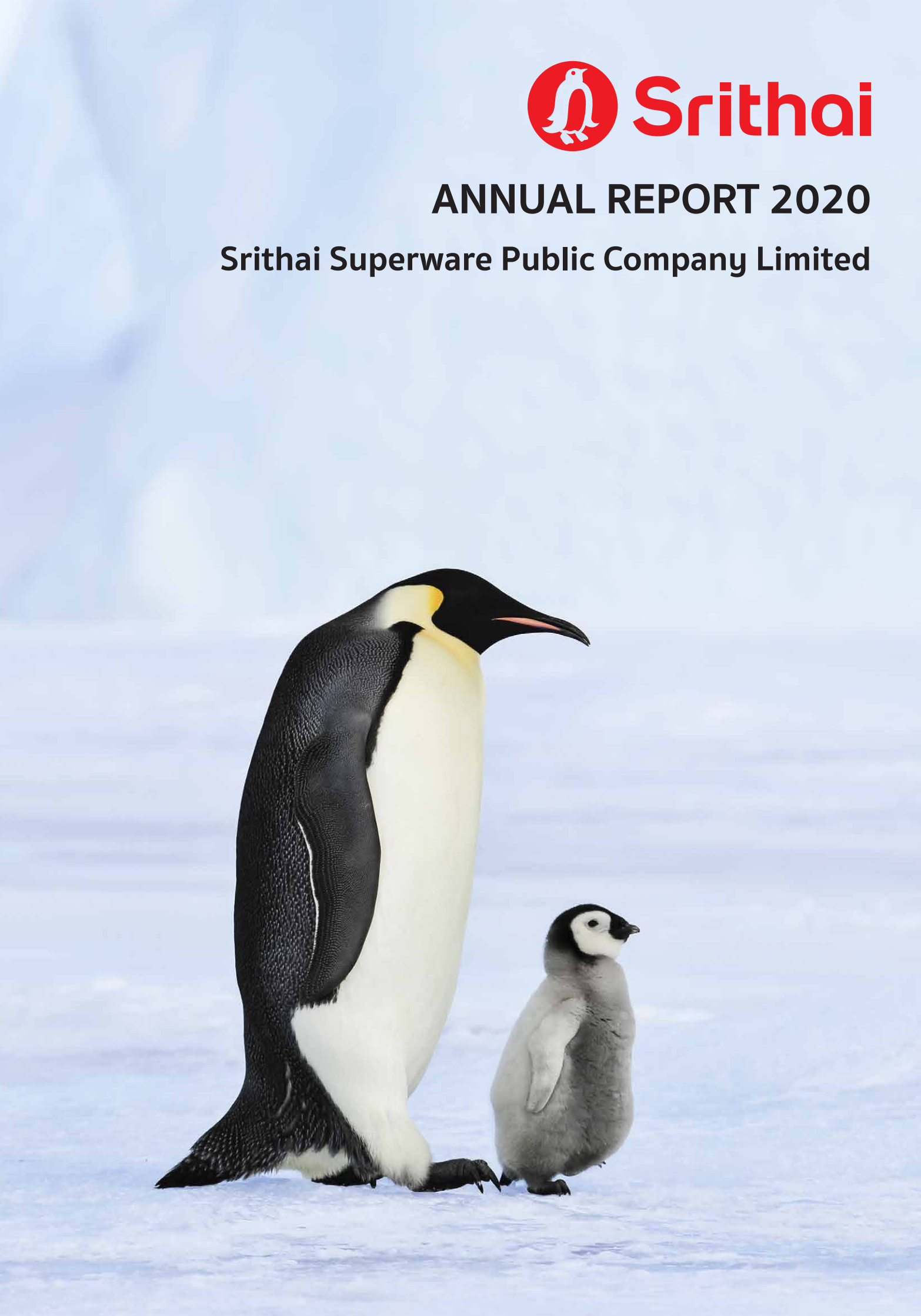
Srithai

ANNUAL REPORT 2020

Srithai Superware Public Company Limited



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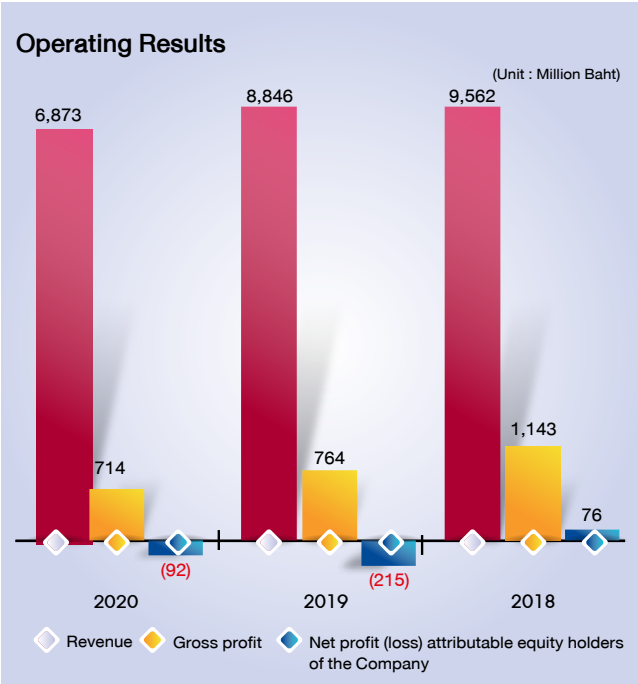
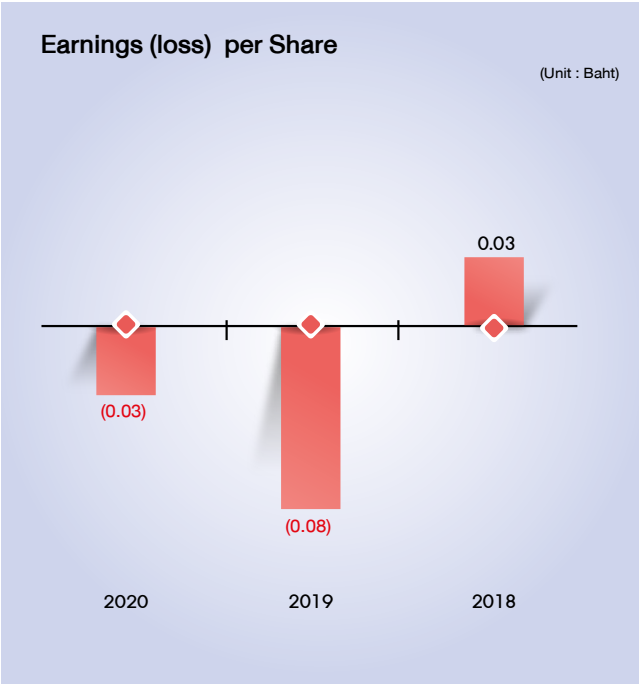
Report and consolidated financial statements		Attached Sheet

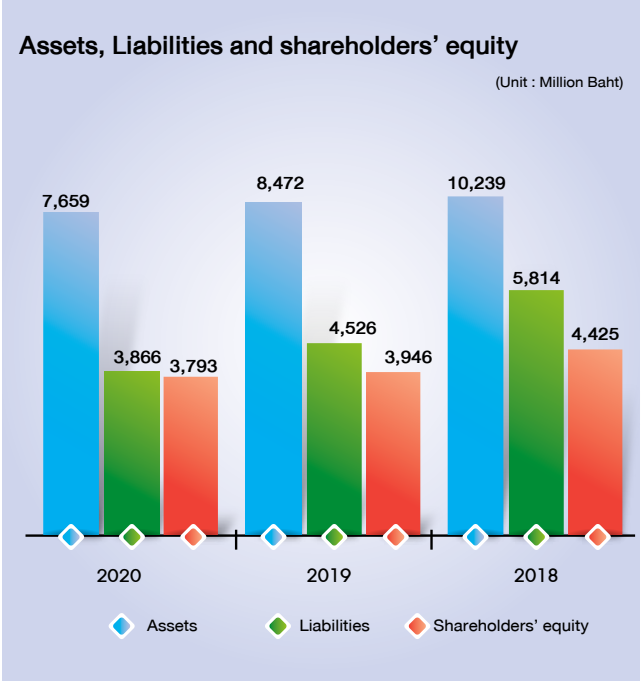
Highlight of Consolidated Financial Statements

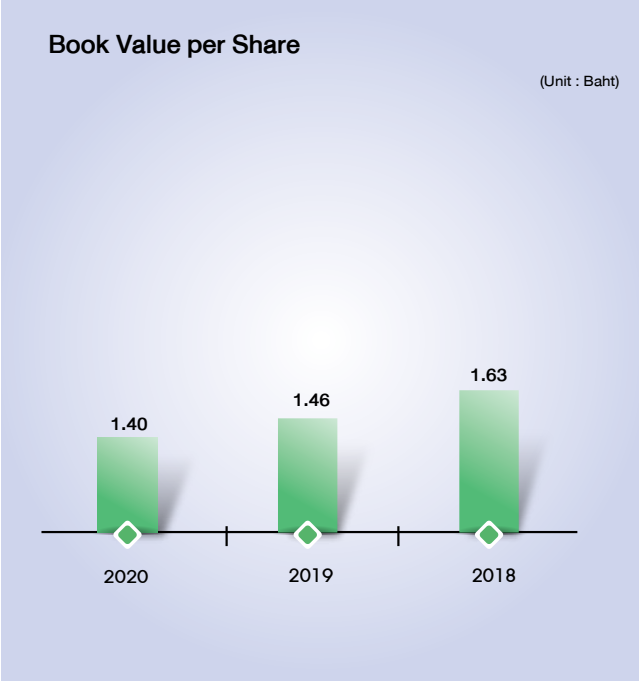
Unit : Million Baht

	2020	2019	2018
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION			(Revised version)
Assets	7,659	8,472	10,239
Liabilities	3,866	4,526	5,814
Shareholders' Equity	3,793	3,946	4,425
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME			
Revenue	6,873	8,846	9,562
Gross profit	714	764	1,143
Selling & Administrative expenses	(758)	(968)	(1,029)
Other income	74	83	119
Finance costs	(89)	(123)	(146)
Profit (Loss) before income tax	(59)	(244)	87
Profit (Loss) attributable to equity holders of the Company	(92)	(215)	76
CONSOLIDATED STATEMENTS OF CASH FLOWS			
Net cash flows from operating activities	1,064	1,330	947
Net cash flows used in investing activities	(284)	(120)	(168)
Net cash flows used in financing activities	(494)	(1,301)	(621)
Cash and cash equivalents at end of year	583	321	375
KEY FINANCIAL RATIOS			
Current Ratio (times)	0.97	0.98	1.04
Account Receivable Turnover (days)	82.23	78.40	81.23
Inventory Turnover (days)	31.54	35.42	39.85
Account Payable Turnover (days)	50.09	43.16	43.44
Gross Profit Ratio to Sales (%)	10.39	8.64	11.95
Net Profit Ratio to Total Revenues (%)	(1.45)	(2.37)	0.89
Return on Total Assets (%)	(1.25)	(2.26)	0.81
Debt to Shareholders' Equity Ratio (times)	1.02	1.15	1.31


Operating Results
(Unit : Million Baht)
6,873
714
(92)
8,846
764
(215)
9,562
1,143
76
2020
2019
2018
Revenue
Gross profit
Net profit (loss) attributable equity holders of the Company


Earnings (loss) per Share
(Unit : Baht)
(0.03)
(0.08)
0.03
2020
2019
2018


Assets, Liabilities and shareholders' equity
(Unit : Million Baht)
7,659
3,866
3,793
8,472
4,526
3,946
10,239
5,814
4,425
2020
2019
2018
Assets
Liabilities
Shareholders' equity


Book Value per Share
(Unit : Baht)
1.40
1.46
1.63
2020
2019
2018

MESSAGE FROM THE CHAIRMAN

The severe impact of the Covid-19 pandemic resulted in shutdowns and restrictions that were put in place globally to help stem the rapid spread of this deadly virus, affecting every sphere of society. Businesses had to constantly evaluate and strategize to survive the economic impact of this new financial reality and all its accompanying instabilities. Srithai Superware has victoriously faced many challenges in the past, and our experienced management team faced this specific challenge with the same determination and solution-oriented approach. Amongst the first steps Srithai took to adjust and cope with the economic crisis was to delay any further investments and reduce inventories to basic necessities to help maintain financial liquidity. We also expedited the collection of trade receivables to increase the Company's bank savings in anticipation of a possible prolonged battle with this pandemic that could worsen the economic crisis we are already facing. This has resulted in the increase in cash and cash equivalents. Moreover, Srithai achieved financial stability by maintaining the debt-to-equity ratio at a low level equal to 0.5, based on separate financial statements at the end of 2020.

The high priority we place on the health and safety of all our employees and visitors led the Srithai team to designate an anti-Covid-19 committee to keep in close touch with daily updates from the government and other official resources regarding the status of Covid-19 domestically and internationally and help management be aware of the latest developments. They also helped ensure that Srithai was going above and beyond all the safety guidelines and applying every necessary preventative measure in all work and public spaces. An information campaign was also launched for all Srithai employees to ensure that they are fully aware about how they should protect themselves and their loved ones during this time.

In addition, since Srithai remains committed to development and improvement despite the myriad issues related to the pandemic, we consistently evaluated and developed each aspect of our organization to ensure maximum performance. In terms of human resource management, Srithai reduced the number of employees in conjunction with capacity utilization and operations and provided employees with an early retirement option. This gave us an opportunity to recruit a new generation of employees who possess the qualifications consistent with the present job requirements to enhance work efficiency. Srithai also recruited executives knowledgeable about information technology as well as highly skilled engineers to elevate the performance levels within the factories.

Regarding cost reduction, Srithai recruited specialized executives to help establish a supply chain management division to minimize operating costs within the supply chain. Furthermore, the Company transferred the production and distribution of wholesale and export units of Household Products or Melamine Products Business Line to one of our subsidiaries, Srithai Superware Korat Company Limited, which will then be responsible to operate the business on the Company's behalf. Centralizing the main production bases of our melamine products in Thailand under a single company will reduce work redundancies and achieve a management structure that is lean, agile and quick to take action. It will also eliminate unnecessary production costs and expenses and optimize the management of assets, cash flow, and performance evaluation.

The strategic and operating plans of the Industrial Products Business Line and Beverage Packaging Business Line were also reviewed and assessed, taking into consideration the overall impact on the businesses and readiness to respond to unknown variables that may arise. The Company also worked on strengthening customers' confidence and monitored the results closely throughout the supply chain to ensure that the purchase of raw materials, production and storage processes are in line with the demand for products and deliveries. Although, the sales of pallets, batteries and paint pails have declined, the sales of products in the food packaging line have increased.

Another positive development in 2020 is that Srithai was renewed as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC Recertification), until 2023. We have also been awarded the CG Award for "Excellence" (5 stars) for the fifth consecutive year by the Thai Institute of Directors Association, once again reflecting our commitment to management principles based on ethics and good corporate governance, transparency, and fairness, with responsibility towards society, communities, and the environment and considering all stakeholders involved as we move towards continuous and sustainable development.

In conclusion, Srithai was directly affected by Covid-19 and experienced a decrease in our sales and production capacity; nevertheless, the swift response of our management team in evaluating and efficiently adjusting every level of our production process, human resource management, and management and control of all costs and expenses, has resulted in a superior financial performance.

As the nature of the Covid-19 pandemic has been improving, especially with the arrival of the anti-Covid-19 vaccine, the business climate is beginning to show positive signs of recovery. Consequently, Srithai's performance in 2021 is expected to improve and achieve an even more stable financial position. In addition, the Company is exploring new business opportunities to enhance our future growth.

Finally, on behalf of the Board of Directors, executives, and employees of Srithai, I would like to thank all our shareholders, business partners, suppliers, customers, communities, and stakeholders in all sectors who have always trusted and supported the operations of the Srithai Group. I believe that 2021 will be another challenging year, but I am also confident that as we take solid steps forward, Srithai is on the right trajectory towards continued success.

Mr. Sanan Angubolkul
Chairman
Srithai Superware Public Company Limited

Part 1
BUSINESS

1. POLICY AND BUSINESS OUTLOOK

1.1 Vision and Mission of the Company

The Company has announced its Vision and Mission for all executives and staff members. It is to share a common understanding and coordinate among themselves to push the Company forward to achieve the desired goals, and move together in the same designated direction steadily. Additionally, its Vision and Mission have been communicated to the general public and all stakeholders of the Company in order that they gain acknowledgement of the direction and future of the Company and do business with the Company in a confident manner.

The Company has established its strategies and business direction that are appropriately aligned with its stated Vision and Mission. The Company reviews its ongoing 'Vision and Mission' annually so that they properly correspond with the changes in business situation affected by both the current internal and external factors. The Company's Vision and Mission were acknowledged from the Board of Directors in the year 2020 and shall remain until further review for change as follows :

Vision

To be the world's largest manufacturer of melamine household products and ASEAN's leading manufacturer in the plastic injection business.

Mission

1. To create a learning and knowledge-sharing environment for the beneficial development of our human capital.
2. To develop and enhance work skills, competency, and competitiveness to accommodate Srithai's value chain.
3. To conduct business with ethical standards and principles of good corporate governance.
4. To develop our organization's efficiency and extend long-term contributions to society to create social capital.

1.2 Changes and Developments

Srithai Superware Public Company Limited "the Company" was initially operated under the name "Srithai Plastic Industry Limited Partnership". It was founded by Mr. Sumit Lertsumitkul on August 1, 1963, to operate as a manufacturer and distributor of household plasticware.

In 1972, the business was renamed "Srithai Superware Limited Partnership" and the executive team was reorganized with the appointment of Mr. Sanan Angubolkul as Factory Manager. A new product line, melamine tableware, was added.

In 1979, the limited partnership was transformed into a limited company under the name "Srithai Superware Company Limited" after which the Company kept on expanding.

The Company was listed on the Stock Exchange of Thailand on October 2, 1991, with an increase of registered capital from Baht 170 million to Baht 200 million. The Company was transformed into a public limited company on December 13, 1993. Subsequently, the Company increased its registered capital to Baht 470 million on January 14, 1994 and to Baht 500 million on March 19, 1996 with paid up capital of Baht 400 million. Following the debt restructuring, affected by the economic crisis throughout the Asia Pacific Region, the Company's paid up capital increased from Baht 400 million to Baht 2,857 million.

In 2005, the Board of Directors unanimously appointed Mr. Sanan Angubolkul as the Chairman and President of the Company replacing Mr. Sumit Lertsumitkul, the late Chairman who passed away.

In 2008 the Company decreased its registered and paid-up capital from Baht 2,857 million to Baht 2,710 million by writing off repurchased common shares which were not disposed of in 3 years from date of repurchase according to the Company's share repurchase scheme in 2005 for the purpose of financial management being in line with legal requirement.

The Company implemented a major 'rebranding' campaign in 2015, and started to use the newly designed logos so as to accommodate a more modern and international corporate image that will better support the businesses of the Company as well as be more easily recognized by our clients and customers, as follows :

Corporate Brand

Product Brand

Business Brand

On July 2, 2015, the Stock Exchange of Thailand (SET) reclassified the Company from the "Home & Office Products" sector under the "Consumer Products" industry group to the "Packaging" sector under the "Industrial Products" industry group. The purpose is for better clarity for investors as well as to be appropriate for the Company's core businesses, products and revenues.

On August 1, 2020, the Company transferred the entire production line of household products, wholesales and export of household to a subsidiary in which the Company holds 100% of the shares, for the purpose of centralizing the main production of the household business line in Thailand under a single company. The transfer of such business unit has no impact on the Group's consolidated financial statements.

In conducting our current businesses, the Company attaches much importance and is also committed to continuously expanding overall business operations as well as the customer base for the household and industrial plastics products businesses, our core businesses, together with expanding both the production and customer bases overseas - especially in the ASEAN countries. The Company has achieved much success in investing in Vietnam through our subsidiaries which have grown in terms of business activities and sales revenues and also have future potential growth in line with the expected economic growth of Vietnam. Apart from Vietnam, the Company has invested in India, with an aim to explore new business opportunities, increase the Company's competitiveness and expand into the Indian market.

There are various strategic plans in place to drive our business operations forward; such as: importance to improving both our operating procedures and production operations; acquiring other businesses, reorganizing our corporate structure, searching new technology and innovation applications from domestic and overseas sources to develop raw materials so as to expand our e-commerce market base on a continuing basis, together with adapting our business model to correspond with the new social environment in this digital era. Such strategies will strengthen the Group's businesses to become competitive and achieve continuous growth in a stable and sustainable manner. This can be undertaken based on a framework of conducting and managing our businesses in an effective manner together with good corporate governance practices and corporate social responsibility.

The Moulds Business Line, operated by a Subsidiary, has played a key role in supporting and complementing our Plastics Business Line. The group of Subsidiaries gives importance to producing and offering high quality plastic moulds, along with superior customer services from mould design phase to mould production, in order to deliver moulds that meet customers' requirements and specifications with maximum satisfaction. Additionally, maintaining good relationship with our business partners and customers will enable the group of Subsidiaries to gain increased new business opportunities and increased sales revenues whenever customers need new mould products or once various related industries finally recover.

For other businesses under the mould and other business lines, the Company focuses on selecting a variety of quality products from both domestic and international markets to generate additional income for the Company in addition to industrial products and household products.

1.3 Structure of Shareholders of Srithai Superware Group

Overall business outlook of Srithai Superware Group is mostly under the same structure as that of our core businesses, which consist of Plastics Business Line dividing into industrial products and household products; and Mould Business & Other Businesses Line including subsidiaries making the moulds which are an important component of the plastics business line. There are also certain companies undertaking businesses other than those 2 core businesses of the Group. The Company has set its strategy of doing integrated businesses to reduce dependency on outsiders and enhance competitiveness of the Group.

SHAREHOLDING STRUCTURE OF SRITHAI SUPERWARE GROUP CLASSIFIED BY BUSINESS LINE

Srithai Superware Public Company Limited

Plastic

Srithai Superware Korat	100.0%	Srithai Miyagawa	51.0%
T Thaiplas	100.0%	Srithai Sanko	48.0%
Srithai (Vietnam)	100.0%	Sanko Srithai (Malaysia)	48.0%
Srithai (Hanoi)	100.0%	Thai MFC	45.0%
Srithai Superware Menufacturing	100.0%	Sheewamala	40.0%
Srithai Superware India	82.4%	PT. Srithai Maspion	32.5%
Srithai-Otto	75.0%		

Moulds & Others

Srithai Moulds	71.0%
Srithai Packaging	39.2%

SHAREHOLDING STRUCTURE OF SRITHAI SUPERWARE GROUP – CLASSIFIED BY STATUS OF INVESTMENT

Srithai Superware Public Company Limited

Subsidiaries

Srithai Superware Korat	100.0%
T Thaiplas	100.0%
Srithai (Vietnam)	100.0%
Srithai (Hanoi)	100.0%
Srithai Superware Manufacturing	100.0%
Srithai Superware India	82.4%
Srithai-Otto	75.0%
Srithai Moulds	71.0%
Srithai Miyagawa	51.0%

Associated Companies

Srithai Sanko	48.0%
Sanko Srithai (Malaysia)	48.0%
Thai MFC	45.0%
Sheewamala	40.0%
Srithai Packaging	39.2%
PT. Srithai Maspion	32.5%

Remarks:

1. The 100% equity shareholding in Srithai (Hanoi) Company Limited and 48.0% equity shareholding in Sanko Srithai (Malaysia) SDN. BHD. are indirect shareholdings of the Company via Srithai (Vietnam) Company Limited in Vietnam and Srithai Sanko Co. Ltd. in Thailand, respectively.
2. Srithai Superware Korat Company Limited was formerly known as Korat Thai Tech Company Limited.

2. NATURE OF BUSINESS

2.1 Structure of Revenue

The revenue structure of the Group comprises revenue, dividend income and other income which can be categorized as follows :

Consolidated Revenue	% Shareholding of Company	2020 Million Baht	2020 %	2019 Million Baht	2019 %	2018 Million Baht	2018 %
Revenue							
Plastics Business Line							
Household Business Unit							
Srithai Superware Public Company Limited	-	436	6.3	955	10.7	1,401	14.5
Srithai Superware Korat Company Limited	100.0	446	6.4	217	2.4	197	2.0
T Thaiplas Company Limited	100.0	5	0.1	80	0.9	20	0.2
Srithai (Vietnam) Company Limited	100.0	159	2.3	203	2.3	200	2.1
Srithai Superware Manufacturing Private Limited	100.0	49	0.7	120	1.4	113	1.2
Srithai Superware India Limited	82.4	17	0.2	30	0.3	30	0.3
Total Household Business Unit	**-**	**1,112**	**16.0**	**1,605**	**18.0**	**1,961**	**20.3**
Industrial Business Unit							
Srithai Superware Public Company Limited	-	3,155	45.4	3,823	42.8	4,301	44.4
T Thaiplas Company Limited	100.0	-	-	-	-	8	0.1
Srithai (Vietnam) Company Limited	100.0	1,387	20.0	1,719	19.3	1,777	18.4
Srithai (Hanoi) Company Limited	100.0	405	5.8	519	5.8	361	3.7
Srithai-Otto (Thailand) Company Limited	75.0	124	1.8	127	1.4	41	0.4
Srithai Miyagawa Company Limited	51.0	438	6.3	836	9.4	922	9.5
Total Industrial Business Unit	**-**	**5,509**	**79.3**	**7,024**	**78.7**	**7,410**	**76.5**
Moulds Business & Other Businesses Line							
Srithai Superware Public Company Limited	-	7	0.1	25	0.3	31	0.4
Srithai (Vietnam) Company Limited	100.0	12	0.2	4	0.0	-	-
Srithai (Hanoi) Company Limited	100.0	1	0.0	3	0.0	-	-
Srithai Moulds Company Limited	71.0	122	1.7	116	1.3	82	0.8
Srithai Miyagawa Company Limited	51.0	110	1.6	69	0.8	78	0.8
Total Moulds Business & Other Businesses Line	**-**	**252**	**3.6**	**217**	**2.4**	**191**	**2.0**
Total Income	**-**	**6,873**	**98.9**	**8,846**	**99.1**	**9,562**	**98.8**
Dividend income and Other income	**-**	**73**	**1.1**	**67**	**0.7**	**76**	**0.8**
Share of profit of investment in associates and joint venture	**-**	**1**	**0.0**	**17**	**0.2**	**43**	**0.4**
Total income	**-**	**6,947**	**100.0**	**8,930**	**100.0**	**9,681**	**100.0**

Remark

1) Srithai Superware Korat Company Limited, formerly known as Korat Thai Tech Company Limited.
2) Srithai-Otto (Thailand) Company Limited changed its status from being a Joint Venture to a Subsidiary in 2018.
3) Additional information is disclosed in the Notes to Financial Statements for the year ended December 31, 2020 No. 28 Segment information, pages 59 – 61.

2.2 Business Operation by Business Line

1. Plastics Business Line

The Company's plastics business line has 2 categories by its main products i.e. industrial business unit and household business unit. The categorization is made according to the function of the products as shown hereunder:-

1.1 Industrial Business Unit

(a) Description of Product or Service

Categorized into 5 groups :

Group 1 Food and Beverage Packaging

Food Packaging : Plastic package for containing food and beverage, produced with thin-wall injection technology, comprising :-

- Packaging of beautiful design, produced with In-Mould Labeling technology

- Packaging with decoration printed by offset technology
- Packaging for chilled and frozen food, and tamper - evident packaging

Beverage Packaging : Closure and preform of soft drink bottle and PET bottle including beverage 'blowing' services

Group 2 Rigid Packaging

Container : Pail for paint, chemical, lubricant and grease

Group 3 Material Handling

Bottle Crate : Plastic container with divided compartments for keeping bottles upright such as soft drink, beer, and other drinks, etc.

Container : Container for storing fruits & vegetables, milk-pack container, food container, and spare part box

Pallet : Flat, Low-rise square plastic pedestal used for putting heavy goods on in warehouse, with openings inside the pallet for forklift trucks to insert forks for lifting

Garbage Bin : Large waste container with and without wheels placed on the sidewalk or public places

Group 4 Furniture and Houseware

Furniture : Tables and chairs

Premium Product : Product manufactured especially for promotional campaign by brand-owners or retail stores. Products are mostly designed by brand owners, or co-designed with the Company, and printed with their brands.

Group 5 Automotive Industry Products and Parts

Battery Case : Exterior plastic case, lid and anode & cathode of batteries for cars and motorcycles

Automotive Component Parts : Used in the assembly of various automobiles and motor cycles

Industrial Parts : Parts that are used in the assembly of industrial products such as microwave oven, air-conditioner, refrigerator, washing machine, fax machine, printer, etc.

(b) Marketing and Competition

Description of Customer

Group 1	
- Food Packaging	Ready-to-serve food factories, cinema house launching marketing campaign, and convenient stores
- Beverage Packaging	Beverage bottlers
Group 2	
- Packaging	Color and chemical manufacturing factory that requires packaging for products
Group 3	
- Material Handling	Bottle crates, pails, pallet and garbage bins to be used by manufacturing plants, warehouses, logistics businesses or services operators and government agencies
Group 4	
- Furniture and Houseware	Retailers who distribute the products to consumers and HORECA businesses being Hotel, Restaurant, and Catering business operators
- Premium Product	Directly sold to products brand-owners or retailers, for use in their marketing promotional campaigns
Group 5	
- Automotive Industry Products and Parts	Automobiles component parts, battery case and industrial parts for manufacturers who use the products for further assembly in their production process before putting on sale

Credit Term

Usually a credit term of 30-120 days is granted to customers of plastic products. Sales in grand sale event are made in cash.

Competitive Strategy

- Emphasis is put on high quality products, to differentiate it from products of competitors by using modern technology.
- Goods are value added by introduction of innovation and development for environmental friendliness.
- Focuses are made on wide variety of products and complete integration of services including blowing. Facilities of the subsidiaries are also available to produce moulds for customers.
- Research & development could be carried out in collaboration with customers, raw material suppliers, and mould makers to assure that products could fulfill need of customers and/or decrease expenses for customers.
- Large-scale manufacturing base in Vietnam together with products patents will strengthen customers' confidence as well as enhance the overall competitiveness of the Company's products.
- Varieties of products, apart from those manufactured by the Company, are added by sourcing quality products from domestic and overseas suppliers.

