

# Synopsis of Operations

(Million bath)

Transactions	Details	2019	2018	2017
<b>Net revenues</b>	Deriving from	<b>12,303.06</b>	<b>13,376.80</b>	<b>13,486.32</b>
	• sales	11,309.21	12,349.63	12,446.98
	• dividends	531.07	528.01	469.66
	• gain from disposal of assets	157.24	33.62	82.48
	• gain from disposal on investment	-	169.20	242.62
	• interest income	35.03	26.82	20.10
	• recovery of doubtful debt	69.42	-	-
	• other revenues	176.05	220.97	195.75
	• gain from impairment of investments	25.04	48.55	28.73
<b>Net profit</b>	After deducting	<b>719.04</b>	<b>934.02</b>	<b>846.99</b>
	• cost of sales	7,568.02	7,838.88	7,861.12
	• selling and administrative expenses	3,959.72	4,456.24	4,663.88
	• loss from impairment of investments	12.44	71.18	26.23
	• loss of investment in associates	-	-	-
	Total expenses	11,540.19	12,366.30	12,551.23
	• finance costs	2.32	1.64	1.61
	• corporate income tax	56.28	74.85	86.49
	equity attributable to owners of the equity	-	-	-
	• owners of the equity	725.20	931.28	846.48
	• non-controlling interest	(6.16)	2.74	0.51
<b>Total assets</b>	Consisting of	<b>23,644.83</b>	<b>23,549.51</b>	<b>23,280.16</b>
	• current assets	7,647.29	7,655.76	6,902.91
	• non - current assets	15,997.54	15,893.75	16,377.25
<b>Current assets</b>	Consisting of	<b>7,647.29</b>	<b>7,655.76</b>	<b>6,902.91</b>
	• cash and cash equivalents	1,113.70	1,404.37	911.10
	• trade accounts receivable	1,415.82	1,784.66	1,914.38
	• short-term loans to related parties	57.50	90.00	30.00
	• inventories	3,658.21	3,356.99	3,426.79
	• other current assets	1,402.06	1,019.74	620.64
<b>Non-current assets</b>	Consisting of	<b>15,997.54</b>	<b>15,927.98</b>	<b>16,377.25</b>
	• restricted deposits at financial institution	2.95	2.95	2.95
	• long-term loans to related parties	-	-	60.00
	• long-term loans given to employee	0.10	1.07	2.26
	• available-for-sale investments	8,917.67	9,091.80	9,068.04
	• investment in associated companies - cost method	935.93	837.17	826.91
	• other long-term investments	1,992.85	1,856.42	2,261.06
	• investment properties	927.69	1,005.02	1,031.77
	• property, plant & equipment	2,870.70	2,848.80	2,874.17
	• intangible assets	92.12	35.85	31.80
	• leasehold	16.42	14.11	18.64
	• goodwill	-	-	-
	• other non - current assets	241.10	234.81	199.65

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<b>Property, plant &amp; equipment</b>	<b>Consisting of</b>	<b>2,870.70</b>	<b>2,848.80</b>	<b>2,874.17</b>	
	• land	2,093.79	1,988.12	1,988.36	
	• building and improvements	832.45	802.46	838.29	
	• office equipment and vehicles	1,361.28	1,339.51	1,287.26	
	• furniture and fixtures	1,186.65	1,149.01	1,198.11	
	• assets under construction and installation	110.64	99.66	40.07	
	• accumulated depreciation	(2,714.12)	(2,529.96)	(2,477.92)	
<b>Current liabilities</b>	<b>Consisting of</b>	<b>1,903.81</b>	<b>1,980.54</b>	<b>2,013.87</b>	
	• short-term loans from financial institution	47.68	30.00	30.00	
	• trade accounts payable	1,328.03	1,273.49	1,311.45	
	• others payable	528.10	677.05	627.64	
	• Income tax payable	-	-	44.78	
<b>Non - current liabilities</b>	<b>Consisting of</b>	<b>1,271.33</b>	<b>1,323.74</b>	<b>1,355.64</b>	
	• deferred tax liabilities	672.28	692.47	734.45	
	• employee benefit obligations	562.11	588.81	577.74	
	• other non-current liabilities	36.95	42.46	43.45	
<b>Equity</b>	<b>Consisting of</b>	<b>20,469.69</b>	<b>20,245.23</b>	<b>19,910.64</b>	
	• capital	290.63	290.63	290.63	
	• premium on ordinary shares	1,487.14	1,487.14	1,487.14	
	• premium on treasury stock	51.43	51.43	51.43	
	• legal reserve	50.00	50.00	50.00	
	• general reserve	1,961.20	1,869.15	1,789.31	
	• unappropriated retained earnings	11,318.20	11,003.25	10,438.35	
	• others components of equity	5,315.79	5,489.35	5,804.06	
	• owners of the equity	20,474.40	20,240.96	19,910.94	
	• nons-controlling interest	(4.71)	4.27	(0.29)	
<b>Cash flow cycle</b>	The Company's cash flow cycle	A	156.38	150.84	152.20
	commences with the purchase and resale of				
	merchandise and ending with the collection of cash				
	resulting from				
	• collection period	A	51.41	54.43	49.74
	• inventories coverage	A	166.85	155.77	162.90
	deducted payment period	A	61.88	59.36	60.44
<b>Total employees</b>	<b>Consisting of</b>	<b>B</b>	<b>4,769</b>	<b>6,088</b>	<b>6,760</b>
	• counter sales force	B	3,216	4,316	4,801
	• office work force	B	1,553	1,772	1,959
<b>Net revenues per capital</b>		<b>C</b>	<b>2,574.55</b>	<b>2,189.27</b>	<b>1,990.77</b>
<b>Net profit per capital</b>		<b>C</b>	<b>152.06</b>	<b>152.97</b>	<b>125.22</b>

A Unit shows number of days

B Unit shows number of employees

C Unit shows thousand baht per headcount