

| Transactions | Details | 2020 | 2019 | 2018 |
|---------------------------|--|------------------|------------------|------------------|
| Net revenues | Deriving from | 8,329.08 | 12,303.06 | 13,376.80 |
| | • sales | 7,809.02 | 11,309.21 | 12,349.63 |
| | • dividends | 343.45 | 531.07 | 528.01 |
| | • gain from disposal of assets | 10.27 | 157.24 | 33.62 |
| | • gain from disposal on investment | - | - | 169.20 |
| | • interest income | 15.58 | 35.03 | 26.82 |
| | • recovery of doubtful debt | - | 69.42 | - |
| | • other revenues | 150.75 | 176.05 | 220.97 |
| | • gain from impairment of investments | - | 25.04 | 48.55 |
| Net profit | After deducting | (59.32) | 719.04 | 934.02 |
| | • cost of sales | 5,489.38 | 7,568.02 | 7,838.88 |
| | • selling and administrative expenses | 2,726.37 | 3,959.72 | 4,456.24 |
| | • loss from impairment of investments | 0.10 | 12.44 | 71.18 |
| | • loss of investment in associates | (29.71) | - | - |
| | Total expenses | 8,186.14 | 11,540.19 | 12,366.30 |
| | • finance costs | 87.18 | 2.32 | 1.64 |
| | • corporate income tax | 55.76 | 56.28 | 74.85 |
| | equity attributable to owners of the equity | | | |
| | • owners of the equity | (52.36) | 725.20 | 931.28 |
| | • nons-controlling interest | (6.97) | (6.16) | 2.74 |
| Total assets | Consisting of | 32,227.80 | 23,644.83 | 23,549.51 |
| | • current assets | 7,132.22 | 7,647.29 | 7,655.76 |
| | • non - current assets | 25,095.58 | 15,997.54 | 15,893.75 |
| Current assets | Consisting of | 7,132.22 | 7,647.29 | 7,655.76 |
| | • cash and cash equivalents | 1,795.16 | 1,113.70 | 1,404.37 |
| | • trade accounts receivable | 1,083.00 | 1,415.82 | 1,784.66 |
| | • short-term loans to related parties | 57.50 | 57.50 | 90.00 |
| | • inventories | 2,999.78 | 3,658.21 | 3,356.99 |
| | • other current assets | 1,196.78 | 1,402.06 | 1,019.74 |
| Non-current assets | Consisting of | 25,095.58 | 15,997.54 | 15,927.98 |
| | • restricted deposits at financial institution | 2.95 | 2.95 | 2.95 |
| | • long-term loans to related parties | - | - | - |
| | • long-term loans given to employee | 3.55 | 0.10 | 1.07 |
| | • other non-current financial assets | 19,686.55 | - | - |
| | • available-for-sale investments | - | 8,917.67 | 9,091.80 |
| | • investment in associated companies - cost method | 892.24 | 935.93 | 837.17 |
| | • other long-term investments | - | 1,992.85 | 1,856.42 |
| | • investment properties | 1,129.45 | 927.69 | 1,005.02 |
| | • property, plant & equipment | 2,662.66 | 2,870.70 | 2,848.80 |
| | • intangible assets | 90.85 | 100.05 | 35.85 |
| | • right-of-use assets | 383.93 | - | - |
| | • other non - current assets | 243.41 | 249.59 | 248.92 |

| Transactions | Details | | 2020 | 2019 | 2018 |
|--|---|---|------------------|------------------|------------------|
| Property, plant & equipment | Consisting of | | 2,662.66 | 2,870.70 | 2,848.80 |
| | • land | | 1,981.39 | 2,093.79 | 1,988.12 |
| | • building and improvements | | 854.15 | 832.45 | 802.46 |
| | • office equipment and vehicles | | 1,362.20 | 1,361.28 | 1,339.51 |
| | • furniture and fixtures | | 1,174.55 | 1,186.65 | 1,149.01 |
| | • assets under construction and installation | | 114.09 | 110.64 | 99.66 |
| | • accumulated depreciation | | (2,823.72) | (2,714.12) | (2,529.96) |
| Current liabilities | Consisting of | | 1,670.65 | 1,903.81 | 1,980.54 |
| | • short-term loans from financial institution | | 53.05 | 47.68 | 30.00 |
| | • trade accounts payable | | 1,005.41 | 1,328.03 | 1,273.49 |
| | • others payable | | 410.64 | 528.10 | 677.05 |
| | • others liabilities | | 201.56 | - | - |
| Non - current liabilities | Consisting of | | 3,440.39 | 1,271.33 | 1,323.74 |
| | • deferred tax liabilities | | 2,452.85 | 672.28 | 692.47 |
| | • employee benefit obligations | | 553.59 | 562.11 | 588.81 |
| | • other non-current liabilities | | 433.95 | 36.95 | 42.46 |
| Equity | Consisting of | | 27,116.76 | 20,469.69 | 20,245.23 |
| | • 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 | | 2,030.72 | 1,961.20 | 1,869.15 |
| | • unappropriated retained earnings | | 11,498.63 | 11,318.20 | 11,003.25 |
| | • others components of equity | | 11,719.60 | 5,315.79 | 5,489.35 |
| | owners of the equity | | 27,128.17 | 20,474.40 | 20,240.96 |
| | • nons-controlling interest | | (11.41) | (4.71) | 4.27 |
| Cash flow cycle | The Company's cash flow cycle | A | 200.09 | 156.38 | 150.84 |
| | commences with the purchase | | | | |
| | and resale of merchandise and | | | | |
| | ending with the collection of cash | | | | |
| | resulting from | | | | |
| | • collection period | A | 58.28 | 51.41 | 54.43 |
| | • inventories coverage | A | 218.32 | 166.85 | 155.77 |
| | deducted payment period | A | 76.51 | 61.88 | 59.36 |
| Total employees | Consisting of | B | 4,318 | 4,769 | 6,088 |
| | • counter sales force | B | 2,908 | 3,216 | 4,316 |
| | • office work force | B | 1,410 | 1,553 | 1,772 |
| Net revenues per capital | | C | 1,928.92 | 2,574.55 | 2,189.27 |
| Net profit per capital | | C | (12.13) | 152.06 | 152.97 |

A Unit shows number of days

B Unit shows number of employees

C Unit shows thousand baht per headcount