Distribution Channel

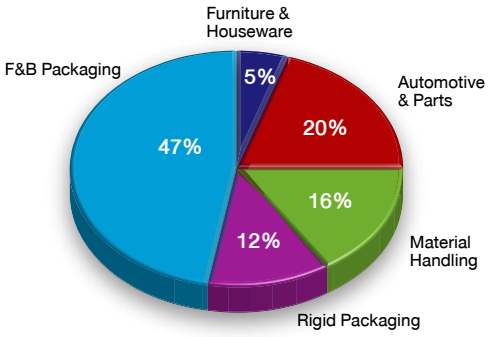
Plastic products are distributed through the following markets :

Export Sales: 9%

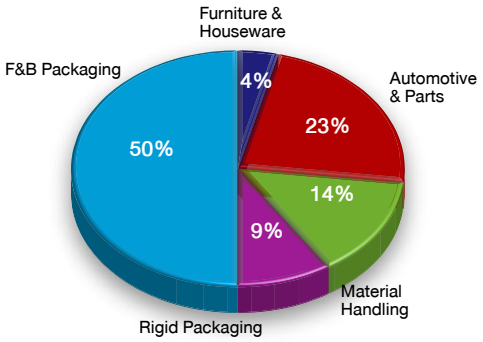
Domestic Sales: 91%

Classified by product group as follows:

Sales Proportiont 2020



Sales Proportion 2019



Domestic distributors are Srithai Marketing Company Limited, Siam Melamine Marketing Company Limited, Tanasiri Industries Company Limited and S. Sirithai Trading Company Limited. Those companies have long been our trade partners. Other distributors who are related companies are Srithai-Otto (Thailand) Company Limited and Srithai Sanko Company Limited.

(c) Competitive Environment

Most plastic product producers focus on just any one particular product line and compete only in their niche markets. For instance, producers of household plastic products will only produce household products and not others. There are a lot of plastic factories in the country, most of which are relatively small like shop-house factories or household factories with low investment and low technology. Only few plastic factories considered large enough can produce quality products to serve individuals and businesses as it requires high investment, strict quality control, and advanced technology. Additionally, brand name is also important in creating creditability among customers, especially for manufacturing of industrial parts which requires high quality and punctuality of delivery.

The Group is a leader in plastic industry having potential and ability to compete with other business operators in this industry sector as well as being among the first choice for customers due to the following strengths and reasons:

- Continuous business operations for more than 50 years with sustainability.
- Various product brands those are memorable and acceptable domestically and internationally.
- Having 3 plants for industrial products with combined capacity as being one of the company in Thailand with highest capacity.
- Highly efficient production processes that are environmental friendly through using modern machinery and the latest technology.
- Owning the products' patents.
- High quality and modern design products with eco-friendliness that meet the requirements of our varied customers.
- Extensive experience in the manufacturing of industrial products that require precise specifications of outputs - such as food and beverage packaging, having high caliber of design and highly specialized production technologies.
- One of very few producers in the world to produce closures that are light-weighted with the shortest production cycle time.
- Certified for many quality standards being accredited for products and production processes. Recipient of various awards in international competitions are a testimony to the increasing well-acceptance and popularity among our international consumers.
- Adoption of 3 Save Guidelines : Save Material, Save Energy, Save the World which increases productivity as well as reduces usage of raw materials, labour and energy costs in the manufacturing process, leading to a participation in environmental preservation and CSR activities of the Company and customers.
- Good business relationship and cooperation with raw materials suppliers, overseas business allies and customers in researching and developing raw materials, production processes and the products themselves to be modernized and innovative, continuously developed, differentiate from rivals as well as to meet the requirements of customers.
- Ability to support wide range of customer's needs, or being a solution provider for the customers, such as providing holistic service including blowing package molding for beverage packaging customer, or providing products and services that help increase the efficiency of inventory and logistic system management for logistics and warehouse operators.
- Focus on large industry market that requires high quality product and volumes. The Group does not compete with small plastic manufacturers that produce general consumer goods in price competitiveness and low-quality markets.
- Strong production base with successful operations of our subsidiaries in Vietnam, including the ability to mutually support and strengthen each other in doing business and production process between the Company and our subsidiaries.
- Strong financial position and sufficient funding for working capital and business expansion.
- The additional new executives together new generation of engineers of the Company and the ongoing and continuous development of humans resources are fully aligned with the Company's overall short term and long term strategies for sales and manufacturing activities. In addition, the Company has established supply chain management division by recruiting executives with knowledge and competence in supply chain management to manage cost reduction and operation time in various processes of the supply chain.
- The mission to continue investment overseas, especially in the ASEAN countries to expand the business and pursue M&A opportunities, along with investment in technology in order to grow and achieve further success.

Based on the above reasons together with our good relationship with trading partners throughout the supply chain, the Company is confident in its competitiveness and adaptability in its operations as well as its ability to maintain its market share amid sluggish Thai economy due to the coronavirus (COVID-19). Meanwhile, the subsidiary in Vietnam

is still growing in line with the continuing economic growth and development of Vietnam, resulting in the Industrial Plastic Products Business Group of Srithai expanding further along with other industrial sectors in the future.

Size of the Company as Compared to Competitors'

The Company cannot compare its size with its competitors because there are thousands of plastic injection factories, medium and small. With our modern technology and production capacity, including product variety, the Company is deemed being a leader in manufacture and distribution of plastic industrial products in Thailand. It has gained recognition among customers who have confidence in the quality of our products. In 2020, the Company assessed its market share of each product group, close to the year 2019 as follow:

Type of product	%
Battery Case	70
Bottle Crate	70
Container Crates	50
Rigid Packaging	60
Pallet	40
Garbage Bin	30
Furniture	30
Food & Beverage Packaging	20

(d) Sourcing of Products or Services

The Company has three plants producing industrial products, i.e. Suksawat, Bangpoo and Amata City Chonburi with different products as follow:-

Suksawat Plant

Producing food packaging products and pails.

Bangpoo Plant

Producing battery cases.

Amata City Chonburi Plant in Chonburi

It produces almost all industrial products, small and large sizes. These include pallets, bottle crates, pails, garbage bins, food & beverage packaging, decoration accessories, battery cases, electrical parts and automotive parts and premium products.

Additionally, the Company has 2 plants for industrial products in Vietnam, operating under 2 subsidiaries in which the Company has a 100% equity shareholding, namely, Srithai (Vietnam) Company Limited and its subsidiary - Srithai (Hanoi) Company Limited.

Srithai (Vietnam) Company Limited

Producing beverage packaging, crates, pails, household products, plastic helmets, and industrial component parts.

Srithai (Hanoi) Company Limited

Producing beverage packaging products and material handling products.

Major raw materials are various grades of plastic resin which are mainly purchased domestically from dealers of many producers. Hence, there is no problem of raw material quality or shortage. Nevertheless, the prices of plastic resins fluctuate along with the prices of crude oil in the global market. To reduce risk on fluctuation of resin prices, the Company places orders frequently, and negotiates for better trade terms with suppliers on occasional basis to get reasonable raw material prices under consideration of the Raw Material Purchasing Committee and supply chain management division of the Company. The Committee is in charge of monitoring and evaluating the movement of raw material prices, required volume and price negotiation with distributors. In case of rising raw material prices, the Company sometimes can pass on rising cost to customers since the selling price of some products are calculated on a ‘cost plus’ basis, or based on an agreement. The Company tries to avoid accepting orders of long-term delivery.

Even though our production process does not have any impact on environment and even have received various certifications of accepted environmental safety standards, the Company still regularly places much importance to protecting and preserving the environment. The Company focuses on reduction of pollution and addressing the issue of global warming. Meanwhile, the overall efficiency of the production process as well as of the useful life cycle of the products themselves are maintained so as to make the most valuable use of the limited available natural resources. The Company also emphasizes on research and development for development of biodegradable plastic products in collaboration with leading educational institutions and organizations for eventual commercialization among a specific group of consumers in the future.

(e) Pending Orders

Customer-base of the Company is extensive; varied by types of products. With efficient production process and delivery following ordering plan of the customers, the Company did not have undelivered orders with big customers as at December 31, 2020 worth more than 10% of total revenue.

1.2 Household Business Unit

(a) Description of Product or Service

Household Business Unit consists of 2 product lines, one of which being the melamine household products made from melamine (melamine formaldehyde) in various shapes and designs such as dish, bowl, rice bowl, ladle, spoon, cup etc. The other line is products that the Company sources from domestic or overseas suppliers in order to better support holistic customer's needs for daily use. As of August 1, 2020, household products made from melamine production, wholesale and export sales of household products will be operated by Srithai Superware Korat Company Limited, following the partial business transfer from the Company.

1) Melamine Household Products

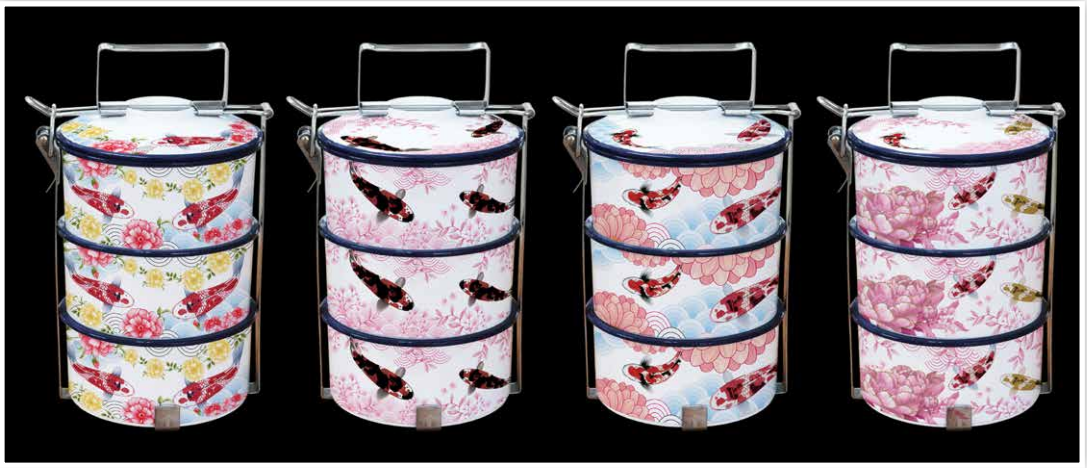
The Company categorized the household products made of melamine powder into various groups, based on its marketing strategies i.e. high-end market, mass market, and new segments. By so doing, its products development and production planning activities can be carried out to meet the specific requirements of each market segment relating to products quality, design, and pricing. The products groups are classified as follows:

Group 1 Niche Market

The Niche Market is for products with high quality, well-designed shapes and beautiful decorative, and in trend for customers who have high purchasing power. Focuses are also put on new products with innovation and designed to look like tile or ceramic ware but are durable for extensive use of HORECA businesses - such as those in the hotels, restaurant and catering.

Group 2 Mass Market

The Mass Market is for products available for general use, with beautiful design and varied decorative patterns, suitable for everyday use, and pricing not too high. As well, it covers the premium products which are for retail business operators being used as premium or promotion items during the period of sales promotions campaigns.



2) Other Household Products

These include products that the Company are supplied from domestic and overseas suppliers such as mattress and various cooking tools.

(b) Marketing and Competition

Description of Customers	Distributed by wholesale and direct sales channels, HORECA businesses operators i.e. Hotel, Restaurant, and Catering businesses, and exporting abroad.
Credit Term	1) Direct sales as single-level marketing are mostly traded in cash. 2) Domestic distributors and foreign distributors receive a credit-term of 30-150 days. 3) Export customers buy in cash or receive a credit term of 30-60 days. 4) Sales in grand sales event are in cash.
Competitive Strategy	• Focus on good quality products certified by the Thai Industrial Standards Institute (TISI) and comply with international standards on quality and safety and aesthetically appealing products that suit the lifestyle and taste of the customers in each sector of each country.

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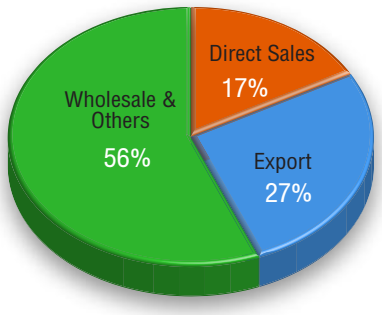
- Product development with new innovation and cost effectiveness to keep the price competitive and suit the customer's sector.
- Use of advance technology to help extend the distribution channels and payment methods.
- Increase of the variety of products, apart from those manufactured by the Company, by sourcing good quality products from domestic and overseas suppliers.

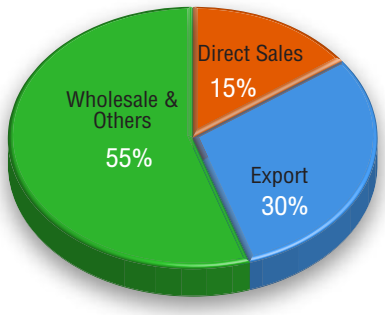
Distribution Channel

Sales proportion of household products via various channels of distribution in 2020 against 2019 are as follows :

Sales Proportion 2020



Sales Proportion 2019



Distributors in Thailand are Siam Melamine Marketing Company Limited and Srithai Marketing Company Limited, which have been trading partners for over many years.

(c) Competitive Environment

Household products made of "melamine powder (melamine formaldehyde)", which is heat resistant up to 100 oC, is suitable for using as food container because it is safe for consumer. There are only a few producers of this product in the country. Melamine products of the Group become popular in the markets both domestic and abroad due to its durability, beautiful, colorful decoration and high quality of raw material made of 100% melamine powder and continuing product development. Hence, quality and safety to consumers can be assured. The Group has been doing export to more than 100 countries and marketing channels could be expanded further.

The Company possesses 7 brands of household products made of melamine, i.e. Superware, Vanda, Flowerware, Melamineware, Unica, Ektra and The Potters. In Thailand, the Company is the only melamine product distributor who deploys a team force of direct sales.

Current competition in the household products market is intense because of poor quality products being imported from overseas, increased capabilities in production techniques from overseas manufacturers and the sluggish economic environment in Thailand and other countries tapering consumer demands. However, by the end of 2020, the Thai Industrial Standards Institute (TISI) has issued mandatory standards for melamine utensils and appliances for the first time to prevent inferior products to be sold in Thailand. This provides direct benefits to consumers in food safety and gives confidence when using industrial-standard melamine containers. As a result, the Company's products with such certified standard are well accepted in terms of our quality and also recognized as our key strength. With continued improvement in R&D, the Group has remained the market leader for melamine products and confident to maintain its present market share in Thailand and overseas markets. This will result in the growth of the Company's overall household products through the strengths of strategies and business operations of the Group as follows:

- The Group is one of the largest 100% melamine products manufacturer in the world, based on the Company's large manufacturing facilities located in Thailand as well as of its subsidiaries located in Vietnam and India that can meet the current customers' demand.
- The quality and safety of the products are accepted and accredited under international standard.
- The Company joins hands with institutions to find ways to improve manufacturing system aiming for higher quality and being automatic.
- The Company has an experienced Knowledge Management Team that records, documents and disseminates or transfers technical knowhow acquired by the Company to its next generation of employees. This is so as to maintain the standards of operations, create positive 'role model' teams to be prepared for as well as to support the ongoing business expansion by the Company - especially in expanding its manufacturing bases overseas.
- The use of Total Innovation Management or TIM is in searching for new innovation and improvement of product for the benefit of all stakeholders whether internally or externally in the form of Value Chain Creation throughout every process. The process starts with finding information from various sources in order to forecast the trend in design, taste, and demand from customers. It is then followed by the development process in order that the products meet the customer's needs at competitive price. This is to give the identity to the Company's Superware products and brand and to deviate our products from competitors.
- The production base is expanded to Vietnam and India that have a large working age population, with an appropriate and affordable local wage structure and focus on continually expanding the customer base.
- The retail store of Srithai Super Outlet is located in Chonburi Province. It is the first and only combined and comprehensive sales outlet of a full line of various brands of household products manufactured by the Company, products of other leading manufacturers, and imported products with reasonable prices and quality. The Srithai Super Outlet offers the Company the opportunity to have a direct access to consumers.

- Further product development activities are undertaken and aimed at achieving product differentiation to meet the needs of all customer groups - both in the domestic and overseas export markets - as well as to correspond, in a timely manner, to the current changing market situation. This will be carried out in collaboration with raw materials producers, mould makers and decal producers in regards to product innovation. The Company seeks out new color designs and production techniques so as to add value to the respective products on an continuous basis, and focus on using more natural raw materials to be mixed with the melamine powder that will help preserve the environment. Currently, the Group offers special melamine products as outcome from new innovative processes such as products have shining colorful appearance, and have distinct decorative designs and appearance like tableware made with various natural raw materials: metal, stone, wood, ceramic and enamel.

Food Preparation Set

Saturn Design

Banana Leaf Design

Minimal Shape

Retro Design

Marble Design

Melloft & Memphis Collection

Product based on Up-Cycling production process

Basketry Design

Reversed Collection

- Ongoing improvements have been made to working styles of the members, group leaders, and the sales management of Direct Sales teams in Thailand. The purpose is to adapt to the changing trends in overall social environment of the new generation by stressing on the Human Capital. This includes enhanced business model that is based on a digital platform, and introduction of new technology applications used in sales and payments for the E-commerce. The mechanism has been deployed through learning support, implanting a consciousness or mindset of being an entrepreneur in own business, revising compensation scheme. It also covers providing support for sales promotions campaigns and increase in sales opportunities for the sales members. These are aimed at creating greater confidence, on their part, motivation in jointly driving business and sales growth.
- At the end of 2020, Srithai Superware Korat Company Limited registered the trademark and launched a new brand of melamine products called "Best Buy", which is a melamine product made with processed raw materials that have been developed with quality control. This will be an alternative for consumers who want quality and affordable melamine products.

BEST BUY

Size of the Company as Compared to Competitors'

The Group has the highest production capacity in Thailand with 80% of market share of melamine household products in Thailand, much higher than its rivals in the same industry.

(d) Providing a product or service

Melamine household products in Thailand are produced by the Group's plant at Srithai Superware Korat Company Limited, a wholly owned subsidiary locating at Suranaree Industrial Estate, Nakorn Rachasrima province, and distributed both for domestic and overseas markets. Major raw material is melamine powder, mainly purchased from domestic producers. These producers have maintained good relationship with the Company. There are no problems on quality or shortage of raw material, and production process causes no environmental impact.

The Company also has 2 overseas plants operating under its subsidiaries in which it has a 100% equity shareholding, namely: Srithai (Vietnam) Company Limited in Vietnam; and Srithai Superware Manufacturing Private Limited in India.

The Group buys melamine powder from Thai MFC Company Limited more than 50% of the total annual purchase of melamine powder. Thanks to being an associate company, purchase price is reasonable and quality is up to international standard, having no problem of raw material shortage.

(e) Pending Orders

The Group sells to many of customers in domestic and export markets, both consumers and distributors. There was no pending order amounted more than 10% of total revenue as of December 31, 2020.

2. Moulds Business & Other Businesses Line

1. Moulds Business Line

The Company does not itself make moulds for sale to outsiders. Mould-making business has been operated by the subsidiaries, namely Srithai Miyagawa Company Limited and Srithai Moulds Company Limited. Both companies make to orders mould for plastic injection for automobile industry, electrical appliance industry, toiletry and food & beverage packaging products (Thin Wall) which require very high precision of injected parts.

As mould is used for producing both industrial and household products under the plastic business line, mould is an important factor. Each mould has different feature and efficiency. If low quality mould is used, the end products may be of low quality and sub-standard and it may result in rejects in the production line. There are three groups of moulds as follow:-

Group 1 Mould to produce products of simple design like household products and toys that require simple plastic injection system. These groups of moulds are not costly and many small mould-makers are engaged in this business.

Group 2 Mould to produce products like electrical parts, automotive parts and parts for sanitaryware that need high technology & long production process. The mould-makers under this group require large investments for machinery and equipment as well as software systems in order to accommodate the production.

Group 3 Mould of round shape or square with smooth surface such as mould to produce buckets or glass or food & beverage packaging products (Thin Wall) which require high efficiency machines. Most mould-makers in Thailand cannot make moulds of this group, so they hire overseas mould-makers to make such moulds and import them.

Srithai Miyagawa Company Limited and Srithai Moulds Company Limited are the manufacturers of moulds under Group 2 and Group 3 mentioned above in the mould-making industry.

(a) Description of Product or Service

The business is for making and supply moulds for plastic injection or melamine compression as per designs and sizes described by customers, including mould repair services.

(b) Markets and Competition

Demand for parts and plastic products keep on increasing every year as manufacturers in many industries always launch new designs of products. They try to save cost by replacing expensive raw materials such as metal to low cost plastic, such as in automotive industry; electrical appliance industry; sanitaryware industry; etc. Mould is an important part and a starting point of plastic injection. There are many mould makers, Thai or foreigners, investing in mould-making businesses, small or big moulds, with initial investment not so high. Thanks to the ongoing positive support for and the development of human resources within the local mould-making industry, it has resulted in an increase in mould production capacity with no labor shortage. Production capacity of moulds could fulfill demand in the country. Only moulds of complicated shape and requiring high production technology are imported.

As mould-making business is open more widely at present, plastic product manufacturers could hire local or overseas mould-makers by comparing quality, capability and pricing among them before making decision. Hence, mould industry in Thailand has faced fierce competition from foreign makers in term of both pricing and technology.

(c) Competitive Environment

Competency and availability of skilled labors, modern machinery & equipments, and software have made Srithai Miyagawa Company Limited and Srithai Moulds Company Limited to be capable of making high precision moulds. As well, they can produce and repair mould for automotive and electrical component parts, sanitary ware, packaging products, and thin-wall products for beverage containers etc., with an increase in annual outputs subject to sizes and complexity of moulds. Our moulds produced are of the same high quality and pricing is on par with moulds produced by international mould makers that are imported into Thailand, it gives another choice for domestic firms and customers to choose. However, as a result of intense pricing competition and the slowdown in the local automotive industry, electronic industry from the stagnant economy and consumer spending, both companies have endeavored to reduce its production costs, in order to increase its price competitiveness while seeking new customers for revenues increase.

Size of the Company as Compared to Competitors'

Srithai Miyagawa Company Limited has invested in tools, machinery and man-power to be able to make moulds of weight 200 kgs. up to 5,000 kgs., whereas Srithai Moulds Company Limited can make large mould of weight up to 15,000 kgs. Amid higher competition, each mould-maker has specialized skill in different kinds of moulds. Therefore, the two companies do not face high competition in the mould-making industry.

(d) Sourcing of Products or Services

Iron ingot is the raw material of mould-making. There are many import agents for iron ingots in Thailand. As competition among those import agents is tense, our mould-making companies can procure iron ingots easily without shortage of supply.

(e) Pending Orders

Not only time consuming is needed on design, production and testing when making mould, different kinds of moulds also require different time frame. As such, if many orders are received by year end or for complicated mould which requires time consuming, there is a chance that pending jobs will be varied subject to number of purchase orders received by year end.

Srithai Miyagawa Company Limited had no pending orders from customers exceeding 10% of the total revenue of the Group as of December 31, 2020, while Srithai Moulds Company Limited had pending orders from customers as of December 31, 2020 for the amount over 10% of total revenue, due to the coronavirus pandemic affecting the delivery and certain pending orders received by the end of 2020, expected to deliver to all the customers within 2021.

2. Other Businesses Line

Other business lines operate the business by sourcing a wide variety of products with quality from both domestic and international to sell as additional income for the Company in addition to industrial products and household products.

In 2020, the Group had revenues from mould and other businesses came entirely from the moulds business line.

2.3 Characteristics of Customers and Relationships

(a) Customers Characteristics and Relationships in Plastics Business Line

Customers can be divided into 5 categories:-

1. Overseas importers for own usage or distribution in their own countries such as shopping malls, and distributors. Those importers will order products from the Company from time to time.
2. Institutional customers such as companies or entities both in local and foreign markets which acquire the products for own use e.g. carbonated soft drink bottlers or HORECA group of businesses which consist of Hotel, Restaurant, and Catering operators. Some corporate customers acquire products for further assembly or supporting their business, e.g. car assemblers, household electrical appliances producers, food & beverage producers, and movie industry, etc. Customers in this category have good relationship with the Company, some having long been our customers.
3. Direct sales system which involves sales representatives or freelance sales persons. These persons earn discount income from the price-list and commission.
4. Sales agents who are juristic persons having long relationship with the Company and being able to acquire the products on trade credits. Those sales agents redistribute the Company's products to retailers and department stores.

5. Grand Sale fair where sales discount and seasonal promotions are held, taking place approximately 5-6 times a year at the Company's premises by selling in cash. Products sold in these events are defective goods, goods in excess of customer's orders, and slow moving items. Main customers of this channel are housewives and end consumers.
6. Home Shopping, a sales channel reaching consumers via satellite television 24 hours such as TV Direct and E-Commerce with high growth.

(b) Customer Characteristics and Relationships in Moulds Business & Other Businesses Line

Types of customers can be classified as follow:-

1. Srithai Miyagawa Company Limited and Srithai Moulds Company Limited whose staffs have expertise in mould making. Those staffs could give advice and offer services to factories producing industrial parts or plastic goods. Customers under this type of business are often those who have long term relationship.
2. Direct sales system has direct sales agents who are independent business owners earning their income from discounts received from retail prices and commission.

2.4 Investment Promotion Certificates

The Company and its subsidiaries have been approved of investment promotion certificates for several products by the Board of Investment. The main privileges include corporate income tax exemption and reduction during promotion period. The Company has disclosed the details in the Notes to Financial Statements for the year ended December 31, 2020, No. 26 Promotional privileges, pages 56 - 58.

3. RISK FACTORS

3.1 Business Risks

3.1.1 Risk from Over-Reliance on a Few Major Customers

In 2020, the Group's proportion of income from the food and beverage packaging products has accounting for approximately one-third of the total core income of the Group; whereby there is an opportunity for this proportion to increase due to continuing high market demand for these products, of which the sales growth rate is higher than that of other products – especially in Vietnam.

At present, sales from the food and beverage packaging products are generated from 3 to 4 major customers in the food and cinema industries and 4 to 5 customers in the beverage industry, who have contracts with the Group. This is not a large number of customers. There are many competitors in the food and beverage packaging industries, and some of the products are not complicated to produce. Therefore, it is likely that these customers may switch to competitors or even invest in producing some of the products themselves. In case the Group loses its current customers and cannot immediately replace them with new ones, it will affect the consistent and continuing income generation, or result in declining income for a while.

Risk Counter-Measures

The Group's products have their strength in patent and quality as they are produced with modern and efficient technology, such as the in-mould labeling technology that consumes less raw materials but produces durable and beautiful products, and the patent on closure which also consumes less raw materials, making it light-weighted. This helps reduce costs and promote CSR activities for customers. The Company has received the rights to produce and sell closures under the patent in 14 countries. As the Company has a stable financial position, it is ready to invest in the food and beverage packaging business that requires high-value machinery and production equipment. Moreover, having a large manufacturing base for these same products located in both Thailand and Vietnam is a unique strength in complementary production of the Group. That creates greater confidence, on the part of the major soft drinks and beverages producers, in terms of the Group's product quality, continuity of production operations and ability to deliver the products as required by our major clients. With these reasons, the Company is confident that its food and beverage packaging products can compete in the market very well, and it is difficult for any new comers to keep pace with. However, the Company is not complacent and has laid out approaches to handle risks as follows:

1. Maintain good relationship with current and potential customers from whom the Company is not able to take orders due to limited production capacity. This is one of the reasons why the Group only takes large orders from a few major customers. The Company keeps its customer relations by providing the knowledge and production assistance when there is an opportunity or when necessary;
2. Increase production output by investing both domestically and abroad and/or by improving the production process to increase its production capacity;
3. Consider extension of sale contracts when there is an opportunity, and carry out negotiations with customers;
4. Jointly research and develop products with customers, raw material producers and mould-makers in order to have products that meet the needs of customers;
5. Organize regular marketing campaigns to promote the strengths of the products particularly by encouraging participation in environmental preservation activities in order to further enhance the brand's reputation in the public;

6. Focus on providing a comprehensive service together with quality products by investing in integrated businesses such as bottle blowing service. This not only helps lessen the investment burden or the chances of customers switching to the competitors, but also transportation costs. As such, the Group has successfully received more consistent and certain orders of closures and preforms, as well as additional income from the blowing service;
7. Adjust the overall customer base together with the production bases for food and beverage packaging products. It can be done through relocating machinery and equipment to those countries where demand for such products is high or where there is ongoing economic growth such as Vietnam. This is in accordance with its objective to expand the production bases and market base to overseas and in order to utilize the production assets to its maximum capacity and to achieve maximum value;
8. Keep a close watch on the trend and direction of production technologies, particularly new patents or technologies that might replace the current ones. The Company then can appropriately adapt its strategies to suit these changes in advance even though they do not happen easily or often since these changes will have impact on the production line of packaging and beverage producers. Moreover, with the expertise in plastic injection technology, regular research and development of production techniques and products, and good relationship with business operators in this supply chain, the Company will be enhanced with ability to stay informed with the changing trend;
9. Be committed and giving importance to making new investment and expanding the customer base for the industrial products that have good potential in line with the country's overall economy and industrial sectors. These include materials handling sector, paint packaging sectors, and battery case sector, so as to mitigate the possible contraction of orders for food and beverage packaging products.

3.1.2 Risk of Raw Material Price

The core income of the Group comes from industrial products that account for not less than 70% of the total income. As such, this products group uses various types of plastic resins as the core raw material that account for 60% of the raw materials costs. At present, the Company sources and purchases raw materials mostly from domestic producers, since these plastic resins are a by-product of the oil refinery industry; hence the price of this raw material always changes with the price of global crude oil and the volatility of the Baht/US Dollar exchange rate in the currency market, together with the level of production supply and consumer demand - both locally and overseas. As such, if the price of plastic resins fluctuates upwards greatly, this results in the Company having a risk of fluctuations in the cost price of its products together with the resultant risk of not being able to adjust selling prices that are appropriate and correspond with the fluctuation in cost prices.

