
	2020	2021	2022
	Million Baht	Million Baht	Million Baht
Cash flows from operating activities			
Profit before income tax	113.48	113.64	161.62
Adjustments for:			
(Reversal of) loss on expected credit losses	(1.47)	2.13	0.83
Loss on allowance for obsolete inventories	-	0.78	0.05
Depreciation and amortisation	35.03	42.24	45.50
Write-off of equipment and intangible assets	-	0.21	0.37
Gain on disposals of equipment	(0.14)	(0.65)	(0.07)
Amortisation - intangible assets	2.56	2.67	3.37
Gain from changes in fair value of derivative liabilities	(0.58)	(1.64)	-
Employee benefit obligations	1.25	1.29	1.25
Interest income	(6.67)	(1.51)	(0.07)
Finance costs	10.44	10.25	10.27
Changes in working capital:			
Trade and other receivables	41.67	(10.62)	(62.03)
Inventories	(1.17)	(23.44)	2.66
Other non-current assets	(0.12)	(0.00)	(1.24)
Trade and other payables	(21.42)	19.83	4.52
Contract liabilities	1.65	5.96	13.09
Other current liabilities	(1.05)	12.20	(10.24)
Cash generated from (used in) operations	173.46	173.34	169.88
Interest paid	(9.81)	(9.64)	(10.36)
Income tax paid	(4.43)	(26.27)	(26.19)
Net cash generated from (used in) operating activities	159.22	137.43	133.33
Cash flows from investing activities			
Decrease in restricted deposit at a financial institution	0.72	-	-
Decrease (increase) in short-term investments	(0.60)	(0.00)	0.60
Payments for short-term loans to a related party	(121.06)	(103.77)	(0.45)
Proceeds from short-term loans to a related party	305.68	113.92	0.66
Payments for purchase of property, plant and equipment	(314.92)	(36.68)	(38.94)



List	For the year ended 31 December		
	2020	2021	2022
	Million Baht	Million Baht	Million Baht
Proceeds from disposals of equipment	0.14	0.79	0.13
Payments for purchase of intangible assets	(0.11)	(2.85)	(2.14)
Proceeds from interest income	0.01	20.16	0.07
Net cash generated from (used in) investing activities	(130.14)	(8.43)	(40.07)
Cash flow from financing activities			
Bank overdrafts increase (decrease)	(6.34)	10.59	(22.96)
Proceeds from short-term loans from financial institutions	240.00	240.00	335.00
Payments for short-term loans from financial institutions	(230.00)	(240.00)	(300.00)
Proceeds from long-term loans from financial institutions	53.00	31.02	73.92
Payments for long-term loans from financial institutions	(38.01)	(47.95)	(58.71)
Payments for transaction costs of loans	(0.21)	(0.21)	(1.20)
Payments for principle elements of machinery installment payables	(31.00)	(16.00)	(7.96)
Payments for principle elements of lease liabilities	(12.95)	(2.08)	(0.25)
Receipts from issuance of ordinary shares	-	-	405.00
Payment for cost of share issuance	-	-	(12.54)
Dividend paid	-	(107.50)	(154.80)
Net cash generated from (used in) financing activities	(25.51)	(132.13)	255.50
Net increase (decrease) in cash and cash equivalents	3.57	(3.13)	348.76
Cash and cash equivalents at the beginning of the year	0.59	4.16	1.03
Cash and cash equivalents at the end of the year	4.16	1.03	349.79
Non-cash items:			
Purchase of plant and equipment and intangible assets unpaid at the end of the year	11.94	1.66	2.20
Increase in lease liabilities	-	1.02	-



3.2.4 Table of Key Financial Ratio

List	Unit	For the year ended 31 December		
		2020	2021	2022
<u>Liquidity Ratios</u>				
Current ratio	(time)	0.68	0.63	1.57
Quick ratio	(time)	0.48	0.46	1.41
Operating cash flow to current liabilities	(time)	0.39	0.37	0.33
Trade account receivable turnover	(time)	3.65	4.81	4.88
Average collection period	(day)	98.67	74.88	73.83
Finished goods turnover ^{1/}	(time)	34.42	36.45	36.40
Average sale (finished goods) period	(day)	10.46	9.88	9.89
Inventory turnover ^{2/}	(time)	13.42	12.66	12.26
Average sales (inventory) period	(day)	26.82	28.45	29.35
Trade account payable turnover	(time)	3.76	4.53	4.83
Average payment period	(day)	95.72	79.51	74.49
Cash Cycle ^{3/}	(day)	29.77	23.81	28.69
<u>Profitability Ratios</u>				
Gross profit margin	(%)	27.77	25.46	28.62
Operating profit margin ^{4/}	(%)	16.20	13.84	16.39
Other income margins ^{5/}	(%)	1.45	0.66	0.46
Operating cash flow to Operating profit ^{6/}	(%)	140.86	118.24	79.63
Net profit margin	(%)	12.85	11.12	12.83
Return on equity	(%)	52.47	44.61	33.71
<u>Efficiency Ratios</u>				
Total assets turnover	(%)	13.46	12.92	14.25
Fixed assets turnover	(%)	22.73	19.35	25.68
Asset cycle ration	(time)	1.05	1.16	1.11
<u>Financial Policy Analysis Ratios</u>				
Debt to equity ratio	(time)	2.38	2.53	0.95
Interest coverage ratio ^{7/}	(time)	16.46	17.51	21.30
Commitment coverage ratio ^{8/}	(time)	1.23	1.14	1.31
Dividend payout ratio ^{9/}	(%)	n/a	114.32	117.60

Note: ^{1/} Finished goods turnover calculated from cost of sales divided by average inventories (only finished goods excluding work in process and raw materials).

^{2/} Inventory turnover calculated from cost of sales divided by average inventories.

^{3/} Cash cycle calculated from the average collection period plus average sale (inventory) period minus average payment period.

^{4/} Operating profit margin calculated from operating profit (sales of goods less cost of sales and expenses) divided by sales of goods.

^{5/} Other income margins calculated from other income divided by total income.

^{6/} Operating cash flow to Operating profit calculated from net cash flow from operations divided by operating profit (sales of goods less cost of sales and expenses).

^{7/} Interest coverage ratio calculated from profit before finance cost, income tax, depreciation and amortization divided by interest paid.

^{8/} Commitment coverage ratio calculated from profit before finance cost, income tax, depreciation and amortization divided by interest-bearing short-term debt and long-term debt due within 1 year.

^{9/} Dividend payout ratio calculated from dividend paid divided by net profit.