Risk Counter-Measures

1. Arrange to have a regular meeting of a Raw Material Purchasing Committee, which will monitor movement of raw material prices, consider consumption volume, and negotiate prices with the suppliers inside and outside the country;
2. Consistently seek for additional qualified and standardized raw materials from local and overseas sources to secure sufficient raw material supply and to be alternative sources by comparing material prices from various suppliers or producers prior to the placing of orders to meet the best trade term;
3. Examine and monitor quality of raw materials regularly according to predetermined standard by random sampling check of raw material by an external company or any governmental entity which provides quality testing services;
4. Buy raw material to support production for a certain period of time if price tends to rise in the future so that goods can be produced and delivered to customers as agreed, or place order more frequently in case of price volatility;

5. Import raw materials in case that price in offshore market is lower than that of domestic market;
6. Implement Supply Chain Management to jointly determine appropriate volume of orders with the customers and to coordinate with the raw material producers to improve efficiency and effectiveness of delivery of raw materials and the Company's production;
7. Negotiate with customers to sign agreements in accepting price adjustments as appropriate, subject to result of negotiation;
8. Determine selling prices for some product groups under a 'cost plus' framework as well as on changes in the prices of raw materials for a specific period as mutually agreed with the customers. This will enable the Company to maintain its profit margins at an appropriate level without much fluctuation due to changing raw materials prices;
9. Regularly negotiate the credit terms with suppliers in order to receive discounts on raw materials prices, appropriately matched with cost of funds.

3.1.3 Outbreak risk of Coronavirus 2019 (COVID-19)

Following the outbreak of the Coronavirus 2019 (COVID-19) that has spread throughout the world, every country takes strict measures to control the epidemic, such as the lockdown by traveling across the provinces and across the countries, temporary shutdown by certain customers as well as the delay of customer orders. All of these have directly impacted on domestic sales and especially exports. The long lockdown has created problems in both air and sea shipments in each country. The shortage of containers stationed in various destination countries makes the freight cost more expensive. Therefore, the Group is unable to generate sales and profit as targeted.

Risk Counter-Measures

1. Issue strict screening measures for employees and visitors to enter and exit the Company;
2. Establish a Covid Committee and form the Covid-19 Monitoring Task Force (COVID-19) consisting of members from each department of each business unit to closely monitor the health of all employees in each department and in case any employee gets sick or suspected of having a COVID-19 infection, and promptly report to the Covid Officer and the Covid Committee for further action;
3. Adopt a Work From Home practices for support teams including sales & marketing, and prepare a production plan if some factories have to stop operating temporarily, as part of the Company's Business Continuity Planning (BCP);
4. Switch working days to reduce the congestion in the offices and plants. And mitigate the risk from traveling on public transport or traveling from risky areas. In addition, postpone or cancel unnecessary travel plans and refrain from traveling in the risky areas of all executives and employees;
5. Evaluate the supply chain system by considering which Company's products will be most affected. By assessing the risks that may arise from the suppliers, raw materials used in the production until shipment and delivery, such as whether raw materials or parts must be imported from a risky country, the Company has other suppliers that can be replaced etc;
6. There is effective communication from the Company's management team. Accurate and precise: To build confidence among all groups' employees and stakeholders will be safeguarded. The Company's business has carefully planned for the crisis;
7. The crisis management plan and business continuity are improved. It must be a plan that fits the current situation.

3.1.4 Strategic risk

The Group has implemented the "Strategy 2020" to grow and become a sustainable company. The Company has carefully considered and planned the strategies, however, the year 2020 was directly affected by the Coronavirus (COVID-19) pandemic. As such, the Group was unable to operate in accordance with the strategic plan and deliver desired outcome, making it impossible to achieve the targets. The spread of the COVID-19 became a catalyst for changing consumer behavior, in addition to making digitalization part of a new way of life (New Normal), and consumers become more accustomed to using technology. Social media and various applications represent a main channel for sending and receiving information as well as more online purchases. Strategy plans therefore need to be adjusted and applicable for changing economic conditions, situations, trading patterns, trends and consumer behavior, etc.

Risk Counter-Measures

The Group has revised its action plan for 2020 to mitigate the impact from the COVID-19 pandemic. The overall business is therefore not focused on growth, but will retain and focus on the main customers with strategies for survival as follows:

1. Closely monitor the liquidity and working capital of the Company with a focus on order management, cash flow and working capital, by establishing a credit committee to monitor the collection from trade receivables and cash reserves;
2. Negotiate with business partners to extend credit terms, payments for purchases of goods and assets;
3. Give confidence to business partners and customers that the business and operations will be continued without disruption, especially in the production and delivery of products, as well as the ability to make payments, in line with the business continuity plan (BCP), in the event of an emergency or prolonged COVID-19 pandemic;
4. Expand more online marketing to increase sales via e-commerce channels and select product groups appropriate for online sales;
5. Alter the organizational structure and management to be concise and in line with the Group's future growth plans;
6. Make good use of time during this crisis by developing people for further business growth after the COVID-19 outbreak has improved.

In this regard, the Group has continued to monitor and evaluate every step's results closely to ensure that the strategies and plans have been implemented and reviewed regularly as well as adjusted in response to the changing situations.

3.1.5 Information Technology and Digital Risks

Currently, the Company makes use of information technologies including digital technology as an essential tool for business competition in various areas such as communication, storage, processing, and analysis of information and also adopt them as part of business operations. The risk assessment of IT and plans to mitigate the risks are very important, especially the risk from cyber security threats which may have a vast impact on a number of work systems, including personal computers and data security. In addition, the risk may arise from the violation or offense related to the law about the use of computers, such as the Computer Crimes Act, the Personal Data Protection Act, 2019 ("PDPA"), etc., which may result in the Company's business being interrupted or prosecuted.

Risk Counter-Measures

The Company has prepared plans, systems, and measures to prevent and mitigate the impact of risks as follows:

1. Establish a personal data protection policy and promulgate it in 2020 by stating practical guidelines and measures for the collection, use, disclosure, and transfer of personal information which require consent in accordance with PDPA;

2. Determine the information policy of the group consisting of guidelines for use, governance, prevention, security, and penalties, including providing relevant technology and digital education in daily life, continuously raising awareness and responsibility about using social media among employees through email notifications, training and activities, as well as providing employees with knowledge and understanding in the proper use of technology and violation of law and data security against cyber threats, including pros and cons of using social media that will affect the society;
3. Build protection and security systems starting from computer networks to personal computers in the organization including devices that may be vulnerable to attack from third parties;
4. At the network level, a firewall is installed to prevent and verify the transmission of information via the specified channel and the allowed destination only;
5. At the device level, computer antivirus software is installed on all computers and connected to a central server to control and fix problems in computer machines accurately and quickly. In addition, the cause of the threat can be identified in order to fix the root cause problems and prevent future repeating issues;
6. Determine employees' rights to access various systems in order to categorize the level of confidentiality and management of information by ensuring that access to information is for the benefit of users and as needed only. This will prevent unwanted access to confidential information or espionage, a logging system will be installed to monitor and investigate access to information in various systems effectively;
7. Data center with backup of essential data is established to retrieve backup data when the main system has any problem. As a result, the business can operate continually without disruption;
8. Collect network usage data in accordance with the regulations of the Computer Crime Act, and oversight access to websites that are at risk of hacking or breaching the law;
9. Install the software to detect its illegal use on all computers to prevent any piracy or intellectual property infringement. On the part of the server system, the licenses are checked, verified and renewed every year. This is to ensure that all of the Company's software is used with all the legal licenses;
10. Install a system to record and track problems and solutions of computers and equipment in order for IT department to review such matters and communicate with users for future solutions effectively.

3.2 Risks Associated with Production

3.2.1 Production Risk

Melamine powder, the major raw material for production of household products, has unique application and is available from only a few suppliers in Thailand. Meanwhile, the Group's demand for melamine powder has increased along with the business growth and the expansion of our manufacturing bases in India and Vietnam. Therefore, the Group may have risk exposure on shortage of raw materials, causing lower growth of household products'sales than what it should be.

Risk Counter-Measures

1. The Company holds 45% of common shares in Thai MFC Company Limited which is the main producer of melamine powder used by the Company. Apart from a joint research and development scheme on raw materials, production capacity of Thai MFC Company Limited is also sufficient to satisfy demand of the Company and to supply to other manufacturers as well. This ensures that the Company has reliable source of supply of quality melamine powder and will not experience shortages in the future;

2. The Company has good relationship with other melamine powder producers who have been our trading partners for a long time. We have established good relationship with producers of good quality raw materials in foreign countries and ensured the availability of sufficient volume of raw materials to supply our expanding production lines, which could serve enhancement of production facilities in the country and abroad.

For plastic products, the Company has no risk of shortage of plastic resin which is an important raw-material of all industrial parts as there are many suppliers. The Company is able to procure it from local and overseas suppliers.

3.2.2 Labour Risks

Increase in minimum wages nationwide, growth of various industries and opening of ASEAN Economic Community helped skilled labour in Thailand to have chances and more choices in their occupations. Apart from those factors, as Thailand is starting to become an aging society with a declining labour force, In addition, the coronavirus outbreak (COVID-19) has caused a national lockdown and restrictions on the movement of workers. Therefore, it may lead to the shortage of skilled labour and increase in labour costs so as to attract workers to work with. These impacts tend to increase every year. The Company's production process of melamine products requires a large number of skilled labour to serve market expansion.

Risk Counter-Measures

1. Manage production plan efficiently to reduce unnecessary working procedures, and develop Lean Manufacturing Technique in the work process;
2. Establish a training center to provide production training to workers prior to actual work, so as to increase their efficiency and productivity;
3. Arrange training programs on succession plan, in order to transfer the knowledge and develop the next generation of workers to have solid knowhow and good understanding of specialized techniques, to improve their thinking process relating to problem solving, as well as to gain well round knowledges - such as, marketing, production, finance, transport and logistics, together with assist them to understand the business issues and conditions in order to apply with the tasks under their responsibility properly;
4. Import foreign labours legally for certain production process;
5. Provide welfare to satisfy basic needs suitably in addition to wages as required by law, support their right to receive training to develop knowledge and skill, enhance advancement opportunity in their occupation, as well as develop quality of lives by promoting and implanting feeling of affinity as a part of the organization so as to encourage staffs to stay with the Company for a long time;
6. Collaborate with leading educational institutes to develop automatic machines or semi-automatic machines to reduce dependence on labours. At present, the Company has achieved success in making use of such machines in certain part of the production line, which helps reduce a number of workers;
7. Adjust the staff's working hours, with the objective of cost management as well as achieving an efficient work but without reducing the overall output;
8. Expand production base to countries of good potential in labour, which are not facing labour shortage problem whereas level of wage is reasonable. As a result, production costs continue the downward trend.

3.3 Financial Risk

3.3.1 Risk of Breaching Financial Covenants

The Company has to comply with financial covenants, as required by the loan agreements between the Company and financial institutions. The agreements are still effective until outstanding loans being fully repaid. In case the Company is unable to comply with the terms and conditions, this may risk the Company being in breach of those financial covenants.

Risk Counter-Measures

The Company has prepared a financial projection for internal use. It can be used as a tool by management to forecast financial ratios of the future. Actual data in subsequent interim periods are closely monitored to lessen the chance of breaching any financial covenant.

3.3.2 Risk of Foreign Exchange Rates

The Group's exports of products and imports of raw materials, finished goods and machines & equipment are also exposed to risk of foreign exchange fluctuation. In such case, the Group cannot forecast income, cost, financial expenses and cash flow accurately.

Risk Counter-Measures

In 2020, the Company's export sales account for 10-15% of total income. The most of the Company's revenue from export is denominated in the US Dollar currency which represents 60% of total export revenue each year and increase with the growth of export. Meanwhile, most of the Company's import is denominated in the US Dollar currency and largely depends on an annual investment budget. As such, the Company has reduced foreign exchange risk by netting off cash inflow and cash outflow in foreign currency as a natural hedge together with entering into currency forward contracts to appropriately prevent the risk of foreign exchange fluctuation. This will help the Company project cash flow as well as adopt appropriate strategies for the Company.

In addition, negotiation and quotation of goods prices denominated in currencies other than US Dollar - such as in Thai Baht to some customers and in some countries; while imports transactions are already in various currencies. Currently, export sales transactions in Thai Baht account for approximately 30% of total exports revenues. The purpose of having a variety of foreign exchange currencies is for the sake of having a diversification of foreign exchange risk and lessening the impact on being dependent on any particular currency. Furthermore, negotiations are also made with major customers to allow adjustments of selling prices in the event of any significant foreign currency fluctuations.

With regard to overseas subsidiaries, their revenues are recorded in the respective local currencies as 90% of their total sales were made to local customers. At the same time, they import raw materials, production machinery and equipment in US Dollar based on the demand for raw materials, annual investment budget. The subsidiaries manage their foreign exchange related risks in line with the Company's guidelines depending on their respective situations. As such, their customer bases are extended to include overseas customers that will derive revenues in foreign currencies, while some raw materials are sourced locally in order to reduce the import quantity, or negotiations are made with some suppliers/distributors to transact in currencies other than the US Dollar. The purpose is to mitigate their foreign exchange risks as well as to reduce the possible impact of being too dependent on any particular currency. Effective planning of required investment as well as entering into the appropriate forward foreign exchange contracts are additional means to minimize the foreign exchange rates risks.

3.3.3 Interest Rate Risk

As of December 31, 2020 the Company's borrowing from local commercial banks, consisted of :-

1. Working capital facilities which are based on MOR or Money Market Rate, a floating rate.
2. Long-term loans to finance investments according to business expansion plan each year which are quoted by fixed interest rates and/or floating rates based on the fixed deposit rates.

The Company therefore, has risk exposure to movements of interest rates, particularly those floating rates when market interest rates fluctuate.

Risk Counter-Measures

The Company implemented risk counter-measures for managing interest rate risk as follow:-

- Prepare cash flow projections and investment plans in advance so that the Company has sufficient time to find source of funds with appropriate finance costs, terms and conditions;
- Source additional revolving credit facilities from various financial institutions, in order to have more options in choosing the most appropriate source of short term funds;
- Prepay principal amount as deemed appropriate based on the Company's excess liquidity and the types of applicable interest rates of the respective credit facilities. Some credit facilities can be prepaid without incurring extra expense nor breaching financial covenants;
- Monitor the movement of market interest rates and other factors that may affect the change in interest rates in order to evaluate its trend, and consider appropriate interest rates when more long-term loan is needed. Comparison of the overall costs of financing from other alternatives than loan from commercial banks are taken into account;
- Consider an option of using fixed interest rate or floating rate which is based on various parameters for future borrowing of long-term loans in order to balance or diversify the risk of fluctuation of interest rate in the market;
- Use financial tools to mitigate risk on fluctuation of interest rates and ascertain financing cost for the Company.

3.3.4 Credit Risk

Most of the sales – both domestic and export are on credit for existing and new customers, and expansion of customer base are under different credit terms, the Company therefore has exposure to credit risk that customers might not be able to pay when due.

Risk Counter-Measures

The Company has determined criteria for customer credit rating, sought information about customers, and analyzed their respective credit worthiness before granting credit lines, resulting in credit risk being insignificant. The concentration of credit risk is at an acceptable level. Even though there are a small number of customers in some business line, they have sizable business, and good financial standing. Nevertheless, the Company also diversifies the risk by having many other smaller and varied categories of customers in the portfolio. Given our past experience in collection of accounts receivable, credit control & approval processes, the Company also analyses as well as closely monitor customers' ability to pay on a regular basis. There may be a review and adjustment of the credit line and terms offered depending on customers' payment behavior. Strict measure is in place to chase up those customers with slow or overdue payments. Management believes that there is no significant credit risk or need for additional provision beyond the amounts provided as allowance for doubtful accounts and there is no significant change as compared with that of last year.

With respect to overseas customers, export customers are required to open letter of credit or make partial or full payment before shipment if they are new customers or their financial circumstances are still in doubt.

4. CORE ASSETS

4.1 Fixed Assets of the Company and Its Subsidiaries

4.1.1 Core Assets for Operation and Production

1) Srithai Superware Public Company Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and building				Machinery and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Suksawat Plant	24	3	0.2	282.03	223.04	505.07	Owned	Free of guarantees or mortgaged(3)
Bangpoo Plant	6	3	89	19.56	180.22	199.78		
Amata City Chonburi Plant	49	1	86	219.90	872.74	1,092.64		
Distribution Center (1)	-	-	-	17.86	-	17.86		
Total (2)				**539.35**	**1,276.00**	**1,815.35**		

(1) 8 distribution centers of direct sales business in Bangkok, the outskirts of Bangkok and upcountry and one Srithai Super Outlet. The number of the distribution centers of direct sales decreased from the previous year due to the closure of non-profitable branches to reduce expenses.

(2) The Company presented detail of change of net book value of Property, Plant and Equipment in Notes to Financial Statements for the year ended December 31, 2020, No. 15 Property, plant and equipment, net, pages 37 - 40.

(3) As at 31 December 2020, the long term debt obligations totaling Baht 395.80 million are only committed by a negative pledge that no other debt obligations or transactions whatsoever will be made and attached to all the current existing Company's property, plant, machineries and equipment or any such assets to be owned by the Company in the future. While, all the current revolving credit facilities do not have any guarantees.

(4) On August 1, 2020, the Company transferred land and buildings part of the Korat plant, as well as all machinery and equipment related to the production line of household products for the Company to Srithai Superware Korat Company Limited in accordance with the partial business transfer transaction. The remaining land and buildings of the former Korat factory that the Company has not used for production and operation will be shown under "Inves tment property".

2. Srithai Superware Korat Company Limited (Formerly known as Korat Thai Tech Company Limited)

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Plant	32	0	0	98.92	188.59	287.51	Owned (1)	Free of guarantees or mortgaged (2)
Sales Office and warehouses	1	1	38.25	-	-	-	Land and building lease(1)	-

(1) During 2020, Srithai Superware Korat Company Limited ("SSK") rented space from the Company's Korat plant as its office and factory. Its rental agreement with the Company has been renewed annually. However, after the partial business transfer from the Company on August 1, 2020, SSK became the owner of the land and buildings and rented certain space from the Company as sales office and warehouse. The total rental fee in 2020 amounted to Baht 4.99 million.

(2) SSK has revolving credit facilities with two local commercial banks totaling Baht 200.0 million and US Dollar 1 million. The collateral is guaranteed by the Company in the amount of Baht 190 million, part of its bank deposits and negative pledge of any current or future SSK's land, buildings and machinery or equipment.

3) T Thaiplas Company Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Plant	-	-	-	-	1.59	1.59	Owned (1)	Free of guarantees or mortgaged (2)

(1) Rented space from the Company's Korat Plant as its office and factory. Its rental agreement with the Company has been renewed annually with a total rental fee in 2020 of Baht 0.26 million. According to the group's restructuring plan by centralizing the production base of all household products to SSK, T Thai Plas Company Limited ("TTP") has therefore downsized its own business and ceased production from March 1, 2020 and terminated the lease agreement with the Company.

(2) There is no an outstanding loan, debts or revolving credit facilities with any financial institutions.

4. Srithai (Vietnam) Company Limited

Net Assets Value as of December 31, 2020	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Song Than 1 Industrial Zone	18	3	0	56.58	461.00	517.58	Land lease(1), building machines and equipment owned	Free of guarantees or mortgaged (3)
Viet Huong Industrial Zone	2	0	51.25	-	39.02	39.02	Land lease and building(2), machines and equipment owned	
Total(4)				**56.58**	**500.02**	**556.60**		

(1) The Lease Agreement for the property with an operator of the Industrial Estate in Vietnam with a total leasehold rights term of 48 years starting from 1997, with a rental fee in 2020 equal to Baht 1.03 million.

(2) Land and building lease with an operator of Industrial Estate in Vietnam with a period of 4 years from 2012, with the right to extend the contract of 4 years at a time, or 16 years in total, until expiry in 2032. The rental fee in 2020 was equaled to Baht 2.76 million.

(3) The outstanding long term borrowing and loan obligations of SVN, as at December 31, 2020, were equivalent to Baht 220.32 million. The total revolving credit facilities that SVN has from various financial institutions, both in Vietnam and Thailand. All of these credit facilities require only negative pledge covenant or not making use of any current or future SVN's land, buildings and machinery or equipment in entering into any financial obligations and/or a "Letter of Comfort" issued by the Company.

(4) SVN still has an unused land plot under consideration for use for an appropriate business activity and timing, with a total area of 18 rai, 2 ngarn and 75 sq wah and located not far from SVN's head office; whereby a land lease contract was executed with the operator of the Vietnamese industrial estate in 2016, with a lease period of 42 years at a total lease fee equaled to Baht 52.50 million without any additional monthly fee payments, for the purpose of having office buildings and plant facilities to support future expansion of SVN's business activities. As such, in the accounts the net leasehold value, as at December 31, 2020 was equaled to Baht 40.75 million.

5. Srithai (Hanoi) Company Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Plant	14	0	44.5	127.78	329.79	457.57	Land lease(1), building machines and equipment owned	Free of guarantees or mortgaged(2)

(1) Land lease agreement with an industrial estate operator in Vietnam for a land plot for a period of 43 years from 2014. The land is for construction of office and factory with total lease fee equivalent to Baht 63.06 million without any monthly rental payment. The net book value of the lease rights, as at December 31, 2020, was equaled to Baht 46.72 million.

(2) The outstanding long term borrowings of Srithai (Hanoi) Company Limited ("SHN"), as at December 31, 2020, equivalent to Baht 56.39 million and the revolving credit facilities that SHN has from various financial institutions both in Vietnam and Thailand, together are guaranteed by SVN and negative pledge covenant.

6. Srithai Superware Manufacturing Private Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Plant	17	2	70.75	80.43	81.36	161.79	Land lease(1), building machines and equipment owned	Free of guarantees or mortgaged(2)

(1) Land lease agreement with an industrial estate operator in India for accommodating the office and factory buildings with a period of 99 years from 2013. SSMP made a lump sum payment for the entire lease period of equaled to Baht 48.72 million and without having to pay any monthly rental fees. The net book value of the leasehold rights, as at December 31, 2020 was equaled to Baht 35.56 million.

(2) The current revolving credit facilities that SSMP received from an Indian commercial bank totaled Indian Rupees 33.0 million (or approximately Baht 15 million), guaranteed with a Standby Letter of Credit issued by the Company.

7. Srithai Superware India Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Warehouse at Gurgaon	-	1	67.32	-	-	-	Building lease(1)	Free of guarantees or mortgaged(2)

(1) Land lease agreement with a period of 3 years; however, during 2020, Srithai Superware India Limited ("SSI") terminated the lease agreement with the lessor in advance without penalty and relocated the office and warehouse to Srithai Superware Manufacturing Private Limited's office to reduce costs, with a rental fee in 2020 equal to Baht 0.20 million. As Srithai Superware India Limited ("SSI") is running trading business, major assets used by SSI for its business are furniture and office equipment.

(2) There is no an outstanding loan, debts or revolving credit facilities with any financial institutions.

8. Srithai-Otto (Thailand) Company Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Warehouse	-	-	68.25	-	12.21	12.21	Building lease(1) , machines and equipment owned	Free of guarantees or mortgaged(2)

(1) Rented space at the head office of the Company as its office and the Amata City Chonburi plant for its business operations. Its rental agreement with the Company has been renewed annually with a total annual rental fee in 2020 of Baht 0.60 million.

(2) SOT has total revolving credit facilities of Baht 1.04 million, provided by a local commercial bank and guaranteed by its bank deposit.

9. Srithai Moulds Company Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Plant	14	2	75	28.55	33.60	62.15	Owned	Certain mortgage (1)

(1) The credit limit of revolving credit facilities was Baht 37.0 million. A plot of land area of 10-3-32.6 rai with building have been mortgaged to a commercial bank.

10. Srithai Miyagawa Company Limited

Net Assets Value as of December 31, 2020 (Unit : Million Baht)	Land and Building				Machine and equipment	Total	Owner /Rent	Collateral
	Area			Total				
	Rai	Ngan	Sq.W.					
Head office and Plant	11	1	73	146.24	353.40	499.64	Owned	Certain mortgage (1)

(1) The credit limit of revolving credit facilities was Baht 237.0 million. A plot of land area of 5-3-21 rai with building and some machines have been mortgaged to two commercial banks with the pledge of not using any or all its assets in undertaking any legal transactions or to create any obligations during the term of the loan agreement. The outstanding long term borrowings from another financial institution as at December 31, 2020, were equivalent to Baht 61.54 million. These borrowings require only negative pledge covenant or not making use of any current or future land, buildings and machinery or equipment in entering into any financial obligations.

4.1.2 Intangible Assets

The Company's intangible assets consist of copyright and computer software applications for operation, and production technique. They mainly are the rights to be the manufacturer and distributor of closures, production and some items of trading business. The Company's license periods for utilization range from 5-10 years. Details and book value of the intangible assets have been shown in Notes to Financial Statements for the year ended December 31, 2020, No. 16 Intangible assets page 40.

4.2 Investment Policy in Subsidiaries and Associated Companies

The Company has an investment policy that links to its core businesses, which are plastics business line comprising industrial products and household products, the moulds business & other business line. The Company also places importance on investing in businesses that benefit or support its core businesses by focusing on integrated businesses, and reducing dependence outside the Group in order to add value and enhance competitiveness of the Group's business.

Nevertheless, for investment in the business or products on which the Company focuses, or has expertise or specific technologies, such as food and beverage packaging and material handling products, the Company has the policy to invest in a proportion that it will have controlling interest. The purpose is to allow the Company to have full control over policy setting and managing the business.

In overseeing and managing the subsidiaries and associated companies, the Company appoints its representatives comprising executive directors and/or its executives or personnels with suitable qualifications and experiences in that business. They will either take up a directorship or executive positions, or attend shareholders' meeting of the subsidiaries and associated companies with voting rights proportionately with the percentage of shares owned by the Company. The Company's representatives have the duties and responsibilities to manage or vote in such meetings following the direction determined by the Company's Board of Directors.

4.3 Assets Valuation

In 2020, the Company appraised the main assets used in operating the business and certain part of the household products' production line. The objective is to realize the current market value of the assets in determining the asset transfer price under the partial business transfer transaction of the Company with its subsidiary. The details of the property list are shown in Attachment 4.

4.4 Investment Properties

The Group has certain land and properties, which are not used in its core business operations but are held for rental income or not yet earmarked for any specific purpose in the future. Such assets are currently classified as 'Investments Properties', as presented in the Group's financial statements, which include vacant land plots, land and buildings, and condominium units that are located in Bangkok and upcountry.

The net book value and the fair value of such assets, as at December 31, 2020, were Baht 161.29 million and Baht 1,586.07 million, respectively. The Company has presented details of the movements of the book value of these investment properties in Notes to Financial Statements as at December 31, 2020, No.14 Investments properties pages 35 - 36.

5. LEGAL DISPUTE

The Company and its subsidiaries have no lawsuit or legal dispute fallen under the following criteria :

1. Any lawsuit which may negatively affect on the assets of the Company or its subsidiaries for an amount more than 5% of the shareholders' equity as of December 31, 2020;
2. Any lawsuit that may significantly affect on the Company's business operation but its impact could not be estimated;
3. Any lawsuit not derived by normal business operation of the Company or subsidiaries.

However, in 2016 the Company had a legal dispute which does not fall under above criteria or that has an impact of any significance as specified in the abovementioned criteria 1 – 3. A migrant labour recruitment agency filed a lawsuit against the Company by claiming that the Company defaulted on payment of recruitment service fees and seeking compensation together with interest. In May 2017, the Civil Court ordered the Company to pay Baht 4.77 million with interest at a rate of 7.5% per annum to the recruitment agency. However, the Company filed an appeal with the Court of Appeal in August 2017.

During the year 2019, the Court of Appeal dismissed the judgment of the Civil Court on the ground that in the Civil Court trial, there were no translation copies of the Company's supporting evidences from foreign language into Thai language. The Court of Appeal, therefore, ordered the Company to prepare translation copies of the evidences and submit them to the Court within 2020. Thereafter, the Court of Appeal ordered the Civil Court proceed the judgment again based on pertinent evidences of the case.

On January 17, 2020, the Civil Court confirmed the same judgment which ordered the Company to pay Baht 4.77 million with interest at a rate of 7.5% per annum to the recruitment agency. Nevertheless, the Company filed an appeal with the Court of Appeal in March 2020 and the Court of Appeal has set an appointment to hear judgment on March 24, 2021. The Company and the Company's legal counselor are confident that the outcome of the appeal with be in favour of the Company, since it has important evidence and information that will be of benefit in defending the case. Therefore, the Company did not set aside any provision for this claim.

6. GENERAL & OTHER INFORMATION

6.1 General Information

Company Name :	Srithai Superware Public Company Limited
Symbol :	SITHAI
Registration Number :	0107536001516
Nature of Business :	1. Manufacture and distribution of plastic industrial products and melamine household products 2. Moulds and other businesses : manufacture moulds and source local and overseas products for sale and distribution.
Registered and Paid up Capital :	Baht 2,709,904,800 comprising 2,709,904,800 common shares at par value Baht 1.00
Location :	**Head Office** 15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140 Tel. : 66 2427 0088 Fax : 66 2428 9675 URL : www.srithaisuperware.com **Factories producing plastic industrial products** **1. Suksawat Factory** 15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140 Tel. : 66 2427 0088 Fax : 66 2874 5010 **2. Bangpoo Factory** 610 Soi 8A, Bangpoo Industrial Estate, Tambon Prak-Sa, Amphoe Mueang, Samut Prakan Province 10280 Tel. : 66 2709 3020 Fax : 66 2324 0924 **3. Amata City Chonburi Factory** 700/13 Moo 1, Amata City Chonburi Industrial Estate, Tambon Klong Tamru, Amphoe Mueang, Chonburi Province 20000 Tel. : 66 3821 3250 Fax : 66 3821 3234 **Factory producing melamine household products** **Korat Factory*** 335 Moo 6, Suranaree Industrial Estate, Ratchasima–Chok Chai Road, Tambon Nongrawiang, Amphoe Mueang, Nakhon Ratchasima Province 30000 Tel. : 66 4421 2100 Fax : 66 4421 2035 * On August 1, 2020, the Company transferred the entire production line of melamine household products to its subsidiary - Srithai Superware Korat Company Limited (formerly Korat Thai Tech Company Limited) in accordance with the resolution of the Annual General Meeting of Shareholders for the year 2020 **Office of Direct Sales** 15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140 Tel. : 66 2428 8855 Fax : 66 2427 7269 URL : www.superwaredirectsales.com

Accounting Period :	January 1 – December 31
Company Secretary / Head of Investor Relations Unit :	Mr. Chaiwat Kulphattaravanich Srithai Superware Public Company Limited 15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140 Tel. : 66 2427 0088, 66 2874 5016 Fax : 66 2428 9675
Share Registrar :	**Thailand Securities Depository Company Limited** 93 The Stock Exchange of Thailand Building, Ratchadaphisek Road, Khwaeng Din Daeng, Khet Din Daeng, Bangkok 10400 Tel. : 66 2009 9000 Fax : 66 2009 9991
Auditor :	**Mr. Preecha Arunnara** Certified Public Accountant (Thailand) No. 5800 EY Office Limited 33rd floor, Lake Rajada Office Complex 193/136-137 Rajadapisek Road, Klongtoey Bangkok 10110 Tel. : 66 2264 9090 Fax : 66 2264 0789-90
Legal Advisor :	1. **Nitiprecha International Law Firm Company Limited** 21 Soi. Punnawithi 12, Sukhumvit Road, Bang Chak, Phra Khanong, Bangkok 10260 Tel. : 66 2252 9494 Fax : 66 2651 5053 2. **Marut & Rujira Bunnag Law Office** 16-18 Bunsiri Road, Khwaeng San Chao Pho Suea, Khet Phra Nakhon, Bangkok 10200 Tel. : 66 2221 2191-4 Fax : 66 2226 3321, 66 2622 1262

JURISTIC PERSON IN WHICH THE COMPANY HOLDS, DIRECTLY AND INDIRECTLY, MORE THAN 10% EQUITY

Subsidiaries

1. Company Name	:	**Srithai Superware Korat Company Limited[1]**
Location	:	335 Moo 6, Ratchasima–Chok Chai Road, Tambon Nongrawiang, Amphoe Mueang, Nakhon Ratchasima Province
Type of Business	:	Manufacture and distribution of household products
Telephone/Fax	:	0 4421 2100
Registered Capital[2]	:	Baht 300,000,000 comprising numbers of shares issued 30,000,000 shares with par value per share: Baht 10.00
Paid-up Capital[2]	:	Baht 300,000,000
Proportion of the Company's shares held	:	100% of the paid-up capital

(1) Formerly known as Korat Thai Tech Company Limited, registered the change of its business name with the Ministry of Commerce on September 9, 2020.

(2) Registered and paid-up capital increased from Baht 30 million to Baht 300 million to support the partial business transfer from the Company. The capital increase was registered with the Ministry of Commerce on July 10, 2020 and fully paid by only the Company. As a result, the Company's shareholding proportion has remained unchanged.

2.	Company Name	:	T Thaiplas Company Limited
	Location	:	325-328 Suranaree Industrial Estate, Moo 6, Ratchasima–Chok Chai Road, Tambon Nongrawiang, Amphoe Mueang, Nakhon Ratchasima Province
	Type of Business	:	Manufacture and distribution of household products
	Telephone/Fax	:	0 4421 2650 / 0 4421 2649
	Registered Capital(3)	:	Baht 5,000,000 comprising numbers of shares issued 500,000 shares with par value per share: Baht 10.00
	Paid-up Capital(3)	:	Baht 5,000,000
	Proportion of the Company's shares held	:	100% of the paid-up capital

(3) Registered and paid-up capital decreased twice in the year 2020, total decrease by Baht 35 million from Baht 40 million, due to downsizing of the business. The capital reduction was registered with the Ministry of Commerce on May 14, 2020 and July 22, 2020 respectively. The Company's shareholding proportion of 100% has remained unchanged.

3.	Company Name	:	Srithai (Vietnam) Company Limited
	Location	:	9 Street 2, Song Than 1 Industrial Park, Di An District, Binh Duong Province, Socialist Republic of Vietnam
	Type of Business	:	Manufacture and distribution of plastic industrial products and melamine household products
	Telephone/Fax	:	84 6503 790023-4 / 84 6503 790025
	Registered Capital	:	Equivalent to US Dollars 40,000,000
	Paid-up Capital	:	Equivalent to US Dollars 40,000,000
	Proportion of the Company's shares held	:	100% of the paid-up capital

4.	Company Name	:	Srithai (Hanoi) Company Limited
	Location	:	1 Street 3, VSIP Bac Ninh, Tu Son District, Bac Ninh Province, Socialist Republic of Vietnam
	Type of Business	:	Manufacture and distribution of plastic industrial products
	Telephone/ Fax	:	84 6503 790023-4 / 84 6503 790025
	Registered Capital	:	Vietnamese Dong 424,920 million
	Paid-up Capital	:	Vietnamese Dong 424,920 million
	Proportion of the Company's shares held	:	100% of the paid-up capital (held indirectly via Srithai (Vietnam) Company Limited)

5.	Company Name	:	Srithai Superware Manufacturing Private Limited
	Location	:	SM-22, GIDC Sanand-II (Bol), Taluka Sanand, Ahmedabad-382170, Gujarat, Republic of India
	Type of Business	:	Manufacture and distribution of melamine household products
	Telephone	:	91 271 761 8905
	Registered Capital	:	Indian Rupees 720,000,000 comprising numbers of shares issued 72,000,000 shares with par value per share: Indian Rupees 10.00
	Paid-up Capital	:	Indian Rupees 720,000,000(4)
	Proportion of the Company's shares held	:	100% of the paid-up capital

(4) When combined with the paid in premium on the share value (of the existing paid-up capital) of Indian Rupees179.975 million, the total value of investment in this subsidiary is equal to Indian Rupees 899.975 million.

6.	**Company Name**	**:**	**Srithai Superware India Limited**
	Location	:	SM-22, GIDC Sanand-II (Bol), Taluka Sanand, Ahmedabad-382170, Gujarat, Republic of India
	Type of Business	:	Distribution of household products
	Telephone/Fax	:	91 271 761 8905
	Registered Capital	:	Indian Rupees 50,000,000 comprising numbers of shares issued 5,000,000 shares with par value per share: Indian Rupees 10.00
	Paid-up Capital	:	Indian Rupees 42,500,000
	Proportion of the Company's shares held	:	82.4 % of the paid-up capital
7.	**Company Name**	**:**	**Srithai-Otto (Thailand) Company Limited**
	Location	:	15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok
	Type of Business	:	Distribution of plastic industrial products
	Telephone/ Fax	:	0 2427 0088 / 0 2874 5015
	Registered Capital	:	Baht 20,000,000 comprising numbers of shares issued 200,000 shares with par value per share: Baht 100.00
	Paid-up Capital	:	Baht 10,000,000
	Proportion of the Company's shares held	:	75.0% of the paid-up capital
8.	**Company Name**	**:**	**Srithai Moulds Company Limited**
	Location	:	55/1 and 55/6 Moo 1, Nong-Samsak, Amphoe Ban Bueng, Chon Buri Province
	Type of Business	:	Mould-making service, manufacture and distribution of plastic industrial products
	Telephone/Fax	:	0 3847 6525-7 / 0 3847 6528
	Registered Capital	:	Baht 100,000,000 comprising numbers of shares issued 1,000,000 shares with par value per share: Baht 100.00
	Paid-up Capital	:	Baht 100,000,000
	Proportion of the Company's shares held	:	71.0 % of the paid-up capital
9.	**Company Name**	**:**	**Srithai Miyagawa Company Limited**
	Location	:	539 Moo 4, Bangpoo Industrial Estate, Tambon Prak-Sa, Amphoe Mueang, Samut Prakan Province
	Type of Business	:	Mould-making service, manufacture and distribution of plastic industrial products
	Telephone/Fax	:	0 2324 0425-6, 0 2324 0428-9 / 0 2324 0427
	Registered Capital	:	Baht 120,000,000 comprising numbers of shares issued 1,200,000 shares with par value per share: Baht 100.00
	Paid-up Capital	:	Baht 120,000,000
	Proportion of the Company's shares held	:	51.0% of the paid-up capital

Associates

1.	**Company Name**	**:**	**Srithai Sanko Company Limited**
	Location	:	15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok
	Type of Business	:	Distribution of plastic industrial products
	Telephone/Fax	:	0 2427 0088, 0 2428 9936 / 0 2428 9935
	Registered Capital	:	Baht 20,000,000 comprising numbers of shares issued 200,000 shares with par value per share: Baht 100.00
	Paid-up Capital	:	Baht 20,000,000
	Proportion of the Company's shares held	:	48.0% of the paid-up capital
2.	**Company Name**	**:**	**Sanko Srithai (Malaysia) SDN. BHD.**
	Location	:	Lot 18, Jalan Sementa 27/91, Section 27, 40400 Shah Alam, Selangor Darul Ehsan, Malaysia
	Type of Business	:	Distribution of plastic industrial products
	Telephone/Fax	:	603 5191 4921 / 603 5191 4926
	Registered Capital	:	Malaysian Ringgits 500,000 comprising numbers of shares issued 500,000 shares with par value per share: Malaysian Ringgit 1.00
	Paid-up Capital	:	Malaysian Ringgits 500,000
	Proportion of the Company's shares held	:	48.0 % of the paid-up capital (indirectly via Srithai Sanko Company Limited)
3.	**Company Name**	**:**	**Thai MFC Company Limited**
	Location	:	1 Siam Cement Road, Bang Sue, Bangkok
	Type of Business	:	Manufacture and distribution of melamine powder
	Telephone/Fax	:	0 2586 3894-6 / 0 2586 4878
	Registered Capital	:	Baht 200,000,000 comprising numbers of shares issued 2,000,000 shares with par value per share: Baht 100.00
	Paid-up Capital	:	Baht 200,000,000
	Proportion of the Company's shares held	:	45.0% of the paid-up capital
4.	**Company Name**	**:**	**Sheewamala Company Limited**
	Location	:	1/132 Moo 2, Tambon Ta-sai, Amphoe Muang, Samut Sakorn Province
	Type of Business	:	Manufacture and distribution of plastic products and melamine household products
	Telephone/Fax	:	0 3449 0130-1 / 0 3449 0132
	Registered Capital	:	Baht 49,800,000 comprising numbers of shares issued 600,000 shares with par value per share: Baht 83.00
	Paid-up Capital	:	Baht 49,800,000
	Proportion of the Company's shares held	:	40.0% of the paid-up capital

5.	Company Name	:	Srithai Packaging Company Limited
	Location	:	30/27 Moo 2, Tambon Khok Kham, Amphoe Muang Samut Sakhon, Samut Sakhon Province
	Type of Business	:	Manufacture and distribution of paper boxes
	Telephone/Fax	:	0 3445 2100-7 / 0 3445 2108-9
	Registered Capital	:	Baht 60,000,000 comprising numbers of shares issued 600,000 shares with par value per share: Baht 100.00
	Paid-up Capital	:	Baht 60,000,000
	Proportion of the Company's shares held	:	39.2% of the paid-up capital

6.	Company Name	:	PT. Srithai Maspion Indonesia
	Location	:	Maspion Industrial Area unit 2, Tebel Village, Buduran, Sidoarjo, East Java, Republic of Indonesia
	Type of Business	:	Manufacture and distribution of melamine household products
	Telephone/Fax	:	62 31 891 1061-3 / 62 31 891 3630
	Registered Capital	:	Indonesian Rupiahs 10,394,130,000 comprising numbers of shares issued 9,320 shares with par value per share: Indonesian Rupiahs 1,115,250
	Paid-up Capital	:	Indonesian Rupiahs 10,394,130,000
	Proportion of the Company's shares held	:	32.5% of the paid-up capital

Other Companies

1.	Company Name	:	LN Srithai Comm Company Limited
	Location	:	71/12 Moo 5, Tambon Tha-Kam, Amphoe Bang Pakong, Chachengsao Province
	Type of Business	:	Manufacture and export of telephone sets
	Telephone/Fax	:	0 3857 3061-3 / 0 3857 3069
	Registered Capital	:	Baht 76,000,000 comprising numbers of shares issued 76,000 shares with par value per share: Baht 1,000.00
	Paid-up Capital	:	Baht 76,000,000
	Proportion of the Company's shares held	:	20.0% of the paid-up capital

6.2 Other Important Information

In 2020 and subsequent to the financial statements date for the period ended December 31, 2020, the Company did not have any information and/or events that might significantly affect the decision making of investors, other than those which have been disclosed by the Company to investors in a fair manner through the ELCID channel of the Stock Exchange of Thailand as well as on the Company's website and notes to its financial statements.

Note : Investors can find more information of the Company from its Annual Registration Statement (Form 56-1) which is posted on www.sec.or.th or the Company's website at www.srithaisuperware.com

Part 2
MANAGEMENT AND CORPORATE GOVERNANCE

7. CAPITAL STRUCTURE

7.1 Securities Issued by the Company

The Company has issued only common shares in its capital structure and no other securities such as preferred stocks, debentures, convertible securities, etc. were issued to raise funds. The Company has a registered capital of Baht 2,709,904,800, fully paid-up, comprising 2,709,904,800 shares at a par value of Baht 1.00 each.

The Company does not have any agreement between its major shareholders (Shareholders' Agreement) that affects the sale or the issuance of securities and the administration of the Company. The Company has only those limitations as stated in the Articles of Association of the Company in the holding of ordinary shares by foreign investors. It specifies that foreigner investors can aggregately hold a total of number shares in the Company of not more than 45% of the total issued common shares. As of December 30, 2020, which was the last day when the Company closed its shareholders register for 2020, foreign shareholders accounted for 2.85% of the total issued shares of the Company

7.2 List of Top 10 Major Shareholders as of December 30, 2020

7.2.1 Shareholders who could participate in formulation of corporate policies

Name	Rank	Shares	%	Major Business
MR. SANAN ANGUBOLKUL	1	480,823,510	17.74	Chairman and President of the Company

7.2.2 Shareholders who could not participate in formulation of corporate policies

Name	Rank	Shares	%
MS. MAYUREE SIRIVAJANANGKUL	2	177,071,390	6.54
MR. PRATEEP TANGMATITHAM	3	154,530,400	5.70
MRS. SRISUDA LERTSUMITKUL	4	150,000,000	5.54
MR. SOMYOD LERTSUMITKUL	5	107,250,000	3.96
MS. PAIWAN CHARTPITAK	6	107,100,000	3.95
MR. SOMKIEAT LERTSUMITKUL	7	103,500,000	3.82
MR. BUNNAPA LERTSUMITKUL	8	80,000,000	2.95
MR. SOMBAT LERTSUMITKUL	9	78,400,000	2.89
MS. MITTRADA LERTSUMITKUL	10	70,500,920	2.60
Total shares of top 10 major shareholders		**1,509,176,220**	**55.69**
Total common shares		**2,709,904,800**	**100.00**

Remark :

(1) Even though some of shareholders in the top 10 major shareholders group have a relationship that is classified as “close relatives”, as specified in the Notification of the Board of Governors of the Stock Exchange of Thailand. The Company views that each of them wishes to buy or sell shares on their own accord, and votes according to their own discretion. In the past Annual General Meetings, there was no block-voting to any significant degree in an attempt to control resolutions of the shareholders meetings. In consideration of the independence of each major shareholder, the Company disclosed their names individually without combining them as a group of shareholders of the same family.

(2) Investors could access the name-list of the current top 10 major shareholders as shown in the Company’s website before scheduled date of the Annual General Meeting of Shareholders.

7.3 Shareholding of Directors and Executives in the Company

Ratios of the shareholding of directors and executives, including their spouses and children not reaching legal age, in the Company as at December 30, 2020 compared to December 30, 2019 are as follows :-

Name	as of December 30, 2020		as of December 30, 2019		no. of shares increase (decrease)
	no. of shares	%	no. of shares	%	
Mr. Sanan Angubolkul	480,823,510	17.74	440,823,510	16.27	40,000,000
Mr. Enghug Nontikarn	59,000	0.00	59,000	0.00	0
Mr. Suchat Boonbanjerdsri	0	0.00	0	0.00	0
Mrs. Siriporn Sailasuta	0	0.00	0	0.00	0
Mr. Supachoke Liamkaeo	0	0.00	0	0.00	0
Mr. Naphol Lertsumitkul	0	0.00	0	0.00	0
Mr. Chaiwat Kulphattaravanich	0	0.00	0	0.00	0
Mr. Apisit Tangsatit *	1,420	0.00	1,420	0.00	0
Mr. Pongsak Kantiratanawong	2,700,000	0.10	2,500,000	0.09	200,000
Mr. Garun Angubolkul*	0	0.00	0	0.00	0
Total shares	**483,583,930**	**17.84**	**443,383,930**	**16.79**	**40,200,000**
Total issued common shares	**2,709,904,800**	**100.00**	**2,709,904,800**	**100.00**	

* Resigned from Executive position on December 30, 2020.

7.4 Dividend Policy

7.4.1 Dividend Policy of the Company

The Company has a policy to pay dividends from net profits at the rate not less than 50% of net profit each year as shown in the separate financial statements, on a condition that the Company has no retained losses.

The Company can consecutively pay dividends to shareholders every year in line with the dividend policy. The Company has paid dividends for the past 5 years with details as follows :-

Year	2019	2018	2017	2016	2015
Earnings (loss) per share (Baht)	(0.11)	0.05	0.05	0.15	0.16
Dividends per share (Baht)	-(1)	0.05	0.05	0.10	0.10
Dividends / Net profit(2) (%)	N/A	99.43	107.60	66.77	60.94

(1) The Company has not paid dividends from its operations for the year 2019 due to losses.

(2) The percentage rate of dividend payout ratio is calculated by the following formula : Total amount of dividend announced and approved to be paid (Baht) ÷ Total amount of Total net profit achieved for the year (as stated in the Separate Statement of Comprehensive Income) x 100%

7.4.2 Dividend Policy of Subsidiaries

Each subsidiary company does not have any established dividend policy. However, the dividend policy will be considered for each year, based on their respective operating net profit. As such, if there are no retained losses or any other necessary reasons, the subsidiaries will then approve a dividend payment for that year at a rate that is deemed appropriate to their respective financial status at that time. Factors also taken into account include the amount of net profit, the business operations environment and investment plan for those subsidiaries, as well as any applicable conditions and restrictions, contractual obligations or covenants and relevant regulations for payments of dividend for each respective country in which the subsidiaries operate.

However, in the past, with regard to the payment of dividends by the subsidiaries each year, there has been no restriction or limitations imposed by any external authority that has resulted in the subsidiaries being unable to pay dividends as approved and announced.

8. MANAGEMENT

The Board of Directors is responsible for overall management of the Company in accordance with the Company's Articles of Association, and is composed of not fewer than 5 but not more than 12 directors with at least 3 directors required to be independent directors. In 2020, the Company has 7 directors in the Board of Directors. At least half of total number of directors must be present at each meeting of the Board of Directors to constitute a quorum. The shareholders meeting are responsible for nominating and electing new board directors, with the term of a directorship of 3 years. Any board director whose term has expired can be nominated and re-elected by the shareholders' meeting.

The Company's executives are responsible for the management of the business activities of the Company on behalf of the Board of Directors.

8.1 The Board of Directors

Standing from left to right : Mr. Naphol Lertsumitkul, Mr. Suchat Boonbanjerdsri, Mr. Chaiwat Kulphattaravanich

Sitting from left to right : Mr. Supachoke Liamkaeo, Mr. Sanan Angubolkul, Mrs. Siriporn Sailasuta, Mr. Enghug Nontikarn

8.1.1 Members of the Board of Directors and their Attendance record for 2020

Name	Position	Board Meetings	
		No. of meetings held	No. of meetings attended
Mr. Sanan Angubolkul	Chairman, President, and Nomination and Remuneration Committee Member	6	6
Mr. Enghug Nontikarn	Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member	6	6
Mr. Suchat Boonbanjerdsri	Independent Director, Audit Committee Member and Chairman of the Good Corporate Governance Committee	6	6
Mrs. Siriporn Sailasuta	Independent Director, Chairperson of the Nomination and Remuneration Committee and Good Corporate Governance Committee Member	6	6
Mr. Supachoke Liamkaeo	Independent Director and Audit Committee Member	6	6
Mr. Naphol Lertsumitkul	Director	6	5
Mr. Chaiwat Kulphattaravanich	Director, Good Corporate Governance Committee Member, Chairman of the Risk Management Sub-Committee and Company Secretary	6	6

Detailed information relating to the Company's board directors is presented in Attachment 1: Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

8.1.2 The Company's 'Controlling Persons'

The Company does not have any 'Controlling Persons', who have significant influence over management policies or the Company's operations and, particularly, those who fall under the following criteria :

1) Individuals who have the right to vote, directly or indirectly, over 25% of total number of shares entitled to vote;

2) Individuals who, by circumstances, are able to determine either the appointment or removal of the Company's board directors;

3) Individuals, who by circumstances, are able to effectively influence those persons in charge of setting the Company's management policies or operations to follow their commands;

4) Individuals, who by circumstances, are able to manage or are responsible for the overall operations of the Company – such as directors or executives as well as any individual in a position of having the same authorities as the aforementioned persons.

8.2 Executives

As at December 31, 2020, the Company's executives, under the definition as specified by the Notification of the Capital Market Supervisory Board under the new organization chart structure which is effective from January 1, 2019, comprise the following 6 persons :

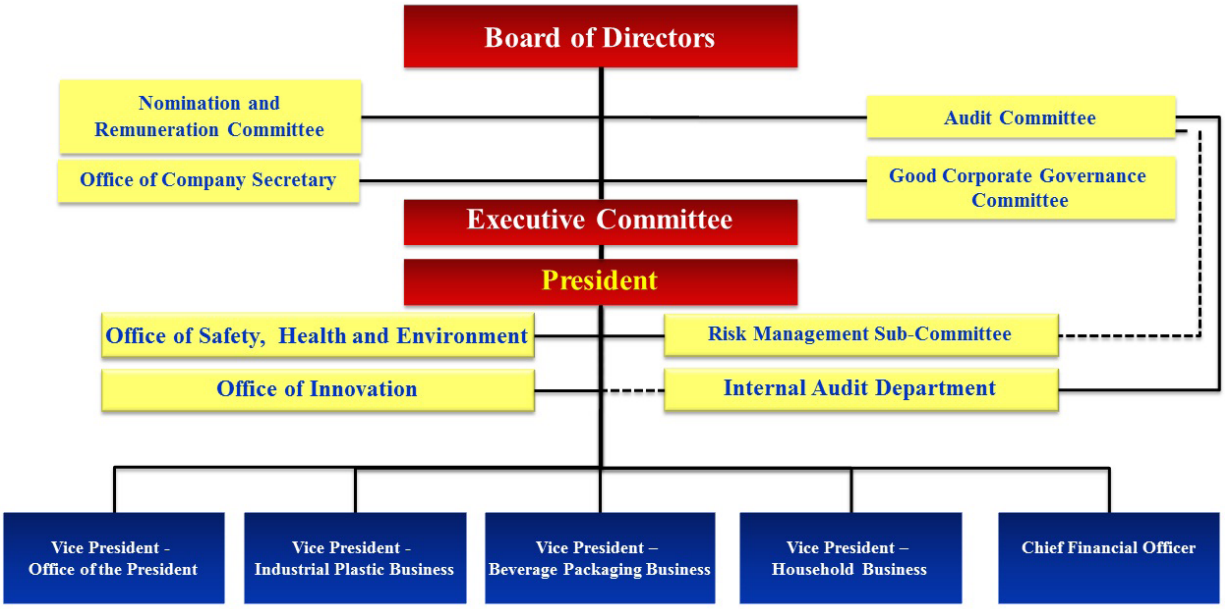
Name			Position
1.	Mr. Sanan	Angubolkul	Chairman and President
2.	Mr. Chaiwat	Kulphattaravanich*	Chief Financial Officer
3.	Mr. Naphol	Lertsumitkul	Vice President - Office of the President
4.	Mr. Apisit	Tangsatit**	Vice President - Industrial Products
5.	Mr. Pongsak	Kantiratanawong	Vice President - Beverage Packaging Products
6.	Mr. Garun	Angubolkul**	Vice President - Household Products

* The person who is assigned to the highest responsibility in Accounting and Finance

** Resigned from the Management position on December 30, 2020

The Company has presented detailed information for these executives in Attachment 1: Details of the Directors, Executives, Controlling Persons and the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

Organization structure of the Company, as at December 31, 2020, is as follows



8.3 The Company Secretary and the person who is assigned to the direct responsibility of supervising accounting preparation.

The position of Company Secretary and the person who is assigned to the direct responsibility of supervising accounting preparation has been held by the following executives, i.e. Mr. Chaiwat Kulphattaravanich, since January 1, 2019 and Ms. Ladda Namjarusathienchai, since January 1, 2017, respectively. Detailed information of the Company Secretary and the person who is assigned to the direct responsibility of supervising accounting preparation including the responsibilities of the Company Secretary is presented in Attachment 1: Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

8.4 Remuneration of Board Directors and Executives

The Company has specific criteria in determining the remuneration of its board directors. The criteria are regularly reviewed and considered by the Nomination and Remuneration Committee which sets the policy to determine appropriate and fair remuneration by comparison with companies in the same industry based on the remuneration survey conducted by the Thai Institute of Directors (IOD) Association.

With respect to the remuneration of the sub-committees, the Nomination and Remuneration Committee considers it based on the scope and responsibilities. However, the remuneration must be approved by Shareholder's meeting in accordance with Public Limited Companies Act.

In addition, the Company also has established guidelines in determining remuneration for executives, through a review process by the Nomination and Remuneration Committee that takes into consideration the respective experiences, knowledge, and abilities. The value added contributions of each individual to the Company as well as the appropriateness within the overall compensation structure of the Company are also considered. The current executive remuneration scheme is divided into 2 key components: monetary compensation, consisting of salary, annual bonus and provident fund contribution by the Company; and non-monetary compensation, such as a company car.

In consideration of the salary and annual bonus for executives, the Nomination and Remuneration Committee, will propose to the Board of Directors for approval on the policy for the rate of annual salary adjustment and bonus payment that must be in line with the actual performance results of the Company each year. The Nomination and Remuneration Committee will assign the President and Chief Financial Officer to determine the respective salary adjustment and payment of bonuses for each executive based on their actual performance for the year. The Company has determined a compensation plan for executives including the President, consisting of both short term and long term benefits as follows :

- **Short term benefits**

  The Company pays compensation in the form of salary and bonus based on the annual performance evaluation results and the Company's operating results, including the following Key Performance Indicators (KPI) of each business division/department :

  - Sales
  - Production Output
  - Gross Profit Margin
  - Management and control of costs

  In addition, a special rate for adjusting the salary and bonus may also be considered, based on the actual performance results relative to the KPIs of the Company.

- **Long term benefits**

  The Company also provides contributions to the staff provident fund, retirement benefits as well as special welfare benefits for non-staff provident fund members in accordance with the established conditions of the Company -

such as: special further financial assistance payment to employees upon retirement and a gold reward for those who non-provident fund members have completed specific number of years of employment in the Company.

The Company has disclosed details of staff and employee benefits in the Notes to the Consolidated and Separate Financial Statements for the year ended December 31, 2020 under headline 5. Significant Accounting Polices : 5.14 Employee Benefits page 15 - 16 and Note 21 Employee Benefit Obligations page 48 - 51.

8.4.1 Monetary Remuneration

1) Overall remuneration for the board directors are approved by the shareholders meeting. Only meeting allowances are paid according to their actual meeting attendance. Actual remuneration for the board directors are as follows:

Name - Position	Amount (Baht)	
	2020	2019
Board of Directors		
Chairman – Mr. Sanan Angubolkul	300,000	300,000
Six Directors (Year 2019 : Seven Directors) comprising :		
Mr. Enghug Nontikarn	150,000	150,000
Mr. Suchat Boonbanjerdsri	150,000	150,000
Mrs. Siriporn Sailasuta	150,000	150,000
Mr. Supachoke Liamkaeo	150,000	150,000
Mr. Naphol Lertsumitkul	120,000	150,000
Mr. Manit Ativanichayaphong(1)	-	150,000
Mr. Chaiwat Kulphattaravanich	150,000	150,000
Total Remuneration of Directors	**1,170,000**	**1,350,000**
Audit Committee		
Chairman of the Audit Committee – Mr. Enghug Nontikarn	350,000	350,000
Two Audit Committee Members comprising :		
Mr. Suchat Boonbanjerdsri	112,500	150,000
Mr. Supachoke Liamkaeo	150,000	150,000
Total Remuneration of Audit Committee Members	**612,500**	**650,000**
Nomination and Remuneration Committee		
Chairperson of the Nomination and Remuneration Committee - Mrs. Siriporn Sailasuta	37,500	25,000
Two Nomination and Remuneration Committee Members comprising :		
Mr. Sanan Angubolkul	30,000	20,000
Mr. Enghug Nontikarn	30,000	20,000
Total Remuneration of the Nomination and Remuneration Committee Members	**97,500**	**65,000**
Good Corporate Governance Committee		
Chairman of the Good Corporate Governance Committee – Mr. Suchat Boonbanjerdsri	25,000	25,000
Two Good Corporate Governance Committee Members comprising : Mrs. Siriporn Sailasuta	20,000	20,000
Mr. Chaiwat Kulphattaravanich	20,000	20,000
Total Remuneration of the Good Corporate Governance Committee Members	**65,000**	**65,000**
Grand Total	**1,945,000**	**2,092,500**

Remarks :

1. Mr. Manit Ativanichayaphong resigned from being a Director, effective as of January 1, 2020.
2. In 2020, the meeting allowance paid by the Company to each board director was in accordance with the approved limit of not more than Baht 2,490,000, in total, based on the resolution of the Annual General Meeting of Shareholders No. 39 (for 2020), as follows:

2.1	Meeting allowance for the Board of Directors	
	Chairman	Baht 300,000 per annum
	Directors	Baht 150,000 per annum/per person
	Total Meeting allowance	Baht 1,500,000 per annum in total
2.2	Meeting allowance for the Audit Committee	
	Chairman of the Audit Committee	Baht 350,000 per annum
	Member of the Audit Committee	Baht 150,000 per annum/per person
	Total Meeting allowance	Baht 650,000 per annum in total
2.3	Meeting allowance for the Nomination and Remuneration Committee	
	Chairperson of the Nomination and Remuneration Committee	Baht 50,000 per annum
	Member of the Nomination and Remuneration Committee	Baht 40,000 per annum/per person
	Total Meeting allowance	Baht 170,000 per annum in total
2.4	Meeting allowance for the Good Corporate Governance Committee	
	Chairman of the Good Corporate Governance Committee	Baht 50,000 per annum
	Member of the Good Corporate Governance Committee	Baht 40,000 per annum/per person
	Total Meeting allowance	Baht 170,000 per annum in total

The above approved meeting allowances were effective from the date of the Annual General Meeting of Shareholders.

3. No remuneration is given to the members of the Risk Management Sub-Committee.

2) Remuneration for executives including salary and bonus payments is as follows:

Remuneration	2020		2019	
	Number of persons	Amount (million baht)	Number of persons	Amount (million baht)
Salary	6	33.76	6	35.18
Bonus	6	2.88	6	2.33
Total	**6**	**36.64**	**6**	**37.51**

Remarks :

1. The following executives received the above remuneration in 2020 as follows:
   - 1.1 Mr. Sanan Angubolkul
   - 1.2 Mr. Chaiwat Kulphattaravanich
   - 1.3 Mr. Naphol Lertsumitkul
   - 1.4 Mr. Apisit Tangsatit
   - 1.5 Mr. Pongsak Kantiratanawong
   - 1.6 Mr. Garun Angubolkul
2. The above payments are inclusive of accrued bonus for the year.

8.4.2 Other Remuneration

1) Other remuneration for board directors

No other monetary and non-monetary remuneration is given to the members of the Board of Directors and Board Committees/Sub-Committees.

2) Other remuneration for executives

2.1) Monetary remuneration include provident fund, social security fund, retirement benefits, a gold reward together with a special monetary compensation upon reaching specific number of years of employment in the Company; all of which are paid or given in accordance with the established conditions of the Company. In 2020, the Company contributed totaling Baht 0.73 million in the form of other benefits for its executives.

2.2) Other non-monetary remuneration: A Company car.

8.5 Personnel

8.5.1 Manpower Classified by Functions as of December 31

(Unit : Person)	2020					
	Office	Plant				Total
		Suksawat	Korat	Bangpoo	Amata City Chonburi	
Executive	5	0	0	0	1	6
Support Line	105	0	0	0	0	105
Sales and Marketing Line	147	0	0	0	0	147
Production Line	0	281	0	347	587	1,215
Total	**256**	**281**	**0**	**347**	**587**	**1,471**

(Unit : Person)	2019					
	Office	Plant				Total
		Suksawat	Korat	Bangpoo	Amata City Chonburi	
Executive	5	0	0	0	1	6
Support Line	148	0	0	0	0	148
Sales and Marketing Line	258	0	0	0	0	258
Production Line	0	298	901	349	609	2,157
Total	**411**	**298**	**901**	**349**	**610**	**2,569**

(Unit : Person)	2018					
	Office	Plant				Total
		Suksawat	Korat	Bangpoo	Amata City Chonburi	
Executive	10	0	0	0	1	11
Support Line	162	0	0	0	0	162
Sales and Marketing Line	296	0	0	0	0	296
Production Line	0	401	1,531	339	641	2,912
Total	**468**	**401**	**1,531**	**339**	**642**	**3,381**

Remarks:

1. The number of executives has remained unchanged in 2020 compared with 2019, but decreased from 2018.
2. The manpower in the Production of Suksawat plant, Korat plant and Amata City Chonburi decreased in 2020, compared with in 2019 and in to 2018 due to the drop in sales volume and reduced productivity, in addition to the transfer of all household production lines of the Company to Srithai Superware Korat Company Limited, a 100% subsidiary of the Company.
3. The manpower in the Head Office decreased in 2020, compared with in 2019 and in 2018, due to the merger of direct sales and network businesses, retirement of certain employees and downsizing corresponding with the Company's operating results.

8.5.2 Employee's Remuneration

The Company pays remuneration to each and every employee at all levels and nationalities on an equal basis and based on the same criteria in an equitable and transparent manner. Such remuneration is aimed at motivating employees and is on the same basis as the remuneration plan for executives. The short term benefits comprise salary or wages, overtime, incentive and bonus, and contribution to the social security fund. Further, a performance evaluation is made every year to establish an overall performance indicator based on KPIs and operating results of the Company. For long term benefits, the Company provides contributions to the employee's provident fund, retirement benefits, a gold reward together with a special monetary compensation upon reaching specific number of years of employment in the Company; all of which are paid or given in accordance with the established conditions of the Company.

Additionally, the Company provides training courses for staff members at all levels to educate them about managing their personal income and spending and also on saving their money, so that they can be financially self-dependent once they leave the Company or reach retirement.

In 2020, the Company paid the said remunerations for a total of Baht 611.93 million.

8.5.3 Human Resource Development

Human resources are one of the most important components that the Company focuses on, as employees are the key driving force for its business to proceed in the established and desired direction, and they must be happy and enjoy their work. As such, the Company provides opportunities for development, as well as encourages employees to learn in various areas – both in work responsibilities and in personal life. Hence, they can learn to become self-dependent as well as to share their knowledge with society in general - such as, supporting employees to study and learn more about their specific professional skills and build their financial discipline so as to achieve a better quality of life with happiness. The Company has assigned the Office of Human Resource Development to provide training courses and activities to enhance staff with knowledge and capability, skills in their duties, and readiness and potential to grow in the future.

The Office of Human Resource Development arranged to hold various training programs and courses for employees based on the importance and urgency of the work area as required, and through cooperation with the internal units within the organization to encourage ongoing 'on the job training' ("OJT") activities' throughout the organization. Such training involved staff actually performing their assigned tasks, under the close supervision and monitoring of their immediate supervisor or an expert for that particular job as well as according to specific procedures. This is to train staff to build knowledge, skills and a full understanding of the assigned responsibility, as well as to practice how to effectively think and solve any problems for any specific job activity. It also establishes a situation of learning and sharing of experienced knowhow within the organization.

The Company actively promoted the campaign and arranged courses on good corporate governance principles and practices as well as on business ethics including Policy and Practice Guideline on Anti-Corruption for executives and all staff members of Subsidiaries and Associates throughout the Company and at all its operating factories. The Company also monitors, on a regular basis, the level of understanding after certain training courses, through various activities and surveys via the Company's intranet. Their responses and results of the survey are incorporated as a part of their annual performance evaluation. In addition, the Company provides an opportunity for employees to participate in whistleblower reporting or complaints regarding fraud or operating activities in the Whistle Blower system through various channels to cultivate awareness of loyalty and positivity and help prevent the risk of errors or damage caused to the Company, the responsibility to all stakeholders, together with the need to conduct the Company's businesses in a transparent, fair and equitable and fully accountable manner; which shall be made through strict adherence to work standards of the Company.

In 2020, the Company arranged training courses and seminars for its staff members internally (In-House Training) and outside the Company (Public Training). On average, each employee received 7 hours of training during the year which cover 6 key training areas of the Company:

- Core Culture
- Managerial Skill
- Functional Skill
- Quality Management System
- Occupational Health & Safety
- Risk Management

In addition, the Company gave importance to knowledge of various aspects that are considered to be essential for the lives of its employees, such as knowledge about their personal finances, physical and mental health, their daily livelihood, and also about preparing for their retirement. Throughout the year, the Company disseminated relevant information through holding training courses and undertaking various promotions activities by setting information booths with key points of view on such key aspects of their lives. Such information and knowhow were constantly communicated in a manner that was simple and easy to understand by the employees at all levels through internal channels of communications and also by holding internal competitions, in order to stimulate active participation of all employees to identify a role model for them. As such, all these activities are aimed at promoting and enhancing the overall quality of life of the employees by having a happy life, and being able to work for the organization at the best of their ability.

Creating Organizational Culture

The Company has a vision and determination to develop its business to become a world-class company. By doing so, the organization could grow firmly and sustainably. The employees would have value added benefits such as enhancement of their capabilities, professional skills, as well as quality of work and quality of life, so as to bring achievement to the organization and bring the Company to the goals. The Company, therefore, has introduced “4 principles of management (4S)” which now become philosophy of working with an aim to improve efficiency and effectiveness of staff members. Such principles are also used for personnel development and instill corporate culture. The 4S comprises :

STRENGTH : To strengthen team-work which leads to strength of the organization

- Personnel have consciousness in ethics and morality so as to work together in team-work and likewise appreciate the Company as a part of their lives.

STRETCH : To do it better today, and to be ahead of tomorrow

- Personnel continually develop and improve the capability of themselves and their work to be more efficient.

SPEED : To respond quickly with service mindfulness

- Personnel support requirements of concerned people from both inside and outside the organization with up-to-date, correct and quick information, and make service impression.

SYSTEM : To work systematically and traceably

- Personnel work systematically and make decision based on fundamental information and facts after analyzing precisely.

The Company launched continually campaigns and activities in each aspect of 4S via various internal channels of communications, in order to instill and integrate the 4S Principles as a corporate culture in a sustainable manner. The Office of Human Resource Development provided many training courses and arranged activities in which all levels of employees could participate in order to gain better understanding and follow the 4S Principles correctly and consistently.

9. CORPORATE GOVERNANCE

The Company operates its businesses in a fair manner by upholding the long-practiced culture under an ethical framework, which has been developed to suit the ongoing economic and social changes, and being responsible towards every stakeholder group. As a result, in 2020, it was the 5th consecutive year that the Company was rated as being "Excellent" by the Thai Institute of Directors Association (IOD) in its annual survey of corporate governance practices of Thai listed companies.

The Company's Board of Directors emphasizes compliance with the principles of good corporate governance and recognizes its role as a leader in creating value added to the overall business; whereby the Board has assigned the Good Corporate Governance Committee to be responsible for this respect of the operations and to report the outcome of the associated activates to the Board every Quarter, with relevant information as follows:

9.1 Good Corporate Governance Policy

The Company's Board of Directors has established the Good Corporate Governance Policy, as part of the Company's overall policies, which came into effect in 2004. The Good Corporate Governance Policy Guidelines have been developed regularly revised to be current and appropriate to the latest situation.

In 2012, the Board of Directors appointed a Good Corporate Governance Committee to be responsible for monitoring, assessing and improving the Company's Good Corporate Governance Policy, so that it remains appropriate and consistent with the changing economic and social environments, the relevant and applicable laws as well as the Corporate Governance Policy of Thai Listed Companies as specified by the Stock Exchange of Thailand. The CG Committee then appointed various working groups from members of the Company's Management to support its tasks.

The Board of Directors has established the Good Corporate Governance Policy and disseminated the contents of the policy via various channels of communications to all parties – internally and externally to ensure that all parties are informed as well as fully aware of this Good Corporate Governance Policy. In addition, various training sessions together with associated internal activities to understand the Good Corporate Governance Policy have been held regularly and on a continuing basis for members of Management and Staff at all levels of the organization.

In 2018, the Board Meeting upon the proposal by the CG Committee, the Board of Directors approved the Good Governance Policy (4th revision – 2018), to correspond to the recently revised Corporate Governance Code for listed companies - 2017 : CG Code, issued by the Office of the Securities and Exchange Commission, which contains the 5 Sections of the previous CG Code issued and also incorporates new significant details corresponding to the 8 key operating guidelines and procedures of the CG Code, as summarized below:

Good Corporate Governance Policy - 4th revision (2018)

Section 1 – Shareholders' Rights

The Board respects the rights of all shareholders, as well as has in place policies and practice guidelines to protect the shareholders' rights, in order to facilitate shareholders in exercising their various entitled rights in a complete, accurate, transparent and appropriate timely manner, as follows:

1. Shareholders' rights
2. Shareholders meetings
3. Meeting procedures
4. Preparation of minutes of the shareholders meeting and disclosures of approved resolutions

Section 2 – Equitable Treatment of Shareholders

The Board is aware of its duty to oversee the interests of all shareholders with fairness and equality, regardless of whether they are majority or minority shareholders or foreign shareholders.

The Board oversees and encourages shareholders to exercise their rights and to protect their own interests through expressing opinions, making recommendations, and casting their votes at the shareholders meetings, in order to make decisions regarding any significant changes as well as elect/appoint new board directors.

The Board also ensures that the Company discloses any news and information in an accurate, complete, transparent on an appropriate timely basis; as well as facilitates and enables Shareholders to exercise their respective rights in an accountable manner that covers the following aspects:

1. Release of information prior to the shareholders meeting
2. Protection of shareholders' rights
3. Equal rights for the Company's Board of Directors and the executives

Section 3 – Roles of Stakeholders

The Board respects the rights of and gives equal treatment to various involved stakeholder groups, who have been or may potentially be affected by the Company's business operations in accordance with the policy and practice guidelines for various stakeholder groups such as employees, shareholders, investors, customers, business partners, competitors, creditors, external auditors, press and media, local communities and societies surrounding the Company's businesses and the government sector. The Board also promotes regular cooperation between the Company and such stakeholders in order to build stability and develop sustainability of the Company.

The Board monitors and oversees the management in operating the business activities of the Company while being responsible for society and the environment, in relation to the Company's corporate policies, objectives and goals together with its business strategies and operations plans. The following topics are taken into consideration :

1. Treatment of employees
2. Business operations in compliance with the framework of 'Fairness'
3. Practices that are fair and responsible for local communities, society and environment
4. Anti-corruption and whistle blower activities
5. Promoting and encouraging innovation

Section 4 – Information Disclosures and Transparency

The Board is responsible and gives great importance to the disclosure of information in an accurate, complete, adequate and timely manner in accordance with applicable rules and regulations as well as relevant operating guidelines and appropriate circumstances. Financial information includes financial position and operating performance and non-financial information includes the Company's shareholding structure, corporate governance matters, and other business-related information. This is for the benefit of all shareholders and external parties.

The Board has determined that the Investor Relations Unit has been established to take responsibility for providing up-to-date, accurate, complete and adequate information whereby external parties can regularly access such Company related information through every channel of communications established by the Company for the purpose of appropriately communicating with its Shareholders and various Stakeholder groups such as: investors, securities analysts on an equal basis. As such, these information disclosures are made through various electronic information dissemination system and paper-based information distributed by the Company in compliance with the requirements of the regulatory authorities with topics covering:

1. Information about the Company, its board directors and its shareholders
2. Corporate Governance practices of the Company
3. Operating performance
4. Timing and appropriateness in disclosing information

Section 5 – Responsibilities of the Board of Directors

The Board of Directors has formulated the Corporate Policies and Practice Guidelines covering the following topics :

1. Structure of the Board of Directors
2. Responsibilities of the Board of Directors
3. Practice guideline for the Board of Directors
4. Duties and responsibilities of the Board of Directors
5. Recruitment and nomination of the Board of Directors members and executives
6. Board of Directors meetings
7. Holding directorship positions (in other companies) by each board director
8. Chairman of the Board of Directors
9. The CEO/President
10. Term of office for the Board of Directors and members of Board Committees/Sub-Committees
11. Holding directorship positions (in other companies) by the CEO/President and executives
12. The position of the Chairman of the Board of Directors and the CEO/President being held by the same person
13. Remuneration for board directors
14. The Company Secretary
15. Board Committees/Sub-Committees
16. Development of board director's skills
17. Performance assessment of the Board of Directors
18. Support of Good Corporate Governance practices
19. Reports from the Company's Board of Directors

The Company has published a full version of the Good Corporate Governance Policy 4th revision - 2018 on the Company's website at www.srithaisuperware.com.

9.2 Board of Directors and Board Committees/Sub-Committees

9.2.1 Structure, Duties and Responsibilities of the Company's Board of Directors

The Articles of Association of Srithai Superware Public Company Limited state that the Company's Board of Directors is to be composed of "not less than 5 but not more than 12 directors, with not less than half of the total number of directors must reside in the Kingdom of Thailand."

The Board of Directors comprises directors with diverse knowledge, experiences and expertise that are considered necessary for the Company's operations. They will devote time in undertaking their responsibilities for the Company's overall interests. On December 31, 2019, there are 8 directors. Amongst them, 4 directors are executives and representatives of the shareholder group, who have knowledge, expertise and capabilities in the Company's businesses; and 4 directors including one female are independent directors, who have diverse skills and experiences with independent judgments. All directors possess the qualifications under the criteria as specified by the Securities and Exchange Commission (SEC) and the Company.

The Board of Directors has appointed 3 independent directors to form the Audit Committee, with the duty of supporting the Company's Board of Directors according to the duties and responsibilities as stated in the Charter of the Audit Committee and in accordance with the Announcement of the Stock Exchange of Thailand on the Qualifications and Scope of Work of the Audit Committee (B.E. 2551).

Scope of Authority and Responsibilities of the Board of Directors

The Board of Directors has responsibilities towards its shareholders with regard to the Company's business operations and its governance. This is to ensure that management complies with the stated policies, objectives and guidelines that will generate maximum benefits and continually increase the economic value for its shareholders, through the adoption of good business ethics and concerns for current and long-term benefits of all stakeholders, as follows:

1. Perform its duties under the laws, the objectives and Articles of Association of the Company, and resolutions of the Shareholders Meetings together with the rules and regulations specified by the Securities & Exchange Commission, the Stock Exchange of Thailand and other relevant regulatory authorities;
2. Formulate corporate business policies, strategic objectives and targets for management and the shareholders' resolutions;
3. Monitor and oversee that management operates the Company's businesses efficiently, in good faith, and in compliance with the board and the shareholders' resolutions;
4. Arrange for a shareholders meeting at least once a year, in order to report the business performance for their acknowledgement and approval, as well as to request for their resolutions on matters that are beyond the scope of authority of the Board of Directors (e.g. declaration of dividends);
5. Arrange for Board of Directors Meetings at least six times a year;
6. Oversee any business transactions or undertake any actions, which may have a material effect on the Company's financial position/status, obligations regarding its liabilities, and reputation (e.g. borrowing money from financial institutions);
7. Consider any connected transaction between the Company, its subsidiaries or associates and any connected parties, that does not require the approval of the shareholders' meeting;
8. Establish internal control systems together with efficient internal audit procedures;
9. Direct and monitor the accuracy, completeness and transparency of financial reporting, as well as the reporting of any other information in a timely manner to shareholders and other involved or concerned parties;
10. Establish and define the scope of duties and responsibilities of the various Board Committees/Sub-Committees;
11. Establish and/or change the 'authorized company signatories' who can legally bind the Company;
12. Determine corporate policies, vision and mission of the Company; as well as revise such matters to correspond with current situation;
13. Consider and review business strategies, work plans/activities, and annual budget of the Company;
14. Follow-up on the results of activities and business performance of the Company on a quarterly and annual basis, and compare the results against agreed budgets and plans;
15. Consider and review risk management policies of the Company to correspond appropriately with current conditions;
16. Monitor the adequacy of the financial liquidity of the Company and the ongoing ability to service its debt obligations; as well as determine adequate and effective action plans, so that the Company or its business is well-prepared to face any possible financial difficulties;
17. Consider and assess the adequacy of Company's internal control systems;
18. Consider entering into any contracts not related to normal business activities of the Company, or any contract related to normal business activities with material and significant nature;

19. Direct and monitor compliance in accordance with the established principles, policies and practices on good corporate governance;
20. Establish the 'Codes of Business Conduct' for the Company and implement it at every level within the organization; and
21. Amend or change, as required, the scope of authority and responsibilities of the Board of Directors as appropriate.

The Board of Directors has appointed Sub Committees based upon the specific expertise and assigned role of the respective Sub-Committees to consider and review various important issues before submitting recommendations or proposals to the Board of Directors for consideration and approval for implementation.

In the Board of Director's meeting No. 6/2020 held on December 22, 2020, the board acknowledged the review of the Company's current Vision and Mission, and deemed it appropriate to still maintain them in place for now. The board was under consideration review and improves them with further amendments as appropriate, so that they will be fully aligned with any changes in the Company's businesses.

The Board of Directors must perform its duties in compliance with the following core principles:

- Duty of Care : The Board must be diligent and prudent in managing all corporate affairs.
- Duty of Loyalty : The Board must act in good faith; and must not allow any personal interests to prevail over the overall interests of the Company.
- Duty of obedience : The Board must comply with all laws, the Company's objectives and Articles of Association, the resolutions of Board and shareholders meetings, as well as with all applicable requirements and regulations as specified by the Securities and Exchange Commission, the Stock Exchange of Thailand, and any other relevant regulatory agencies.
- Duty of Disclosure : The Board must disclose to and inform its shareholders all required information, that is accurate, adequate, transparent and in a timely manner.

The Board also appoints the Executive Committee, which is a group of executives, with sufficient knowledge and capabilities, to perform duties in managing the business operations in compliance with designated policies and objectives. The Board regularly monitors the Company's performance, while also has the right to independently request any updates of information about the Company.

Approval Authority of the Company's Board of Directors

In 2020, the Company's Board of Directors has, exercised the following approval authority, in accordance with the objectives and Articles of Association of the Company, and the resolutions of the shareholders meetings, and as specified by the Public Limited Company Act, the Securities and Exchange Act and regulations specified by governing authorities such as :

- Approval of the Financial Statements for the year 2019
- Approval of the Work Plan and Budget for the year 2019 and 2020
- Approval of the Agenda Items for the Annual General Meeting of Shareholders
- No. 39 (for 2020)
- Acknowledgement of the outcome of the activities of various Board Committees of the Company
- Approval partial melamine business transfer to a subsidiary
- Approval of transfer of ownership of factory business license to a subsidiary
- Approval the guarantees for credit facilities for a subsidiary
- Approval of obtaining financial support (long-term loans) and revolving credit lines from financial institutions
- Approval on the changes of the Risk Management Sub-Committee members
- Approval of amendments to the Charter of the Risk Management Sub-Committee
- Approval of closing bank accounts and mutual fund
- Approval of the nomination of the Company's auditor
- Acknowledgement of the appointment of a Vice President and Directors

- Acknowledgement of the review of the vision and mission of the Company
- Approval of the restructuring of Internal Audit Department and related tasks
- Evaluation of the existing Company's internal control systems
- Evaluation of performance of the Board of Directors as a group and as an individual Board Director for 2020

The Condition for Signing by the Authorized Signatories to Legally Bind the Company (as per the Company's Certificate):

Any 2 of these 3 board directors i.e. Mr. Sanan Angubolkul, Mr. Naphol Lertsumitkul and Mr. Chaiwat Kulphattaravanich, jointly sign and affix the Company seal.

Board Meetings

The Board of Directors arranges to hold at least 6 Board of Directors' meetings per year, and determines the dates, times, and venues for the meetings in advance for the whole year. Each board director has the duty to attend at least 80 per cent of such meetings. In 2020, there were 6 Board of Directors' meetings and independent directors met together among themselves once without any executives present, with the attendance record of each board director being presented in Item 8.1 "Board of Directors".

The Company Secretary has the duty to gather and organize all required information together with the Agenda Items proposed by Independent Directors for consideration and determining the proposed agenda for each Board of Directors' meeting. The invitation for each meeting and all supporting documents shall be sent out to all board directors not less than 7 days prior to the scheduled meeting date, in order to allow board members sufficient time to study and review all proposed agenda items for the overall benefit of and fairness towards all shareholders and stakeholder groups.

Generally, the meeting agenda items will consist of:acknowledgement or review of financial statements (as reviewed or audited by the external auditors and approved by the Audit Committee); consideration and monitoring of the Company's operations to assess whether they are in accordance with policies and plans; consideration for approval of important issues relating to the Company's operations (such as, vision, mission, and strategies, as well as financial goals, plans and budgets); acknowledgement of the performance of the Company's Board of Directors and Board Committee/ Sub-Committees; acknowledgement of the holding of the Company's shares by directors consideration of any proposed connected transactions and asset acquisition or disposal (if any); and any other agenda items proposed by the executives.

In the Board of Directors' meeting, the Chairman assigns the Company Secretary to present a summary of the key contents or issues for each agenda item, in order to gather the opinions of board directors, and then to conclude them as the meeting's resolutions for further action. Directors are given the opportunity to express their opinions independently as well as in a straight forward and open manner during the debate for each agenda item being considered. Executives are also invited to attend board meetings in order to provide more detailed information, whenever deemed appropriate and necessary.

If any board director attending the meeting has a conflict of interests relating to any agenda item, the Company Secretary will then request that director to leave the meeting room while the agenda item is being discussed and considered by the Board. There must be at least two - thirds (2/3) of all directors attending and present at the meeting, with the right to vote for any resolution, as prescribed by the Company's Good Corporate Governance Policy. The 'majority vote' from those directors present at the meeting with the right to vote shall be considered as the resolution of the Board of Directors' meeting. Further, unless the agenda concerns the appointment of a new board director to replace a vacant directorship, due to a reason other than the expiry of his/her term of office, the resolution to appoint a new director will then require at least three – fourths (3/4) of the votes from the remaining directors present - as specified in the Company's Articles of Association (Article 17 and Article 21).

The Company Secretary takes notes of the discussions and is responsible for preparing the minutes of the board meeting with complete details. The minutes will then be approved by the Board of Directors, together with all supporting documents. They are then to be properly filed, in order to be readily available for future reference or verification by directors or any other involved organizations as required.

Term of Office for Board Directors and Members of Board Committees/Sub-Committees

The Board of Directors has set the terms of office for board directors in accordance with the Company's Articles of Association, which also complies with the Public Limited Company Act. It also stipulated that one-third of the board directors shall retire at every Annual General Meeting of Shareholders. Those directors who have vacated their position can be re-appointed as a board director, if proposed and approved by the shareholders' meeting. Besides, should any board director not hold a directorship, that director shall also no longer be a member of any Board Committees/Sub-Committees.

Currently, most of Company directors have had a term of office exceeding 9 years. However, all such directors are well-qualified and have extensive experiences in a variety of businesses from manufacturing and other related areas. As such, they are all able to effectively determine the strategic directions of the Company and monitor that the activities of executives are in accordance with the established Corporate objectives for the maximum benefit to the all shareholders on an equal basis, as well as to oversee the interests of all stakeholder groups in an equitable manner. For these reasons, they have all received the full trust of the shareholders, and have been re-elected as board directors at the Annual General Meeting of Shareholders on a continuing basis.

Holding Director Positions in Other Listed Companies

In order to perform the functions as a board director independently and with adequate time to effectively supervise the Company's operations, the Company requires that its board directors hold directorship positions concurrently in not more than 5 listed companies.

In holding a directorship position in other listed companies, the director must comply strictly with Section 86 of the Public Limited Company Act stating that a director is prohibited from being involved with any other businesses of the same nature as and/or directly in competition with the Company.

In 2020, all directors complied with the specified regulations.

Reports from the Company's Board of Directors

The Board of Directors has arranged that the Company provides financial reports and financial statements as at the last calendar day of every quarter and each fiscal year, respectively. The Company's Annual Report is presented to the shareholders meeting in compliance with the law. The Audit Committee is assigned to review whether the Company's separate financial statements and consolidated financial statements are in accordance with generally accepted accounting principles and standards under the regulations of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission as well as other applicable relevant laws and regulations.

The Board of Directors, represented by the Chairman, prepares a Report on Its Responsibilities for the Financial Reports including reports by the Sub-Committees as appointed by the Board as shown in Attachment 5.

The Chairman of the Board of Directors

The Board of Directors has elected and appointed Mr. Sanan Angubolkul as the Chairman of the Board of Directors with the following duties and responsibilities:

1. Be a leader with regard to establishing corporate policies, the Company's vision, overseeing and monitoring of executives as well as Board Sub-Committees on their performance in order to achieve the objectives, main goals and outlined work plans;
2. Preside over board meetings and shareholders meetings of the Company;
3. Ensure the performance of the Board is in compliance with the Company's Articles of Association as well as all applicable relevant laws;
4. Encourage and support board directors in expressing any opinion; and avoid unduly influencing any directors to agree with the opinions of any particular director;

5. Cast the 'deciding vote' - in the event of a tie-vote, where the Board has voted with each side having an equal number of votes;
6. Take the lead in determining and complying to the Company's business ethics, corporate culture, and Good Corporate Governance Policy;
7. Provide recommendations, and separate the roles and responsibilities of the Board of Directors and those of executives;
8. Represent the Company's Board of Directors towards external parties, and take the lead in any clarifications or communications to the public, shareholders and various stakeholder groups.

Separation of Duties of the Board of Directors and Executives

The Company has clearly separated the duties and responsibilities of the Board of Directors and those of executives. Apart from undertaking the stated duties and overseeing the performance of the executives at the policy level, the Board of Directors also defines the duties and responsibilities of executives relating to the position of the President, the highest position of the Company, and other executive positions. This is to ensure that the respective scope of authority and responsibilities are clearly defined, which enables the Board of Directors to effectively monitor and assess the executives' annual performances in an appropriate manner as follows:

Scope of Authority and Responsibilities of the President

1. Manage and supervise the Company's business operations in accordance with the established directions and goals of the Company; and to strengthen the Company's businesses according to the policies of the Board of Directors;
2. Manage and implement both short-term and long-term business plans, in order to achieve the Company's objectives and goals;
3. Implement effective financial management, in order to achieve a proper and stable financial structure;
4. Manage proactive public relations as well as foster good relationships with every stakeholder group, in order to create a positive and sustainable image for the Company ;
5. Implement risk management activities in a proper and efficient manner;
6. Undertake and manage the organization's activities regarding environmental responsibility and Corporate Social Responsibility (CSR);
7. Supervise and perform the assigned duties according to the applicable laws, as well as adhere strictly to the Company's objectives, rules, and regulations;
8. Perform any other duties assigned by the Board of Directors.

Scope of Authority and Responsibilities of Executives

Executives shall manage the Company's operations in line with work plans and policies set by the Board of Directors. Executives will carry out any responsibilities assigned by the Board of Directors as follows:

1. Manage, direct, and monitor the performance of the Company to ensure efficiency as well as compliance with the established directions and targets of the Company; and maintain the operational strength of the businesses as required by the policies of the Board of Directors;
2. Review any agenda items proposed to the Board of Directors; as well as carry out any assignments given by the Board of Directors;
3. Report its performance results to the Board of Directors;
4. Plan and review the progress of all short-term and long-term plans in order to achieve the objectives and goals of the Company;

5. Plan and undertake effective financial management in order to diminish any potential financial burdens and stabilize the financial structure of the Company; and
6. Perform assigned duties in compliance with the relevant laws as well as the objectives and Articles of Association of the Company.

Moreover, the Company has set specific levels of authority for executives, which includes the respective types of transactions allowed and the approval amount limits. This is to give executives flexibility in managing the businesses, as well as to clearly define the power of authorization of the Board of Directors and the executives in accordance with the relevant rules and regulations of relevant governing authorities.

The Board of Directors recognizes that the delegation of authority to the executives does not release the Board of Directors from its assigned duties and responsibilities.

At present, the two positions of the Chairman of the Board and the President of the Company are held by the same person, who represents the group of major shareholders. Nevertheless, the Company has separated the roles and responsibilities at both positions clearly. The Company considers that the dual positions be appropriate under existing circumstance as this person has possessed experiences in the core business of the Company for a long time, as well as has been widely and well recognized among the business communities.

With regard to holding the two positions at the same time, the Chairman and President has recognized and clearly separated the respective duties and responsibilities of each position, which includes day–to–day management of the Company, chairing board meetings as well as shareholders meetings, etc. He is clearly able to effectively perform these duties and to make decisions under the scope of authority of each respective position. Therefore, the dual positions by the one and the same person would enhance overall managerial efficiency as follows:

- In the capacity as Chairman of the Board, he immediately obtains the most updated information about business operations from the Company's executives, which supports and facilitates his close monitoring of business operations within the policy framework set by the Board of Directors. In the capacity as the President of the Company, he could also better oversee and manage compliances to the policies specified by the Board of Directors.
- In the capacity as Chairman of the Board, he has to chair shareholders meetings as well as Board of Directors meetings. He has to manage these meetings to ensure that each meeting proceeds according to the agenda in a legal manner and that the meeting's attendees are allowed to freely express their opinions. He can respond to any questions raised in the meeting both in his role as a member of the top management of the Company and as the representative of the Board of Directors at the same time.

However, with the current proportion of the independent directors with half of the total number of board directors, the Board of Directors is able to achieve an effective balance of power as well as express opinions freely with regard to reviewing executives' performance.

Holding Directorship Positions in Other Companies by the President and Executives

The Board of Directors has set the policy that in the event where the President and executives have been nominated/appointed to hold directorship positions in other companies not within the Group (regardless of whether those companies are listed or not), the President and executives must report this appointment to the Board of Directors.

Such other companies, in which the President and executives are appointed as directors, must not operate the businesses in competition with those of the Company. Further, the total number of other companies in which the President and any executives respectively hold directorship positions must not exceed five listed companies, which is in accordance with the same regulations as applicable for a board director.

In 2020, the President and all executives complied with the specified regulations.

9.2.2 Duties and Responsibilities of Members of Board Sub-Committees

The Board of Directors approves the appointment of members of the Board Sub-Committees. They are assigned to perform duties in assisting to review as well as verify detailed information of relevant matters and issues, in order to alleviate the burden of the Board of Directors in various areas as follows:

1. The Audit Committee

The Board of Directors has appointed the Audit Committee, comprising three (3) independent directors, with at least one of whom must possess specific relevant knowledge, expertise and experiences in accounting and finance.

The Audit Committee performs the duty of governance, in order to ensure that the preparation and disclosures of accurate and complete financial reports and information are in compliance with the required financial reporting standards, as well as in accordance with the adequate internal control systems and internal audit procedures.

The Audit Committee's composition, together with the qualifications and duties of its members, are pursuant to the Audit Committee Charter, which complies with the applicable regulations specified by the Securities and Exchange Commission and the Stock Exchange of Thailand.

Names of the Audit Committee members and their meeting attendance record for 2020 are as follows:

Name	Position	Actual attendance/ Total number of meetings (times)
Mr. Enghug Nontikarn	Chairman of the Audit Committee	4/4
Mr. Suchat Boonbanjerdsri	Audit Committee Member	3/4
Mr.Supachoke Liamkaeo	Audit Committee Member	4/4

Mr. Enghug Nontikarn and Mr. Suchat Boonbanjerdsri are knowledgeable and well-experienced in accounting, finance and banking. Mr. Supachoke Liamkaeo is knowledgeable and well experienced in the manufacturing industry.

Duties and Responsibilities of the Audit Committee

1. Review that the financial reports of the Company are accurate and adequately disclosed of information through coordinating with the external auditor and the executives responsible for their preparation on a quarterly and annual basis. The Audit Committee may recommend the external auditor to review or audit any particular transaction deemed necessary and significant during the audit exercise;
2. Review and ensure that appropriate and effective internal control systems as well as internal audit procedures for the Company are established and regularly updated. The review is to be carried out together with both the external auditors and the internal auditors;
3. Select and propose, for approval, the nomination of the external auditors together with the audit fees by taking into consideration the reliability, resourcefulness, and existing work load. In addition, propose the termination of the Company's external auditor as appropriate;
4. Review any proposed connected transactions or other transactions that may involve a conflict of interests, so as to ensure compliance to the requirements of all involved governing authorities;
5. Review policies relating to financial management, risk management, and adherence to business codes of ethics by executives; and review jointly with involved executives any significant reports that are to be made public as required by law;
6. Prepare a report on the activities of the Audit Committee, which is to be signed by Chairman of the Audit Committee; and disclose such reports in the Company's Annual Report, whereby the report will consist of the following information:
   - 6.1 Opinions on the process of preparing the Company's financial reports and disclosures of the information contained in these reports with regard to their accuracy, reliability and adequacy;
   - 6.2 Opinions on the adequacy and effectiveness of the internal control systems of the Company;
   - 6.3 Rationales for proposing the extension of the present external auditor for another term;

6.4 Opinions on the Company's compliance with the Securities and Exchange Act, as well as all the rules and regulations of the Stock Exchange of Thailand and any relevant laws that are applicable to the business operations of the Company;

6.5 Opinions on the adequacy of Anti-Corruption measures ("Fraud and Corruption");

6.6 Any other reports deemed necessary for disclosure to the general public and investors within the scope of duties and responsibilities assigned by the Board of Directors.

7. Hold the Audit Committee meetings on the following subject matters:

7.1 Review all financial statements and other relevant financial reports, accounting principles and practices, current compliance with accounting standards, the viability of the Company, and any significant changes in accounting policies together with rationales of the executives in formulating such accounting policies; all of which are then to be presented to the Board for further public disclosures;

7.2 Review the Company's internal control systems and internal audit procedures;

7.3 Review the proposed annual internal audit plans and procedures in coordinating each activity of the approved audit plan as well as evaluate audit exercise jointly with internal auditors and external auditors. The Audit Committee will enquire the scope of the audit, so as to ensure that any potential frauds or weaknesses relating to the internal control systems can be detected and identified;

7.4 Review jointly with internal auditors, any problems and limitations arising during the internal audit exercise; and evaluate the performance of the internal auditors;

7.5 Review jointly with external auditors, any problems and limitations arising during the external audit exercise;

7.6 Review jointly with the internal auditors and external auditors, the proposed audit plan relating to the procedures and controls of electronic data processing activities; and review the proposed security measures aimed at preventing any frauds or malpractices relating to the computer system that may be undertaken by staff members or outsiders;

7.7 Compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, and any other relevant regulatory laws applicable to the businesses operations of the Company;

7.8 Monitor the progress in the implementation of the Anti-Corruption measures from the executives or the Internal Audit Unit, as well as the progress of information investigation submitted by and received from any party under the Whistle Blower Program;

7.9 Other tasks assigned by the Company's Board of Directors;

7.10 Undertake a self-assessment of the Audit Committee with regard to its overall performance and assigned responsibilities.

8. Review and ensure the accuracy and adequacy of all financial reporting;
9. Consider appointing, transferring or terminating the Head of the Company's Internal Audit Unit; as well as, jointly with the executives, undertake a performance evaluation and merits or disciplinary punishments (if any) of the Head of Internal Audit Unit;
10. Review jointly with the executives, the policies and adequacy in managing significant risks;
11. Review the financial management policies of the Company;
12. Report to the Board of Directors on the activities and tasks of the Audit Committee;
13. Perform any other duties assigned by the Board of Directors as mutually agreed;
14. Review the Charter of the Audit Committee - whenever required or deemed appropriate.

The Audit Committee has performed its duties and responsibilities with all due care, and has strictly adhered to the requirements of the Stock Exchange of Thailand's Announcement (B.E. 2551) with regard to the qualifications and scope of work of the Audit Committee. In 2020, the Audit Committee held 4 meetings with the external auditors together with the Company's financial and accounting executives, and the internal auditors, and another meeting with the Company's external auditors without any executives being present.

The Audit Committee has also been assigned as the authorized recipient of any information from information providers relating to any alleged fraudulent actions or non-compliance with specified relevant regulations and rules of the Company in accordance with the Company's "whistle blower program'. Proper investigations of the alleged misconducts or wrongdoings can take place before specific recommended actions can be submitted to the Board of Directors for further consideration. During the year 2020, the Company received 2 cases through the Whistle Blower Program, the complaints that may post a risk of fraud in the organization. They were considered to be general complaints and forwarded to the Good Corporate Governance Committee to delegate the executives to review and consider appropriate actions in accordance with the established procedures for these matters.

The Audit Committee must report its activities and performance to the Board every quarter. The Audit Committee's Report is also prepared for disclosure in the Company's Annual Report, as stipulated by the Stock Exchange of Thailand as follows:

1. Review of the Financial Reports
2. Review on Risk Management
3. Review of Compliance with Good Corporate Governance Policies and Anti-corruption Measures
4. Supervision of Compliance with Relevant Rules and Regulations as Prescribed by the governing authorities
5. Review on Internal Control Systems
6. Consideration of the Appointment of Certified Public Accountant for the Year 2020
7. Evaluation of the performance of the Audit Committee

Moreover, the Audit Committee undertakes a self-evaluation of the performance of the Audit Committee every year in order to assess its overall performance within the scope of authority and responsibilities of the Audit Committee as specified by the Stock Exchange of Thailand. The Audit Committee's secretary was then assigned to compile the results of the performance assessment for ongoing improvements.

Members of the Audit Committee have a term of office of three years, with the current term being valid until the end of 2021.

2) Nomination and Remuneration Committee

The Board of Directors has appointed the Nomination and Remuneration Committee, comprising 3 members, one of whom is executive while the other two are independent directors. The Chairman of the Nomination and Remuneration Committee is an independent director.

Names of the Nomination and Remuneration Committee members and their meetings attendance record for 2020 are as follows:

Name	Position	Actual Attendance / Total number of meetings (times)
Mrs. Siriporn Sailasuta	Chairperson of the Nomination and Remuneration Committee (Independent Director)	3/3
Mr. Sanan Angubolkul	Nomination and Remuneration Committee Member	3/3
Mr. Enghug Nontikarn	Nomination and Remuneration Committee Member (Independent Director)	3/3

Responsibilities of the Nomination and Remuneration Committee

1. Consider and review the Company's organization chart, together with the required qualifications of board directors and executives of the Company;
2. Consider and approve the organization chart that is appropriate for the businesses of the Company;

3. Consider the criteria for and types of remuneration for board directors and executives and propose to the Board of Directors;
4. Select qualified person for nomination as candidates for board director positions, in the event of any vacancy or if a director has completed the term in office;
5. Consider and approve the appointment of executives, once recruited and proposed by the management in the event of any vacancy or any new executive position is added;
6. Consider and propose the remuneration structure for board directors and executives - such as, salary, bonus, welfare and benefits, meeting allowances, as well as any other financial or non-financial compensation;
7. Evaluate the annual performance of the Nomination and Remuneration Committee, and report to the Board of Directors;
8. Perform any other assignments with regard to the nomination and/or remuneration of board directors and executives, assigned by the Board of Directors.

In 2020, the Nomination and Remuneration Committee held 3 meetings, and reported its performance to the Board of Directors. An annual assessment of the Nomination and Remuneration Committee was also undertaken through a self-evaluation process. Moreover, a 'Report of the Nomination and Remuneration Committee' is included in the Company's Annual Report.

Members of the Nomination and Remuneration Committee have a term of office of three years, with the current term being valid until the end of 2021.

3) Good Corporate Governance Committee

The Board of Directors has appointed the Good Corporate Governance Committee to oversee, manage and follow up on good corporate governance practices of the Company. Members of the Committee comprise a total of 3 board directors, 2 of whom are independent directors and 1 executive director. The Chairman of the Good Corporate Governance Committee is an independent director.

Names of the Good Corporate Governance Committee members and their meetings attendance record for 2020 are as follows:

Name	Position	Actual Attendance / Total number of meetings (times)
Mr. Suchat Boonbanjerdsri	Chairman of the Good Corporate Governance Committee (Independent Director)	2/2
Mrs. Siriporn Sailasuta	Good Corporate Governance Committee Member (Independent Director)	2/2
Mr. Chaiwat Kulphattaravanich	Good Corporate Governance Committee Member and Secretary	2/2

Responsibilities of the Good Corporate Governance Committee

The Good Corporate Governance Committee has the duties and responsibilities to promote and support, together with monitoring board directors, executives as well as staff at all levels, to perform in compliance with the established good corporate governance policies and practice guidelines on anti-corruption as follows:

1. Good Corporate Governance

1.1 Formulate, for approval by the Board of Directors, good corporate governance policy that are appropriate for the Company, within the specified legal framework, criteria, rules and regulations of the relevant governing authorities (such as the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and other involved agencies), as well as in accordance with international standards and guidelines on good corporate governance;

1.2 Consider, review and improve good corporate governance policies, on a regular basis, as required to ensure its continued conformity with international standards and guidelines on good corporate governance principles and practices, as well as the relevant laws, criteria, applicable rules and regulations, and the businesses of the Company;

1.3 Direct, supervise and advise the board directors, executives, and staff of the Company in carrying out their assigned duties and responsibilities to be in accordance with good corporate governance policies, in order to achieve positive results and sustainability for the Company;

1.4 Recommend requirements and practice guidelines regarding good business morals and ethics, as well as required or expected practices for the Company's board directors, executives and staff;

1.5 Support and promote all other involved stakeholders to participate in implementing and complying with the established good corporate governance policies of the Company;

1.6 Prepare annual evaluation exports on good corporate governance, together with recommendations and suggestion, proposed to the Board of Directors.

2. Anti-Corruption

2.1 Formulate, for approval by the Board of Directors, policies and practice guideline on anti-corruption as appropriate for the Company and in compliance with applicable laws, rules and regulations;

2.2 Consider, review and improve policies and practice guideline on anti-corruption, on a regular basis, as required to ensure its continued conformity with international standards and guidelines on good corporate governance principles and practices, as well as the relevant laws, criteria, applicable rules and regulations, and the businesses of the Company;

2.3 Direct, supervise and advise the board directors and executives of the Company in carrying out their assigned duties and responsibilities to be in accordance with good corporate governance policies, in order to achieve positive results and sustainability for the Company;

2.4 Recommend requirements and practices guidelines regarding anti-corruption, as well as required or expected practices for the Company's board directors, executives and staff;

2.5 Support and promote other involved stakeholders to participate in implementing and complying with the Company's anti-corruption policies;

2.6 Prepare annual evaluation reports on anti-corruption, together with recommendations and suggestion, proposed to the Board of Directors;

3. Appoint working groups to support good corporate governance-related practices and activities as appropriate;

4. Undertake any other good corporate governance-related tasks assigned by the Board of Directors.

In 2020, the Good Corporate Governance Committee organized 2 meetings, and reported its performance to the Board of Directors. An annual assessment of the Committee was also undertaken through a self-evaluation process, and a report of the Good Corporate Governance Committee is included in the Company.

The Good Corporate Governance Committee issued its policy and delegated responsibilities to the respective Good Corporate Governance Working Committees in disseminating information on the new Company's Anti-Corruption Policies and Operating Guidelines – Revised Edition No. 2 (2019), to all employees in the organization in order to acknowledge and comply fully both internally and externally.

Good Corporate Governance Committee has a term of office of three years. The current term is valid until the end of 2021.

4) Risk Management Sub-Committee

The Board of Directors has appointed the Risk Management Sub-Committee, comprising not more than 10 executives, with the mission of assisting the Board of Directors in monitoring overall appropriate risk management procedures and activities at the operational levels.

Names of the Risk Management Sub-Committee members and their meetings attendance record in 2020 are as follows:

No.	Name	Position	Actual attendance/ Total number of meetings (times)
1.	Mr. Chaiwat Kulphattaravanich	Chairman of the Risk Management Sub-Committee	9/9
2.	Mr. Khachadpai Areeprasertsook*	Member	3/9
3.	Mr. Khanchit Wiwattananjit*	Member	2/9
4.	Ms. Manchuree Kamtornworarin*	Member	3/9
5.	Mr. Somsong Raksapol	Member	9/9
6.	Ms. Ladda Numjarusathienchai*	Member	7/9
7.	Mr. Achawant Boonrad*	Member	3/9
8.	Ms. Nittaya Sansathit	Member	8/9
9.	Ms. Akkanida Sukjai	Member and Secretary	9/9

* Appointed during the year 2020.

The Risk Management Sub-Committee must ensure that the Company has adequate, effective and efficient risk management procedures covering all perceived risk factors.

Responsibilities of the Risk Management Sub-Committee

1. Represent the Board of Directors in supervising the risk management activities of the Company;
2. Formulate and annually review the risk management framework, charter of the Risk Management Sub-Committee, policy and guidelines to support achieving the Company's goals, to ensure that the framework and the charter, the policy and guidelines, in connection with risk management are appropriate and efficient in accordance with the business strategic plan, changing conditions and environment;
3. Consider the acceptable Risk Appetite level of the Company;
4. Consider and express their views on the results of the risk assessment, guidelines and current control measures and additional risk management plans. This is to ensure that the Company has adequate and appropriate risk management on a regular and continual basis;
5. Govern and support risk management to achieve success for the organization as well as suggest a preventive measures and revise the operating plan to reduce risks on an ongoing basis until they remain at an acceptable level and risk management are appropriate with the current business conditions;
6. Oversight and support the implementation of risk management on Anti-Corruption in accordance with the Company's Anti-Corruption Policy. And perform risk assessment and review if the Anti-Corruption measures are adequate and appropriate;
7. Report on the significant risks of the organization including the risk status, procedures, updates and outcome from managing risks to the Audit Committee and the Board of Directors to acknowledge on a quarterly basis;
8. Perform duties as assigned by the Board of Directors.

In 2020, the Risk Management Sub-Committee held a total of 9 meetings, and reported its performance to the Audit Committee for consideration before reporting to the Board of Directors on a quarterly basis. An annual assessment of the Risk Management Sub-Committee's performance was also undertaken through a self-evaluation process.

The Company's Board of Directors has approved the Risk Management Sub-Committee to be responsible for reviewing and assessing various risk factors relating to any corruption or fraudulent activities on a regular basis. With the approval of the Audit Committee, the Internal Audit Unit has been assigned to incorporate a review of possible corruption or fraudulent activities into its annual audit plan, as well as to undertake regular assessments and monitoring of any risks relating to any corruption or fraudulent activities.

Members of the Risk Management Sub-Committee have a term of office of three years, with the current term being valid until the end of 2021.

9.3 Nomination and Appointment of Directors and Executives

9.3.1 Nomination of Directors

The Board of Directors has approved policies and guidelines regarding the nomination of the Company's Board Directors, in order that the processes of selection and nomination of Board Directors are in accordance with the applicable laws and principles of good corporate governance, as well as are undertaken in clearly defined procedures and in a transparent manner. This enables the Company to nominate and appoint board directors, who possess the required qualifications that are appropriate to the Company's businesses, as well as to support the intended growth of businesses on a sustainable basis. The operating guidelines are as follows:

1. Determine the appropriate number of Board Directors;
2. Determine the required and appropriate diversity of the composition of the Board of Directors based on the Skill Matrix of knowledge expertise of each Director;
3. Define an appropriate nomination procedures and processes;
4. Nominate and appoint board directors as specified in the Company's Articles of Association.

The Company's Board of Directors has assigned the Nomination and Remuneration Committee, which is a Board Committee, to recruit people with the required qualifications and without any of the specified disqualifying criteria in accordance with the laws together with the appropriate knowledge, abilities and experiences to join the Company so as to help develop them to grow. Once the recruiting process, which is to be undertaken in accordance with the associated policies and operating guidelines, is completed, then the nomination shall be submitted to the Board of Directors for consideration in approving the proposed replacement Directors.

The Committee will then propose to the Board of Directors to consider the appropriateness of candidates to be appointed as the board director.

However, in the event that any appointed director has a term of office less than 2 months or has replaced a director who is retired by rotation or in the event of an increase in the total number of board directors, then the Board of Directors must propose the appointment of the vacant position or additional new board director(s) as an Agenda item in the next Annual General Meeting of Shareholders for consideration and approval. This is in accordance with Article 13 and Article 14 of the Company's Articles of Association, as stated below:

"Article 13: The directors shall be elected by the shareholders' meeting in accordance with the following criteria and procedures:

(1) Each shareholder shall have one share for one vote;

(2) Each shareholder shall exercise all of his or her shares according to (1) to vote for one or more directors but cannot divide the votes to specific director more or less than the others;

(3) Persons who receive the highest votes arranged in order from higher to lower are elected to be the directors of the Company in a number equal to that of the number of directors to be appointed. In the event of a tied vote for a lower place, which would make the number of directors greater than that required, the chairman of the meeting shall have a casting vote."

"Article 14 : At every annual general meeting, one-third (1/3) of the directors, or if the number of directors cannot be divided exactly into three parts, the number of directors nearest to one-third (1/3) shall vacate office. The directors who vacate office in the first and second years following the registration of the Company shall be drawn by lots. In subsequent years, the directors who have remained in office for the longest time shall vacate office."

Shareholders can elect a director individually, with each candidate being nominated will require more than half of the votes of the shareholders attending the Annual General Meeting of Shareholders meeting and casting their votes.

Moreover, the Board of Directors has established the policy for the Nomination and Remuneration Committee to consider selecting the candidates to appoint as a board director from the list of names proposed by shareholders. As such, the Company has given the rights and opportunity to all shareholders to nominate qualified candidates each year at least 3 months before the last day of the fiscal year. Qualified candidates can also be selected and nominated from the list of Registered Chartered Directors of the Thai Institute of Directors Association, or other qualified persons possessing the knowledge and related experiences to create diversity in the Board composition. The Board of Directors shall be composed of members, with diverse knowledge, capabilities and experiences in manufacturing, finance, accountancy, marketing, as well as accounting and tax laws, who would be suitable for the business operations and strategies of the Company.

With respect to diversity and Skill Matrix in the Board composition, currently those directors who are not executives of the Company and possess extensive knowledge of and experiences in the manufacturing, but are not businesses that are our direct competitors are Mr. Suchat Boonbanjerdsri, Mrs. Siriporn Sailasuta and Mr. Supachoke Liamkaeo.

The Company has not specified the maximum numbers of times in being nominated as a board director, nor any limitations relating to age in consideration of a directorship. In this regard, the Company adheres to Article 14 of the Company's Articles of Association. However, in the case of independent directors, they must fulfill all the required qualifications specified by the Company as well as comply with the qualifications according to the definition of Independent Director specified by the Securities and Exchange Commission as follows:

(a) The person who holds voting shares of no more than 0.5% of total number of shares in the Company, parent company, subsidiaries, associates, major shareholder or controlling person, and the shares held by related parties of such independent director will also be counted.

(b) The person shall not be or was executive director, worker, employee, retained consultant, or controlling person of the Company, parent company, subsidiaries, associates, subsidiaries of the same echelon, major shareholder or controlling person of the Company, except that he has been free from such qualifications for at least 2 years prior to the date of submitting application to the office. Such qualifications do not apply to independent director who was once served as governmental official or advisor of governmental entity which is a major shareholder or controlling person of the Company.

(c) The person shall not have blood relationship with or shall not legally register to be father, mother, spouse, sibling, and offspring, including spouse of offspring or other director, the executive, or major shareholder, or controlling person or person who is proposed to be director or executive or controlling person of the Company/subsidiaries.

(d) The person shall not have or had business relationship with the Company, parent company, subsidiaries, associates, major shareholder, or controlling person of the Company and such relationship may impede his own freedom of judgment, and shall not be or was a significant shareholder or controlling person of the

person who has business relationship with the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, except that he has been free from such qualifications for at least 2 years prior to the date of submitting application to the Office.

The business relationship mentioned above includes normal business transactions for conducting the businesses of renting or letting immovable properties, the transactions relevant to assets or services or the grant or acceptance of financial assistance by borrowing or lending, guaranteeing, offering assets as debt collateral, including similar behaviors. Such actions may affect the Company or its counterparty to be obligated to debts owed to another party at a minimum of 3% of the net tangible assets of the Company or 20 million Baht, whichever is lower. The calculation of such debts shall comply with the calculation methods of the value of connected transactions according to the Notification of the Capital Market Supervisory Board on connected transactions mutatis mutandis. By considering such debts, they shall include the debts incurred within 1 year before the date of business relationship with the same person.

(e) The person shall not be or was external auditor of the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, and shall not be a significant shareholder, controlling person or partner of the audit office who is employer of auditor of the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, except that he has been free from such qualifications for at least 2 years prior to the date of submitting an application to the Office.

(f) The person shall not be or was any professional service provider, including legal service or financial advisory service obtaining the service fees of more than 2,000,000 Baht per year from the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, and he shall not be significant shareholder, controlling person, or partner of such professional service providers, except that he has been free from such qualifications for at least 2 years prior to the date of submitting an application to the Office.

(g) The person is not the director who is appointed to be the representative of the Company's director, major shareholder, or shareholder who is related to major shareholder of the Company.

(h) The person shall not conduct business of the same nature which competes significantly with the Company or subsidiaries or not be significant partner in any partnership or be executive director, worker, employee, retained consultant. The person shall not hold shares more than 1% of total the number of voting shares of other company who conducts business of the same nature which competes significantly with the Company or subsidiaries.

(i) The person does not have any other characteristics that prohibit him from expressing opinions freely regarding the Company's operations.

Independent directors may be assigned by the Board of Directors to make decisions on the operations of the Company, parent company, subsidiaries, associates, or other subsidiaries of the same (or equal) level, major shareholders, or a controlling person of the Company, whereby the assigned decision is undertaken as a collective decision.

All four independent directors of the Company have fully met the specified qualifications and criteria, and have carried out their responsibilities appropriately throughout their term of office. However, three of the independent directors have been in office for more than 9 consecutive years, which is not consistent with the Guideline of Corporate Governance of Thai Listed Companies as prescribed by the Thai Institute of Directors Association. The Board of Directors has deemed, however, that this does not affect their performances or ability to express independent opinions. Moreover, all independent directors possess extensive knowledge of the Company's businesses, and have devoted their time, abilities and experiences in finance, accountancy and banking accordingly for the overall interests of the Company. They have good relationships with the Company's business communities and organizations and have provided recommendations and suggestion for the maximum benefits of the Company and all of its stakeholders. They have also carried out their duties with all due care, loyalty and full transparency, without any possible conflict of interests. For these reasons, during

the Annual General Meeting of Shareholders No.39 (for the year 2020), the Board of Directors proposed to the meeting to re-appoint 2 independent directors (ie: Mr. Supachoke Liamkaeo and Mrs. Siriporn Sailasuta) for another term. The meeting then approved the re-appointment as proposed by the Board of Directors.

9.3.2 Nomination of Executives

The Company's executives have the duty to nominate, to the Nomination and Remuneration Committee, persons possessing the appropriate qualifications suitable for the Company's businesses for consideration and appointment as the Company's executives. The Nomination and Remuneration Committee will then report any such appointments to the Board of Directors for their acknowledgement.

However, in nominating and appointing suitable executives, the Company does not only consider external candidates but also gives the opportunity to existing senior-level personnel to advance their career in becoming future executives of the Company. The qualified internal candidates are recruited through a selection process that takes into consideration their outstanding performances and acceptance by their superiors and work colleagues. They are assessed individually with regard to key career aspects. The Company can then plan training and development programs to enhance their specifically required knowledge and leadership skills, together with assigning them with new challenging responsibilities. The process is aimed at effectively preparing those qualified Company personnels for future promotion to executive roles, in the event an executive position becomes vacant or if additional executive positions are needed as a result of ongoing business expansion or changes in the Company's organization structure.

The Company's Board of Directors has approved policies and guidelines relating to 'Succession Plan' for executive positions, including the President, in order to prepare suitably qualified senior-level personnels who possess the required knowledge, capabilities and experiences, to best meet the Company's growth and sustainability in the long term. The criteria shall cover the followings:

1. Determining senior executive position needs in accordance with the policies and operating guidelines;
2. Determining the required and relevant qualifications, knowledge and capabilities as well as experiences for each executive position; whereby consideration of qualified internal and external candidates should be made;
3. Undertaking a performance assessment together with assessment on knowledge and capabilities possessed by the executives in accordance with the established principles and guidelines;
4. Considering the approval of the proposed appointment of qualified persons by the Nomination and Remuneration Committee, who have gone through the recruitment process, to senior executive positions.

In 2020, the Nomination and Remuneration Committee approved the appointment of one Executive, effective January 4, 2021, and appointed five directors during the year 2020.

9.3.3 Development of Directors

The Board of Directors has assigned the Company Secretary to select relevant training programs from institutes that are credible and correspond to the requirements of being a board director of a listed company such as Capital Markets Academy, the Thai Institute of Directors Association (IOD), to support directors to attend training courses or seminars that aimed at enhancing the required knowledge and skills in discharging the required responsibilities on a continuing basis.

In 2020, the Company arranged for a director, Mr. Chaiwat Kulphattaravanich to attend the Capital Market Academy Leadership Program by Capital Market Academy and Advanced Audit Committee Program (AACP) by the Thai Institute of Directors Association, respectively while the remaining board directors were unable to attend certain courses in which they were interested due to ongoing job commitments at the time when the courses were being held. Nevertheless, many directors attended various general seminars on business activities together with on the changes in the regulatory requirements as specified by relevant authorities for the benefit to the stakeholders.

Information with regard to attendance in training courses and participation in seminars has been disclosed in Attachment 1: Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

9.3.4 Performance Assessments of the Board of Directors and the President

The Board of Directors undertakes a performance assessment of the entire Board of Directors as well as of individual directors; and also carries out an annual performance assessment of the President, who holds the highest executive position of the Company. These assessments cover the following aspects :

A. Performance Assessment of the entire Board of Directors, through a self-evaluation process, is undertaken with regard to these key areas or criteria:

1. Composition, structure and qualifications of the Board of Directors
2. Role, duties and responsibilities of the Board of Directors
3. Board of Directors Meetings
4. Discharging the responsibilities as a board director
5. Relationship with the management
6. Self-development by board directors and development of the members of the management

The Company Secretary uses the respective self-evaluation result of each individual director to calculate an 'average score for each area' together with the 'overall cumulative average score' of all the individual areas. The results are categorized into 'very good', 'good', 'satisfactory', and 'needs improvement'. These scores are then being presented to the Board of Directors.

In 2020 the board directors undertook a performance evaluation of the Board itself and achieved an overall 'very good'.

B. Performance Assessment of individual directors is made through a self-evaluation process, as a mechanism to support and ensure that board directors genuinely understand their respective roles and responsibilities with regard to these key areas:

1. Strategies
2. Moral Ethics and Values
3. Knowledge
4. Commitment and diligence
5. Carrying out the duties of a director
6. Self development
7. Overall evaluation

Each director provides the respective evaluation result to the Company Secretary to keep as confidential information before presenting to the Board of Directors meeting in summary with the overall score categorized as: 'very good', good, satisfactory, and 'needs improvement' in accordance with the established criteria.

In 2020, the Board of Directors undertook a self-evaluation of their respective individual performances that achieved an overall 'very good' rating.

C. Assessment of the President

It is the duty of every Director, except the President, to evaluate the performance of the President according to the following criteria:

1. Leadership skills
2. Strategic planning

3. Business management and oversight
4. Financial management
5. Human resource management
6. Communications skills
7. Relationship with the Board of Directors
8. Performance evaluation

In 2020, the Company Secretary collected and compiled all the evaluation results of all directors excluding the President, based on the established criteria, for use in calculating the average score for each criteria before presenting a summary of the overall score categorized as: 'very good", "good", 'satisfactory', and 'needs improvement' to the Board of Directors.

Moreover, the Audit Committee, the Nomination and Remuneration Committee and the Good Corporate Governance Committee have carried out an annual performance assessment for each of the Committee, using the same evaluation process and criteria as evaluating the Board of Directors.

9.4 Monitoring the Operations of Subsidiaries and Associates

At present, the Company has made investments in several subsidiaries and associates - in Thailand and overseas. The subsidiaries and associates operate under the same core business structure of the Company, which include Plastics Business Line (comprising industrial products and household products) and Moulds Business and Other Businesses Line. The Company has defined its core business strategy to reduce dependency on parties outside of the Group, as well as to strengthen its competitiveness.

In order to monitor the performances of the subsidiaries and associates, the Company has appointed key personnel to represent the Company. The Company's directors and/or executives take up directorships or executive positions in these subsidiaries and associates, in proportion to number of shares held by the Company, so as to look after its overall interests as a shareholder. Even though those persons sent as representatives of the Company have been considered from the Board of Directors, they must be well qualified and suitable as well as gain approval from the management. In addition, they must be Company executives already in charge of the same business line as that of the subsidiaries or associates so that their oversight activities can be fully effective.

In terms of voting in the Board of Directors' meetings or shareholders' meetings of these subsidiaries or associates, the Company's representatives are empowered to make decisions or undertake tasks relating to the general business operations of those companies without having to obtain approval from the Company's Board of Directors prior to casting their votes or making decisions. In such activities, they must always take into consideration the maximum benefits for the subsidiaries or associates as a priority, together with the possible impacts on the Company as a shareholder. For example, a decision involving connected transactions, prices and trading terms must be on 'an arm's length basis' or closest to normal current market conditions. However, in the event that the representatives need to cast votes on any significant agenda items, they must first obtain approval from the Company's Board of Directors.

In 2020, none of the Company's subsidiaries and associates executed any shareholders' agreements that would have any significant effect on restricting or limiting the power of the Company in managing the businesses, nor in casting votes according to its proportion of the shares held, nor in receiving any benefits other than those gained under normal business conditions based on the proportion of shares held.

In the case of the subsidiaries, the Company mostly holds a 100% equity interest and has full legal power to set policies and manage the operations. The Company has established regulations and requirements that the appointed Company representatives will manage and encourage the subsidiaries to comply with the same guidelines as those of the Company when undertaking any connected transactions, acquisitions or disposals of assets, or any other important transactions; as well as disclosing their

financial position and operational results in an accurate and complete manner. This also includes the supervision of recording and maintaining the financial data of the subsidiaries, so that the Company can easily monitor and collect the required information for the preparation of the financial reports accurately and completely. Moreover, the Audit Committee assigns the Company's Internal Audit Department to audit the operations of the subsidiaries and associates, in order to review the effectiveness of the internal control system and ensure that they effectively comply with the agreed annual audit plans or detect any possible misconduct.

9.5 Restrictions on the Use of Inside Information

The Company has implemented measures on preventing the possible use of 'inside information' by directors and executives for personal benefits, or on trading of Company's shares. Any trading of Company's shares is strictly prohibited during the period of 15 days before the end of each financial quarter until prior to the day the Company discloses its operating results for that period to the Stock Exchange of Thailand and the general public. Another measure is the requirement for directors and executives to report their Company's shares trading transactions to the Board of Directors or to the President respectively. Apart from being subject to the penalty codes of the Company, offenders of this requirement are also personally subject to the legal penalties imposed by the Securities and Exchange Act.

The Board of Directors has approved and published the new Company's rules and regulations (updated in 2014) relating to trading of Company shares by directors and executives. It is required that directors and executives report their Company shares trading transactions to the Chairman of the Board or the Company Secretary, in advance, at least 1 working day prior to the actual transaction is conducted.

Additionally, according to the Company's Good Corporate Governance Policies, board directors are required to report the acquisition and/or disposal of Company's shares to the Board of Directors every quarter. Executives are also required to report any such share transactions to the Company Secretary on a quarterly basis.

In 2020, there were certain changes in the Company's shares held by the Chairman and one executive in which the shares trading transactions were executed in accordance with normal trading rules without using inside information and the trading transactions were reported accurately and completely.

Further, the Company Secretary has informed and communicated to all Company's board directors and executives, the details of the newly amended laws and regulations regarding trading of the Company shares that are more stringent as specified by the Securities and Exchange Act (5th Edition) B.E. 2559.

9.6 Audit Fees for 2020

1. Audit fees

The Company and its subsidiaries paid audit fees to EY Office Limited ("EY"), and its affiliates in 2020 for the sum of Baht 3.82 million and Vietnamese Dong 897.50 million.

2. Non-audit fees

The Company and its subsidiaries paid non-audit fees for the assignments as per requirements of the Board of Investment (BOI) and review on subsidiaries and associates' financial statements for the consolidation of financial statements, as well as the control review of some significant system to EY in 2020, totaling Baht 0.32 million. The Company and its subsidiaries had completely recorded all abovementioned non-audit fees as expenses in the year 2020.

9.7 Implementing the principles of good corporate governance for listed Companies – 2017 Revision

In 2019 upon the proposal by the Good Corporate Governance Committee, the Company's Board of Directors reviewed the revised principles of good corporate governance issued by the Office of Securities Exchange Commission (SEC) in 2017 (or CG Code 2017); and amended the Company's existing Corporate Governance Policy to correspond with the core 8 principles of the CG Code. As such, the Board then approved and announced the revised Corporate Governance Policy of the Company – 4th revision (2018) for use as operating procedure guidelines effective from 2019 onwards - as shown in detail in Section 9.1: Corporate Governance Policy.

By the review of the CG Code to be adapted for implementing within the organization, the Good Corporate Governance Committee together with the Board of Directors have recognized the importance and value of the CG Code, as well as its practical application in conducting of the Company's business. In 2020, both the Good Corporate Governance Committee and the Board of Directors have reviewed and realized those aspects of the CG Code that are not adopted currently; whereby the remaining aspects are only in the minority – such as: the Chairman of the Board is an Independent Director; the Chairman of the Board and the President shall not be the same person; and the total term of office for Independent Directors shall not exceed 9 consecutive years. Furthermore, they have also assigned the good corporate governance working groups to monitor and further develop good corporate governance practices including those remaining aspects of the CG Code as appropriate and propose to them for acknowledge of progress and consideration on an annual basis.

9.8 Compliance with Good Corporate Governance Principles in Other Areas

Apart from the governance and oversight as stated above, in 2020, the Company also complied with the Good Corporate Governance Principles in other areas as follows:

9.8.1 Shareholders' Rights

The Company places great importance on its duty to oversee the interests of each shareholder group with fairness and equality, regardless of whether they are majority or minority shareholders or foreign shareholders. This is in accordance with the applicable laws on basic shareholder's rights such as, the right to receive a share of the profits as dividends, and the right to transfer their shareholdings. It also complies with the Company's Articles of Association, which is stated that "A shareholder has one vote per one share held".

The Company has established policies and practice guidelines to protect the rights of all shareholders, and to facilitate them in exercising these rights in various areas in a complete, accurate, transparent, and timely manner. This is to ensure that all shareholders have the right to participate in directing the business operations or in making decisions on any significant matters during the shareholders meetings, by enquiring, expressing their opinions, and exercising their votes. This also includes the ability to nominate qualified candidates to be elected as board directors to represent shareholders.

The Company ensures the rights of shareholders as follows:

1. Shareholders' Meetings

The Company arranges that the Annual General Meeting of Shareholders (AGM) takes place within 4 months from the end of the financial year, as required by the Public Limited Company Act.

For any urgent events or significant issues that may affect overall shareholders' interests, shareholders can exercise their legal right in proposing to the Board of Directors to call an Extraordinary General Meeting of Shareholders (EGM) during the year.

The Company has assigned Thailand Securities Depository Co., Ltd., as its Share Registrar, to dispatch Letter of Invitation to the Shareholders' Meeting. The Letter of Invitation includes the proposed agenda together

with any relevant significant information, opinions of the Board of Directors on each agenda, the Company's Annual Report, and other accompanying documents relating to the shareholders meeting - such as, proxy forms and a clear instruction manual of the associated procedures. The same information will also be disclosed, on the respective website of the Company and of the Stock Exchange of Thailand to inform all shareholders in advance, 30 days prior to the meeting date.

The Company facilitates shareholders in exercising their rights to participate and cast their votes during the meeting without imposing any conditions that would hinder their opportunity to participate - such as, complicated registration process or voting procedures. In 2020, the Company announced practice guidelines for shareholders attending the meeting with respect to measures to minimize risk of the spread of the coronavirus 2019 (COVID-19) and the hygiene of the shareholders. The Company also encouraged shareholders to exercise their rights to attend and participate in the shareholders' meeting by appointing an independent director as proxy to attend the meeting on their behalf and can send questions related to the agenda in advance through the channels the Company provided for shareholders.

The Company also encourages all shareholders to submit any questions, names of qualified candidates for consideration as possible new directors, or to propose any agenda, at least 3 months in advance before the end of the fiscal year. This is to allow the Board of Directors to consider whether it is appropriate to include any such proposed agenda or questions as part of the agenda of the Annual General Meeting of Shareholders No. 39 (for the year 2020) and No. 40 (for the year 2021) as follows :

The Annual General Meeting of Shareholders	No. 39 (for the year 2020)	No. 40 (for the year 2021)
Date of announcement regarding shareholders rights on the SET and Company's website	September 27, 2019	September 29, 2020
Period in exercise the shareholder's rights	October 1 - December 31, 2019	October 1 - December 31, 2020
Proposal by Shareholders on names for consideration as a Board Director, or other Agenda Items for consideration	NONE	NONE

The Company also facilitates those shareholders who are not able to attend the meeting themselves by allowing them the opportunity:

1) To send in a proxy form specified by the Ministry of Commerce, on which shareholders can specify their desired vote - agree or disagree or abstain - for each agenda, including an explanation of the simple process in assigning a proxy vote. This will allow and ensure that shareholders can be well prepared in advance and that their proxies can attend the meeting without any problems.
2) To appoint an independent director as the authorized proxy, assigned by the Company as an officially designated proxy for shareholders.

2. Letters of Invitation to Shareholders

At least 30 days prior to the meeting date, the Company also disseminates the information as contained in the Letter of Invitation to the Shareholders' Meeting via the websites of the Company and of the Stock Exchange of Thailand. On March 27, 2020, such information was disseminated for the Annual General Meeting of Shareholders No. 39 (for the year 2020). Such notification was also made on the same day via the SET's Electronic Information Dissemination System ("ELCID").

The Letter of Invitation to the Shareholders' Meeting contains all the data and information sufficient for decision-making by shareholders with regard to each agenda being considered; namely:

- Adoption of minutes of the past Annual General Meeting of Shareholders.
- Acknowledgement of the report of the Board about operating results of the Company for the past year.
- Approval of Statements of Financial Position and Statements of Comprehensive Income as audited by the auditors.
- Approval of no allotment of the net profit and non-dividend payment.

  By presenting the loss of the year, the information on the legal reserve, the policy of dividend payment, non-allocation of legal reserve, and the non-dividend payment of this year against the payment of last year with reasons and supporting data.
- Appointment of auditors and their remuneration

  By proposing names of auditors approved by the Office of the Securities and Exchange Commission, name of the company to which they are attached, experience and capability of auditors, independence of auditors, and audit fee proposed compared with that of the past year.
- Appointment of the Company's directors

  By presenting brief resume of each candidate which includes education background, employment background, number of companies in which the candidate has held a directorship as well as information on attendance in the meetings of Board of Directors or Sub-Committees in last year. As well as explaining the reasons and necessity of proposing the term of independent directors who have held the position for more than 9 years consecutively. The Company presents each candidate individually for approval by shareholders.
- Remuneration of directors

  By presenting information on the structure of remuneration of the Company's Board of Directors and Sub-Committees. Apart from determining the remuneration based on knowledge, capability and experiences of each director, the Company has the policy to compare such rates with those being surveyed for listed companies in same industry. The Company also participated in the remuneration survey project organized by the Thai Institute of Directors Association.
- Agenda for partial business transfer of the Company to a subsidiary

  By presenting the details of the partial business to be transferred to the subsidiary with clarification of reasons and necessities, size of the transaction and impact on the rights of shareholders or investors.

3. Meeting Procedures

For the shareholders meeting, all the members of the Board of Directors consisting of the Chairman of the Board, Chairman of the Audit Committee, Chairperson of the Nomination and Remuneration Committee, Chairman of the Good Corporate Governance Committee, independent directors, executive directors, non – executive directors, the President, and executives, place great importance to attending the Annual General Meeting of Shareholders in order to demonstrate their accountability to shareholders.

The shareholders make use of the voting ballots in casting their votes, so as to ensure transparency and traceability. The Company also arranges for legal consultants and shareholders' representatives from the shareholders meeting to be present as witnesses in the counting and monitoring of all votes exercised.

The Company Secretary informs the meeting about the meeting regulations and procedures together with the accompanying information of each agenda, as well as the process for exercising and counting the votes of shareholders for each respective agenda, in accordance with the Articles of Association of the Company. For

those agenda in which any directors have any vested interests or are involved in any way, those directors will be asked to leave the meeting and also to abstain from voting on that matter.

The Chairman conducts the meeting strictly according to the respective agenda specified in the Letter of Invitation. No change in the sequence or addition of the proposed agendas to be considered is allowed without an advance notice having been given to all shareholders. The Chairman allocates sufficient time for shareholders to adequately express their opinions, raise any questions, and give any suggestions for each agenda. Before requesting the meeting to vote on any agenda, the Chairman (or Director or the Company Secretary) clearly explains or answers any questions from shareholders, because all questions and suggestions are considered important.

4. Preparation of the Minutes of Shareholders Meetings and Disclosures of Resolutions

After the end of every shareholders' meeting, the Company discloses a summary of all the resolutions made through the SET's Electronic Information Dissemination System (ELCID) on the same day or before 09.00 AM. of the following day. A detail of the official minutes of the shareholders meeting sent to the Stock Exchange of Thailand within 14 days after the Annual General Meeting of Shareholders, followed by posting on the Company's website in Thai and English versions, which contains disclosures of all relevant data and sufficient information as well as :

- Name of all Directors and Executives attending the Meeting;
- Details of the votes casted (i.e. agreed, disagreed, abstained and invalid ballot) together with any suggestions;
- Questions – together with the name of each shareholder asking/proposing suggestions and related clarification made by the Company.

For 2020, the Company received evaluation relating to its 'AGM Checklist' from the Thai Investors' Association with a score of 99%, which was higher than the overall average score for all listed companies that participated in the AGM evaluation exercise.

9.8.2 Fair Treatment of All Shareholders

The Company currently has a registered and paid-up capital of Baht 2,709,904,800 comprising 2,709,904,800 common shares. On December 30, 2020 the Company had a "free float" of 64.38% of the total issued and paid up shares held by retail investors, 4.01% by institutional investors, and 17.74% by the Company's directors.

In 2020, the treatment to all shareholders by the Company was as follows:

1. Preparation of the Annual Report

The Company prepared the Annual Report 2019 and sent out to shareholders within 4 months after the end of the fiscal year.

2. Advance Notification before the Shareholders' Meeting

The Company sent the Letter of Invitation to the Shareholders' Meeting (in Thai and English) to all shareholders, in order to provide information regarding agenda together with associated objectives, reasons and opinions of the Board of Directors for each agenda; meeting procedures and voting process, part of Articles of Association relating to the Meeting; proxy forms; as well as the meeting venue and time considered as appropriate.

In 2020, the Company sent out the Letter of Invitation via the Company's Shares Registrar, which was 14 days prior to the scheduled meeting date. The same Letter of Invitation was also advertised to notify the proposed meetin g date in newspapers for three consecutive days, being at least three days before the scheduled date.

3. Protection of Shareholders' Rights

The Company offers all shareholders the right to propose any meeting agenda, without having to collect together the normal combined required total number of shares as specified by law. However, the Company, represented by the Board of Directors, reserves the right to consider whether to approve adding any such proposed agenda by strictly complying with the law.

The shareholders' meeting will proceed in sequence according to the agenda as notified in the notice of the shareholders meeting. No other agenda shall be added to the meeting other than those as specified in the notice of the shareholders meeting without advance notice made to all shareholders. This is in order to be fair to any shareholders not able to attend the meeting.

4. Equal Rights for the Company's Board of Directors / Executives

The Board imposes the Conflict of Interests Policy and the Securities Trading and Inside Information Policy as part of the Company's regulations. All board directors, executives and employees of the Company must acknowledge and strictly adhere to, in order to prevent any directors or executives from misusing 'inside information' for either personal gains or for the benefit of others.

These regulations cover the acquisition or disposal of Company's shares, which must be strictly avoided before the official public disclosure of the Company's financial statements quarterly/at the end of the fiscal year or any important information for any other special circumstances. As such, the Company's board directors, executives and employees must acknowledge and strictly adhere to the following regulations:

1) Control and restrictions on the use of inside information (as specified in detail under Item 9.5 : "Restrictions on the Use of Inside Information").

2) For any connected transactions or transactions that might result in a Conflict of Interests:

The Board of Directors has the policy to strictly comply with the established guidelines, procedures and required disclosure of connected transactions, as specified by the Capital Market Supervisory Board and the Stock Exchange of Thailand, to control and oversee transactions between the Company and its subsidiaries with any connected parties (such as, executives, major shareholders, or controlling persons) which may result in a conflict of interests. This is to ensure full transparency and maximum benefits to the Company and its shareholders.

Throughout the year 2020, the Company undertook connected transactions that were considered part of its normal business activities to support normal ongoing business operations, and/or related to short-term rental of properties. The Company observed both the prices and terms 'on an arm's length basis' and/or under the criteria specified by the Board of Directors. Such transactions are disclosed under Item 12 : "Related-Party Transactions".

3) Acquisition or Disposal of Assets

The Board of Directors has established policies on transactions associated with the acquisition or disposal of assets including the accurate and complete information disclosure, in compliance with the criteria and procedures of the Capital Market Supervisory Board.

During the year 2020, the Company did not have any acquisition or disposal of assets of any material value or that required approval from the shareholders' meeting as required by the law and related regulatory agencies. However, on August 1, 2020, the Company transferred the melamine business to a subsidiary in which the Company holds 100% shares, which is not regarded as a disposal of material assets under the above criteria and does not have any impact on the consolidated financial statements of the Group. However, the Company requested for approval from Shareholders' Meeting for 2020 in order to comply with the Public Limited Company Act B.E. 2535 and the Articles of Association of the Company.

4) Disclosure of Vested Interests of Board Directors, Executives and Other Connected Persons.

The Company requires that the Company's board directors and executives provide information and report on any conflict of interests situations on their part with any connected persons. Such reports will be maintained by the Company Secretary, in compliance with all applicable and relevant laws. In the Board of Directors' meeting, if any matters under consideration may be associated with a conflict of interests on the part of any director present, then that director shall leave the meeting during the discussion of that matter in order to ensure complete transparency and fairness. The Company has defined a regulation relating to trading transactions of the Company shares by directors and executives. The Company's directors and executives are required to report any potential Company shares trading transactions to the Chairman of the Board or the Company Secretary at least 1 working day in advance prior to conducting any such transactions. All directors and executives have then reported in advance prior to executing any such transactions.

9.8.3 Roles of Stakeholders

The Company respects the rights of and provides fairness to all stakeholder groups, who have or may have been affected by the Company's business operations. These stakeholders include the Company's personnels, shareholders, investors, customers, trading/business partners, competitors, creditors, independent auditors and press and media, together with local communities where the Company's businesses are located, surrounding society, and the government sector. The Company also regularly promotes cooperation with various stakeholder groups, so as to achieve continued stability and sustainable development for the Company.

Based on the recommendations of the Good Corporate Governance Committee, the Company's Board of Directors approved and published an updated edition of the Company's Business Ethics (1st revised - 2014)', so as to be appropriate to the current situation and business operations of the Company. In this revised edition, it also incorporated the Company's 26 Policies and Practice Guidelines of Good Corporate Governance on 'Role of Stakeholders' being announced in 2013 as follows :

No.	Business Ethics (1st revised – 2014)	No.	Good Corporate Governance Policies Section 3 Roles of Stakeholders
1.	Responsibilities to Shareholders	1.1	Policy and Practice Guideline on Treatment of Shareholders
2.	Conflicts of Interests	2.1	Policy and Practice Guideline on 'Conflict of Interests'
3.	Purchase/Sale of Shares of the Company and Disclosure of Information/News	3.1	Policy and Practice Guideline Relating to the Press and Media
		3.2	Policy and Practice Guideline on the Use of Inside Information
4.	Conduct Towards Customers, and Product Quality	4.1	Policy and Practice Guideline on the Treatment of Customers
5.	Conduct Towards Business Partners and/or Creditors	5.1	Policy and Practice Guideline on the Treatment of Trade Partners
		5.2	Policy and Practice Guideline on the Treatment of Creditors
6.	Conduct Towards Business Competitors	6.1	Policy and Practice Guideline on the Treatment of Business Competitors

No.	Business Ethics (1st revised – 2014)	No.	Good Corporate Governance Policies Section 3 Roles of Stakeholders
7.	Conduct Towards the Staff	7.1	Policy and Practice Guideline on Safety Occupational Health and Working Environment in Workplace
		7.2	Policy and Practice Guideline on Remuneration and Welfare of Staff
		7.3	Policy and Practice Guideline on Development of Employee Knowledge and Capability
		7.4	Policy and Practice Guideline Against the Violation of Human Rights
		7.5	Policy and Practice Guideline Relating to Complaints
8.	Staff Conduct and Treatment of Co-Workers	8.1	Policy and Practice Guideline on Employees' Conduct and Treatment of Colleagues
		8.2	Policy and Practice Guideline on the Prevention of Sexual Harassment in the Workplace
9.	Safeguarding and Using the Company's Assets and Resources	9.1	Policy and Practice Guideline on Violations of Intellectual Property
		9.2	Policy and Practice Guideline on Employees' Responsibility to the Company Property
		9.3	Policy and Practice Guideline on Efficient Resource Utilization
		9.4	Policy and Practice Guideline on Energy Conservation
10.	Receiving or Giving of any Bribes and Gifts, and Entertaining Activities	10.1	Policy and Practice Guideline on Anti-Corruption and Forbidding Bribes for the Company's Business Benefits
		10.2	Policy and Practice Guideline on Gifts Giving or Entertainment
		10.3	Policy and Practice Guideline on the Protection of and Fairness to Informant about Corruption or Non-Compliance with Laws, Rules and Regulations
11.	Responsibility Towards Society and the Common Good	11.1	Policy and Practice Guideline on the Treatment of Society
		11.2	Policy and Practice Guideline on Community Development
		11.3	Policy and Practice Guideline on Business Operations under Environmental Standards
12.	Internal Control and Internal Audit Systems, and Financial Reports	12.1	Policy and Practice Guideline on Internal Control Systems and Financial Reports

The Business Ethics (1st revision – 2014) has been published on the Company's website at www.srithaisuperware.com. In 2020, there were no reports or cases of violations of the Company's business ethics.

The Good Corporate Governance Committee has a policy to provide training courses to the Company's staff at all levels (both salaried and daily employees) on a continuing and regular basis. The Good Corporate Governance Working Groups of each production plant are responsible for this training on good corporate governance practices and on good business ethics for all employees working at these production plants.

Such activities have proven very successful and will be undertaken on a continuing basis. There are plans to monitor and follow up on the degree of understanding among the staff members through arranging additional Q&A sessions including surveys or assessments exercises to be made via the intranet questions and answers sessions. The results of the survey are included as part of the evaluation of the performance of all employees.

9.8.4 Disclosure of Information and Transparency

The Board attaches great importance to the disclosure of information with accuracy, completeness and in a timely manner. Such information is disclosed in accordance with the situation relating to financial information (such as financial circumstances, and performance) as well as non-financial information (such as shareholdings structure, Company governance, and other business-related information), in order to benefit all shareholders and outside persons. The Investor Relations Unit is assigned to be responsible for providing and disclosing such up-to-date information with accuracy and completeness, as well as for providing easy access via all communications channels arranged by the Company. Hence, investors and outsiders can effectively contact the Investor Relations Unit to inquire about such information in a convenient and speedy manner as follows:

1. Information on the Company, Board of Directors and Shareholders

The following information about the Company, Board of Directors and shareholders, as well as other related information are disclosed:

- Vision and mission
- Business operations
- The Company's Articles of Association
- The Company/Group structure and business management structure, including any changes
- The annual Company information (Form 56-1), the Company' s Annual Report and Financial Statements – that disclose information for the current year and retrospectively for 5 years
- Names and details of the Company's Board of Directors and executives
- Shareholding structure; information on major shareholders holding on the top 10, directly or indirectly, by their spouses and minor children who are not yet of legal age
- Price movements of the Company's shares which links to other credible website e.g. www.settrade.com
- Direct channels of communications, with assigned independent directors, for informants (or whistle blowers) to inform on any alleged corruption or acts of non-compliance with the relevant applicable laws, rules and regulations. In 2020, the Company received information from informants through the Whistle Blower channel of which details are already mentioned in the Report of the Audit Committee. The Company received 2 cases through complaints that may post a risk of fraud in the organization. It was mentioned in the Good Corporate Governance Committee report and the Audit Committee report.

2. The Company's Good Corporate Governance Policies and Practices

The Board of Directors has stipulated that the following information on the Company's Corporate Governance matters be disclosed on the Company's website and Annual Report:

- Good Corporate Governance policies, risk management policies, environmental care policies, together with results from complying with such policies and including identification of and reasons for each case of non-compliance
- Roles and duties of the Board of Directors, Board Committees/Sub-Committees, number of Board/ Board Committee meetings and the attendance record of each director, together with ongoing training and professional knowledge improvements of board directors
- Remuneration policies for board directors or executives, which corresponds to the required contributions, duties and responsibilities of each person, together with details of the forms or types of compensation to be given
- Reports on the Company shares held by directors and executives, any significant shareholdings and connected transactions that are considered and approved by the Board of Directors

- Business Ethics for directors and employees
- Information on the external auditors together with relevant qualifications, audit fees, and other professional (non-audit) services fees, and the external auditors' independence

3. Operating Performance

The Board arranges to have accurate financial reports that are in accordance with generally accepted accounting principles and standards and audited by independent auditors. Management Discussion and Analysis of the Company's operating performance results, business opportunities and obstacles, industry environment and conditions, and competitive activities are also provided. Additionally, clearly measurable and achievable key performance indicators (KPIs) are established and agreed for the Company's performance goals; and these KPIs are used in assessing the business's competitiveness in the industry. The Company's internal and external risk factors are analyzed, so as to determine concrete guidelines and policies for their prevention and measurement of related results.

These financial reports are disclosed on the Company's website at the end of every quarter and annually. Moreover, other news and information are also disclosed through announcements and press interviews - via printed media, television, and radio.

4. Timely and Proper Disclosure of Information

The Board has policy for disclosing information, whether related to financial or non-financial matters, at the appropriate time and with full fairness to all stakeholder groups. Such information is disclosed in accordance with the criteria or regulations specified by the Stock Exchange of Thailand. Any significant information will be first disclosed to the public via a press conference or through the Stock Exchange of Thailand, so as not to benefit any particular group of persons.

In the event that there is a need to disclose any information to any involved person(s), specific measures are then to be taken to ensure that the aforementioned person(s) maintain confidentiality of the said information until the Company either officially discloses that information to the public or considers disclosing the information to the public immediately.

5. Investor Relations

The Company has assigned Office of the Company Secretary to perform the duties of the Investor Relations Unit, including making available a section dedicated to Investor Relations (IR) on the Company's website. This is to enable shareholders/investors to have easy access to any relevant information as well as to have a channel of communication with Company directors and executives. The Office of the Company Secretary also compiles all questions, comments and suggestions received via telephone, fax or the Company's website IR section, and forwards them to board directors and executives for their responses, follow-up actions and progress reports as deemed appropriate.

10. CORPORATE SOCIAL RESPONSIBILITY

10.1 Overall Policy

The Company has officially announced a policy on corporate social responsibility so that all groups of stakeholders, both inside and outside the Company, acknowledge, understand, and abide. This reflects the reinforcement and importance the Company gives and the practices that the Company has complied with including operating the business based on corporate governance, taking care of all of its stakeholders, balancing between business, society, and environment with the focus on benefits of living together and growing alongside each other in a sustainable manner.

Corporate Social Responsibility Policy

"Srithai Superware Public Company Limited, the manufacturer and distributor of industrial and household products, is committed to producing quality goods that are safe for consumers while taking into account its responsibility for communities and environment, related parties, and society as a whole in different aspects that might be affected from the Company's operations. This is based on business principles that are transparent, accountable and ethical. The Company respects human rights and interests of stakeholders by complying with the laws and other regulations or relevant international standards. It is also committed to developing and improving in order to continuously and sustainably create a foundation of corporate social responsibility alongside its business growth with continuity."

The Company has appointed the Corporate Social Responsibility Committee ("CSR Committee") since 2013 with the current CSR Committee comprising 11 members of its executives and staff as follows :

1.	Mr. Sanan Angubolkul	Chairman of the CSR Committee
2.	Mr. Chaiwat Kulphattaravanich	CSR Committee Member
3.	Mr. Apisit Tangsatit	CSR Committee Member
4.	Mr. Pongsak Kantiratanawong	CSR Committee Member
5.	Mr. Garun Angubolkul	CSR Committee Member
6.	Ms. Bunnapa Lertsumitkul	CSR Committee Member
7.	Mr. Somsong Raksapol	CSR Committee Member
8.	Mrs. Sudarat Ratchniyom	CSR Committee Member
9.	Mr. Raveewat Jaimool	CSR Committee Member
10.	Ms. Chaniya Chompoonut	CSR Committee Member
11.	Ms. Sivaporn Hotrachitra	CSR Committee Member and Secretary

The Committee has the duties and responsibilities as follows :

1. Set directions and approaches that are related to corporate social responsibility;
2. Set the plans, and allocate investment budgets and necessary expenses;
3. Appoint sub-committees, and provide advice as necessary;
4. Monitor, and assess performances by using key indicators to be agreed upon by the Committee;
5. Promote good corporate governance, and place importance on systematic, transparent and traceable work standards.

Apart from having product quality which is a strength and manufacturing process that does not affect society and environment, receiving certified standard by external organizations regarding the Company's products, managing energy and environment, and providing channels coupled with monitoring of complaints from both internal and external parties, the Company has applied 3 Save: Save Material, Save Energy, Save the World as a core concept, guideline and driver of the corporate social responsibility as well as pushing it to become an organization culture. The Company's personnels are one of the key success factors of the corporate social responsibility who will build sustainable growth to the Company, take direct responsibility and realize the importance and advantages of the corporate social responsibility. As such, the Company allows opportunities and is prepared to support all Company personnels in actively undertaking various CSR projects – both internally within the organization and externally with surrounding communities to create actual deliverables and tangible outcomes in terms of development and improvement.

10.2 Implementation and Report Preparation

The Company sets the activities of Corporate Social Responsibility as part of its mission within the framework of conducting its business ethics as well as the principles of good corporate governance. This is in order to reflect its intention and need to carry out businesses while concerning society, environment and fair treatments to its stakeholders (CSR In-process), in order to bring sustainability to its business and society as a whole. The Company also attempts to encourage its subsidiaries to implement corporate social responsibility activities in the same way as the Company. The Board of Directors has approved the Good Corporate Governance Policy, Revised Fourth Edition (2018), Business Ethics (revised 1st edition -2014), and Policies and Practice Guidelines for Good Corporate Governance – Section on the Role of Stakeholders, as shown under headline 9 Corporate Governance. The purpose is to be the framework for all staff in the Company and to have mutual understanding of all stakeholders within and outside the Company. Details of aforementioned information have been made to the public on the Company's website. They are in line with the 8 Principles of Guidelines for Corporate Social Responsibility of the Stock Exchange of Thailand as follows :

1. Fair business operations
2. Anti corruption
3. Respect of human rights
4. Fair treatments to employees
5. Responsibility for consumers
6. Environmental preservation
7. Community or society Development
8. Innovation and its dissemination of the results from the operations responsible for society, environment and stakeholders

Practice guidelines for all groups of stakeholders and performances of the Company that has been continually adopted up to the present time can be summarized below :

1. Shareholders Treatments

The Company places great importance on shareholders who are the owners of the business. Therefore, it has set the policy to have its Board of Directors, who are the representatives of shareholders, executives, and other personnels to follow the Good Corporate Governance Principles. These include protecting interests of shareholders, facilitating shareholders in exercising their rights, and insuring equitable fair treatments to all shareholders in order to sustainably maximize benefit and add value to shareholders. Examples of the practice guidelines are as follow:

1) Manage the organization in conformity with the Company's vision and Good Corporate Governance Principles with integrity, honesty, and caution without having conflicts of interest.

2) Respect shareholders' rights and treated every shareholder fairly and equally without violating or curbing shareholder's rights, etc.

2. Employees Treatments

The Company is committed to managing its human resources in a way that supports its policy, business goals and strategies, as well as in an equal and equitable manner without any bias or prejudice. The Company also supports and develops people to gain knowledge, capabilities, skills, and a positive mindset. Businesses must be conducted with ethics and positive moral virtue, under good corporate governance principles and practices, and without neglecting its anti-corruption position. All employees have the opportunity to advance in their chosen career path, the right to have good quality of life, as well as have happiness in the workplace and their works.

The Company has the policy to ensure that its personnels receive fair and equal welfare for every nationality, arrangement of safe and hygienic place and environment, equal treatments without direct or indirect violation of their human rights and freedom, as well as protection against sexual harassment in the workplace.

Moreover, the Company also provides the opportunities for its personnels to complain or inform about any matters that might adversely affect the Company, its personnels, or themselves, as well as defines methods for handling the complaints together with protecting the complainers. In 2020, there were 2 complaints received, the Company proceeded for the investigation procedures when there were complaints and reported to the Good Corporate Governance Committee and the Audit Committee.

The activities of the Company relating to its employees are as follows:

1) Provide a staff provident fund, retirement benefits and a gold reward upon achieving a specific time of employment with the Company as long term benefits. Additionally, the Company arranges for training for staff at all levels so that they gain knowledge to manage their personal income and spending with savings plans in order to be self reliant upon retirement.

2) Develop the knowledge and capabilities of its employees. Every year the Company holds various training courses for not less than 50% of all its employees, in accordance with the Labor Skills Development Act. In 2020, the Company arranged internal and external training for staff with average training hours of 7 hours per person per year. As part of the Company's staff training and development program, the Company encourages and promotes their staffs, who have skill and experience, to be a trainer in transferring their knowledge capital. Additionally, the Company provides funds for its staff's education programs for those with high potential matched with appropriate timing and opportunities, to study at leading universities in programs that they can use in their work and to help further develop the organization.

3) Promote the staff to have a good quality of life through applying the philosophy of 'sufficiency economy', to enjoy a safe and healthy life, and to stay away from any drugs or addiction coupled with further developing their mental health by attaining happiness through meditation and listening to the Buddha's teachings from visiting monks once a month.

4) Provide equal treatment for all staff without any bias or prejudice with regard to race such as arranging Thai language courses for foreign workers so that they can communicate and work more effectively, providing employee suggestion boxes in Thai, Myanmar and Cambodian languages available for the staff to submit suggestions, comments and complaints. Such information can then be used by the Company for further investigation, making any workplace improvements, or clarification to the staff.

5) Improve and increase the degree of happiness for the staff, through creating a "mother's milk feeding corner" for new mothers to feed their new born babies, together with a prayer room/wash room for Muslims in their daily prayer rituals.

6) Establish an exercise room for the staff, in order to promote good physical health and make beneficial use of their free or spare time.

Safety, Health, and Environment in Workplace

Apart from recognizing the need for workplace Safety, Health and Environment (SHE) within the Company and establishing a Safety Officer (Jor Por) Unit, reporting directly to the President, the Company has also established a Workplace Safety, Health, and Environment Committee together with associated Sub-Committees and Working Groups in each production plant to oversee, monitor, drive, and implement similar standards in each and every branch throughout the organization in a systematic and effective manner. As such, goals, operating procedures and guidelines have been determined together with required standards relating to workplace safety, health and environment, in order to instill a common mindset for work safety as a basic requirement together with adequate care, pollution free and happy working environment. Therefore, the activities undertaken by the Company on a continuing basis to achieve the established workplace safety, health and environment objectives include:

- The Company arranges the inspection on the safety of buildings, electrical systems, working environment, and others by independent agencies annually with regard to the Head Office buildings, and all 4 production plants – all of which have been in use for many years, in compliance with the Building Control Act and related regulations. This is to ensure that the Company's workplace is safe and the risks of accidents are minimized, especially those caused by uncontrollable factors such as natural disasters and the property were properly maintained.
- Invest in and improve work process.
- Provide training courses on "Safety Executives" and "Safety Supervisors" to employees in each plant continually as required by law. The program is aimed at developing trained employees to be Safety Executives and Safety Supervisors.
- Provide training to educate employees before starting work. Especially for the production staff, who will learn and develop their skills before doing the actual job.
- Distribute a work manual and handbook on workplace safety, hygiene and environment to all involved staff at every level throughout the organization.
- Disseminate information about safety.
- Arrange activities to promote awareness amongst staff and take part in safety supervision, improvement and evaluation.

Implementation of the scheme is aimed to achieve results as described in the Company's policy and suit our business operation. It helps pave a way to standardization on safety, health and working environment at international level, which leads to increase competitive edge for the Company, reduce losses in terms of staff, time and productivity, and improve the Company's image. As such, during 2020, the Company did not have any major accidents that caused injury to the staff at all 4 production plants.

As for activities of safety, health and environment undertaken on a regular basis every year, the Company gives importance to training and dissemination of information on those to the staff, in order to drive actual and stimulate genuine compliance on a continuing basis. Competitions are held to identify staff's role models and workplace together with regular assessments of actual activities as well as giving recognition and awards to those who maintain the required standards according to the established regulations on safety. The Company provides an annual employee health checkup according to the laws every year and coordinates with Government agencies and provincial health authorities to provide information to the staff about any easily contagious diseases or illnesses - such as: the flu, including ways to prevent the spread of such diseases. Furthermore, emergency action drills are also undertaken in the event that such an epidemic occurs within the workplace, so as to quarantine off the infected area and return to normal situation as soon as possible without any impact on the well-being or life of the Company's staff. As for non-communicable diseases with increasing risk and rising rate such as: diabetes from high blood sugar, office syndrome, breast and cervical cancer – the Company also attaches importance to teaching and giving relevant information to the staff, in order to prevent the diseases through changing their behavioral patterns or receiving proper treatment.

However, as the Coronavirus (COVID-19) infection in 2020 continues, the Company has established the Covid Committee and a working group to monitor the COVID-19 situation and issued measures and guidelines for all employees in the organization and their families, business partners and visitors to follow strictly and regularly for the health and safety of employees as well as reduce the risk that may affect the Company's business and operations.

3. Business Operations under Fair Rules

The Company promotes cooperation with the stakeholders by doing business with fairness and transparency, and without briberies in order to create stability and sustainability for all involved parties. The Company has set the practice guidelines for treatments to each group of stakeholders as follows :

- Commit to maintaining maximum customer satisfaction with fairness in terms of price, quality, safety, warranty, and product and service development so as to better meet continual customer needs;
- Give importance to trade partner from the process of procurement, selection, evaluation and doing business together for the maximum benefits of the Company with fair returns for both parties;
- Conduct business within the framework of fair rules; use professional competitive manners in compliance with good competition means in order to benefit consumers. In some case, where there is cooperation with business competitors, the aforementioned deed must be transparent with no concealment of unlawful agreements;
- Treat creditor with equality, fairness and transparency by strictly adhering to terms and agreements as well as required laws;
- Consider purchases/sales of goods or services with outsiders, including other business entities to be conducted with fairness and transparency without accepting bribes, rewards or entertainment from involved persons for the decisions of the involved persons;
- Strictly comply with intellectual property laws without violating any type of intellectual property rights, promote and support employees to use their knowledge and creativity to regularly create new innovations, and do not take the works or information of others for the Company's uses without permission;
- Comply with the regulations of the Stock Exchange of Thailand on the disclosure of information of listed companies, including information that might affect the stakeholders, through the media in order to communicate to the public accurately and quickly.

The Company has various types of products. Each type of products is subject to differing tests and evaluation with regard to the production process used and overall quality control. As such the Company gives importance as well as encourages each and every production plant to receive various independent certifications of its products standard at the international levels; whereby these are the international standard certifications received by the Company:

- Standards on Automotive Quality Management System (IATF 16949:2016)
- Standards on Quality Management: ISO 9001:2015
- Standards of Good Manufacturing Practice (GMP) certification or good manufacturing practices relating to production of food products
- Standards of the Hazard Analysis and Critical Control Point (HACCP)
- Standards of the Food Safety Certification (FSSC 22000)
- Standards of the BRC/IOP (Issue 5) regarding food safety standards, for food packaging

4. Fair and Responsible Treatments towards the Community, Society and Environment

The Company recognizes the responsibility towards society and friendliness to environment, and considers these as direct responsibility of each and every employee. The Company is committed to producing and distributing quality products that are safe for consumers, and to supporting activities which improve the quality of life and enhance happiness of community. Employees and parties involved are encouraged to create good relationship and carry out activities that benefit the community in which the Company is located. Prevention of and control over accidents, wastes or incidents that might affect the environment, resources uses in the most efficient way, and improvement of the environmental management system in a continuous and sustainable manner are for the benefits of the society and business.

All the 4 plants received the Award for Standard of Corporate Social Responsibility, Department of Industrial Works : CSR-DIW Award from the Department of Industrial Works, Ministry of Industry. It is awarded to enterprises having development in social responsibility. Various dimensions of the criteria are such as good corporate governance, human rights, labour treatments, fair treatments to consumers, environmental management at plant and participation in the sustainable development of local communities. In 2020, Amata City Chonburi plant in Chonburi and Bangpoo plant received the CSR-DIW continuous Award 2020, all 3 plants have received awards continuously for many years from development of nearby communities.

The Company not only attempts to push for obtaining certificates that reflect its social and environmental responsibility, it also promotes its products that help preserve the environment, so that other business operators will also see the importance of as well as be recognized for such activities both in Thailand and other ASEAN countries. The Company also places importance on efficient energy management, and promotes the energy management to have outstanding, efficient and continuing results. This can be summarized as follows:

Products and Innovation for Environmental Conservation

The Company has products and uses production technologies that help conserve the environment, together with the 3 Saves practice: Save Material, Save Energy, Save the World, the Company focuses on continuous product development, especially beverage packaging products i.e. light screw lid and preformed soft drink and water bottles (PET) within its beverage packaging product group. This helps promote the CSR of soft drink and drinking water business entrepreneur as well as food packaging product group that uses as the Thin Recess Injection Molding (“TRIM”) technology in reducing the wall thickness. This production process has been certified by the Greenhouse Gas Management Organization (Public Organization) for reduction of carbon dioxide emission. Both of these product groups also reduce the use of raw materials and amount of energy used in the production process while maintaining the same effective use of these products. This not only helps reduce customers’ cost but also conserve the environment directly and indirectly.

With regard to household products or melamine products, in spite of these products are not naturally bio-degradable or would take some time to do so, they can replace single-use plastic packaging products and to help reduce the issue of plastic waste pollution. Furthermore, the Company is continually undertaking ongoing research and development on the production process as well as the actual products themselves, so as to reduce the overall usage of melamine powder by adding other natural raw materials together with using less energy. The Company is endeavoring to extend our successes

into the activities of all other involved parties along the value chain, in order to drive the reuse and recycling of our melamine products in the production process and output products to come up with new designs with good standards of quality.

In addition, all production processes are undertaken under the 3 Saves practice: Save Material, Save Energy, Save the World, which helps environment by continuing to give importance to managing production wastes in a systematic manner, through pushing each plant to implement wastes management with the 3Rs practices – i.e: Reduce, Reuse and Recycle – in a concrete and effective approach from the beginning to the end of the entire production process. All of which also includes the treatment of waste materials (that cannot be utilized) and its Disposal (of such waste materials in a safe manner).

The Company places importance on education and joint researches with leading organizations and educational institutes to develop bio-degradable plastic and melamine products. Such development will allow the Company to commercially penetrate niche markets in the future. It helps stress that the Company's products are up to standards that can help preserve the environment and alleviate global warming.

Implementation of Policy and Energy Conservation Measure

The Company is committed and cares about the value of energy. Measures are carried out in its factories and offices regularly through encouraging employees at every level to recognize the value of energy and cooperate in saving energy. The Company set up an Energy Management Working Group in 4 plants in order to seriously and concretely implement, monitor and assess energy management. It also encourages employees at every level to participate in voicing their opinions and making suggestions to correct any faults that might cause energy waste. Energy preservation activities are also arranged, leading to lower energy cost and benefiting society and the country as a whole.

In the area of production, the Company has executed energy conservation measures as follows :

- Invested in new machines with high production efficiency and energy saving in order to replace obsolete machines that consume high energy.
- Maintained and improved manufacturing process. New innovations in the production process were introduced, for example, the induction heating system which uses 30 – 40% less energy than the original heating system. Not only these investments helped enhance productivity and reduce consumption of raw materials, the Company also experienced lower energy consumption per output weight.
- Developed and promoted efficient energy preservation and reduction of pollution.
- Collaborated with educational institutes, namely King Mongkut's University of Technology Thonburi and Suranaree University of Techonology. The universities sent their personnels to take part in the studies to improve production system and energy management system of the Company.

- Invited honorary guests and external executives or specialists to give advice of energy conservation and energy management as well as share knowledge to the Company's energy working team for effectively operating energy conservation project.

Due to outstanding performance as a result of strict and continuing implementation, the Company has been able to become a model factory in energy preservation for the Department of Alternative Energy Development and Energy Preservation, Ministry of Energy. Those interested, students and lecturers from educational institutions were invited to participate in a seminar for sharing the knowledge and experiences at the Company's plant. As such, Company has disseminated its work and measures that made it successful in energy preservation, as well as organized joint activities and assessment.

The Company has received the Energy Management ISO 50001:2011 certification. It reflects its commitment and successful intent to genuinely operate its businesses under the principles of efficient energy management. Both plants have the management system, energy capacity improvement, and continuous implementation of systematic processes for the energy preservation in order to ensure efficient and sustainable use of energy.

Implementation Regarding Environment

The Company has placed the importance of social and environmental responsibilities and considered them as part of its key tasks to all staff. The Company has formulated an environmental policy to serve as a practice guideline. Consequently, the Company has received certifications relating the environment such as Certificate for its environmental protection standard ISO 14001:2015 and certificate as Green Industry from the Ministry of Industry. This has proven that the Company has systematic environmental management, proper monitoring, and review process for continuing development.

Apart from receiving the certificates as mentioned, the Company needs to be certified or audited for performance measurement in various aspects with the standard requirements of overseas customers including evaluation on qualification of being producer and distributor.

Major Achievement Management Awards during 2020

- **Collective Action Coalition Against Corruption Certificate**

  In February 2020, the Company received the renewal of the Collective Action Coalition Against Corruption ("CAC") (Recertification) for another 3 years until 2023 from the Thai Private Sector Collective Action Coalition Against Corruption, following the certification received in 2017, which is an expression of our intention and determination to combat all forms of corruption, through transparent management and confidence given to all stakeholders.

- **The Excellent Establishment Award on Labour Relations and Welfare**

  On September 21, 2020, Korat plant and Bangpoo plant received an Honor Award for the Excellent Establishment on Labour Relations and Welfare. This award is given by the Welfare Department, Ministry of Labour to those businesses that have good management with regard to the relationship between the employers and the employees, through recognizing the importance of close cooperation and good working relationships and shared benefits in order to establish a system of good labour relations within the organization. Both plants also received the same Honorary Achievement Certificate award for many consecutive years.

- **Continuous Standard of Corporate Social Responsibility (CSR–DIW Continuous Award 2020)**

  On November 17, 2020, the Amata City Chonburi and Bangpoo received the Award for Standard of Corporate Social Responsibility: CSR-DIW Continuous Award 2020 from the Department of Industrial Works, Ministry of Industry. This award is given to industrial business operators who promote corporate social responsibility and sustainable development. In addition, the award gives support to industrial business operators in being well-

accepted by the local communities in conducting their business. It is aimed at enhancing the overall competitiveness of the business operator and development of the communities in a sustainable manner.

- **Business Partner Award 2020 (Platinum Award)**

  On October 3, 2020, the Company received the Business Partner Award 2020 (Platinum Award) in the TSCN Business Partner Conference 2020 from Thai Beverage PCL. for 2nd consecutive year. The award is given to distributors and business partners with excellent achievements with regard to product quality, prices, delivery, services and creative innovation in accordance with the established criteria of having received the Gold Award for 3 consecutive years. It is also intended to promote and enhance the potential capabilities as well as to confirm the achieved business standards of the distributors and business partners of the Thai Bev Group of Companies, attesting to the level of readiness in growing together in a sustainable manner.

- **Top Award for Promoting and Supporting Disabled Persons for 2019**

  On December 3, 2020, the Company received the Top Award for Organizations Promoting and Supporting Disabled Persons for 2020, from the Ministry of Social Development and Human Security; which is an award given to operating businesses that continuously support and promote the welfare of disabled persons through offering them jobs and training prepared for working in the organization.

  The Company has prepared a Corporate Social Responsibility Report for Sustainable Growth for 2020, which is made to the public on the Company's website accordingly.

10.3 Business Operations that Affect Social Responsibility

In 2020, the Company and its subsidiaries did not have any business operations that affect social responsibility in the following manners:

1. The Company and its subsidiaries have been audited or are being audited by agency in charge of assessment, consideration or judgment that the Company or its subsidiaries' operations significantly violate the law on the 8 Principles of the Corporate Social Responsibility Guidelines of the Stock Exchange of Thailand.
2. The operations of the Company and its subsidiaries have part or have been claimed to cause negative impact to society, environment, or be against the 8 Principles of the Corporate Social Responsibility Guidelines of the Stock Exchange of Thailand.

10.4 Corporate Social Responsibility and Environment Activities (CSR After Process)

The Company realizes the importance of its roles and participation in creating and returning benefits to the society. Mr. Sanan Angubolkul, Chairman and President, has been on the Board of various organizations of both public and private sectors to promote and improve various areas of developments such as education, society, culture, environment, energy, trade, and international diplomacy. These include holding the positions as Chairman of the AFS Intercultural Programs Thailand, Chairman of the Rogatien Foundation, Chairman of Beijing Language and Culture University, Bangkok College, Vice Chairman of the Thai Chamber of Commerce, Chairman of the Committee on Energy of the Thai Chamber of Commerce and the Thai Chamber of Commerce and Board of Trade of Thailand, President of the Confederation of St.Gabriel's Foundation of Thailand Parents and Teachers Association, President of the Parents and Teachers Association of Assumption Commercial College, President of the Development and Promotion Committee of King Mongkut's University of Technology Thonburi, President of Thai-Vietnam Business Council, President of Thai-Middle East Business Council, Honorary Consul-General of the Republic of Maldives in Thailand, President of Honorary Consul and President of ACMECS of Thailand.

Additionally, Mr. Sanan Angubolkul has been appointed to join the Working Committee on Public-Private Collaboration, by holding the position of Head of the Private Sector Team for Export & Outbound Investment Promotions.

The Company has participated in creating and returning benefits to the society and the community and the community as appropriate in terms of timing and opportunity, as well as has regularly undertaken various activities for the benefit of society and local communities surrounding offices and plants of the Company. The Company is not limited to donation of money, goods and public service, but inclusive of other community development activities, such as:

- Encourage and support its staff and interested people in the community to have access to education, as well as support educational institutes in upcountry in setting hygienic practices, giving educational equipment, and granting scholarship, all of which lead to development and self-reliance; open to students from various universities. Entering into systematic work experience training in the workplace before graduation.
- Provide students from various universities on-the-job training programs, which help students gain actual working experience in business in a systematic manner before graduation both in Thailand and overseas plants. Simultaneously, the educational institutes themselves can adapt their teaching syllabus and courses to meet the needs of the business sector. In addition, arrange site visits for groups or educational institutions, which give an opportunity to exchange ideas, opinions and new knowledge between staff and the visitors.
- Run activities to educate locals and educational organizations regarding revenue generation and self reliance based on the sufficiency economy as well as give opportunity to surrounding communities to study and visit manufacturing process of the Company to learn about drug addiction and how to provide first-aid for patients.
- Promote and encourage employees in our organization to realize the importance and continually participate in CSR activities both internally and externally in order to create knowledge and understand the benefits of CSR impacting on the Company's businesses.
- Promote education and development of skill of disabled people on a continuous basis – in terms of hiring disabled people and/or providing funds for training or on-the -job training for disabled people in collaboration with the King Mongkut University of Technology – Thonburi. This is to create learning opportunities for disabled people; whereby this program provides an opportunity to the disabled to develop their labour skills and to get ready for working in industrial sector with an aim to help them have good quality of lives and be able to work in the society with pride in their human rights equitable to others.
- Participate in supporting the production of award medals from recycled plastics together with medal ribbons and "Kao Khon La Kao" T-shirts made from used plastic water bottles for the "Kao Kon La Kao and Kao Tor Pai with little energy" program, which was a long distance charity run aimed at raising funds from donations to be given to local community hospitals in the North East of Thailand.
- Participate, together with the Public and Private Sectors, in donating flat-bottom boats, portable toilets, and melamine products to help those communities affected by floods in the North East provinces.
- Provide funds for education to Vietnamese school kids in joining a short term study program for learning languages and cultural exchanges at the Lampang Rajapat University; whereby apart from building good foreign relations between Thailand and Vietnam, it also promoted a positive corporate image for the Company in Vietnam.
- Take part in the prevention of the spread of Coronavirus 2019 (COVID-19) in Thailand by donating funds to build a screening room and COVID-19 tests.

The Company has prepared a Corporate Social Responsibility Report for Sustainable Growth for 2020, and will past it on the Company's website accordingly.

10.5 Prevention on Corruption

The Company promotes and implants its employees and involved parties to comply with all the laws and regulations relating to anti-corruption and anti-bribery. These also extend to the Policy and Practice Guidelines on Anti-Corruption and Forbidding Bribes for the Company's Business Benefits, which is part of the policies and practice guidelines of treatments to stakeholders that have been approved by the Company's Board of Directors. The Company has set the guidelines for all employees as follow :

- Do not give or support the giving or receiving of inappropriate gift, entertainment allowance or expenses;
- Do not make direct or indirect payments to facilitate, accelerate operations or create flexibility in doing business;
- Forbid bribery in all types of business conducts, whether directly or via third party;
- Carry out procurement and outsourcing with transparency, honesty, straightforwardness and in compliance with related laws and regulations;
- Never give direct and indirect support money to political parties, political party officials, election candidates, organizations or persons involved with politics as loophole in paying bribes, unless political support money is legally and transparently donated;
- Continually monitor, audit and search for guidelines to prevent any actions indicative of corruption and bribes to the organization;
- Campaign for executive and employee of all levels to fight against corruption and forbid bribing.

Since 2014, the Board of Directors approved the Company to officially declare its position and intent through participating in the Private Sector Collective Action Coalition Against Corruption (CAC) initiative. The Company has also established policies and practice guidelines on anti-corruption, based on the Company's commitment to conducting its businesses in a fully transparent and accountable manner, with equitable treatment towards all stakeholder groups, as well as giving great importance to being against all forms of corruption. As such, these policies and practice guidelines have been communicated to all of the Company's Board Directors, members of executives and employees at all levels together with all stakeholders.

The Company first received the formal CAC certification on March, 2017 and received the renewal for another 3 years in February 2020, which reflects the genuine success of the Company from its endeavors to actively participate and have a role in fighting all forms of corruption for the development of the nation; whereby such practices are as follows :

1. Any operational activities must not lead to any possibility of either receiving or giving of bribes from/to any stakeholders and other parties involved in the assigned responsibilities including government or private sector officials, for the sake of illegally or inappropriately gaining any benefits or causing a loss of any benefits to others, which include any actions in the following manner:

    1.1 Not receiving monetary benefits, goods or any other types of benefits, that may induce acts of misconduct in the course of discharging one's responsibilities;

    1.2 Not giving any monetary benefits, goods or any other types of benefits, aimed at inducing the recipients to make decisions or to undertake any actions, which lack adherence to any established rules and regulations;

    1.3 Not being an agent or representative in offering any monetary benefits, goods or any other types of benefits to those involved with the Company's business or officials of government agencies and of other organizations, with the aim of acquiring any special and inappropriate special privileges or inducing any actions to lack adherence to any established rules and regulations.

2. Any activities relating to sourcing or procurement and contracting out work must be undertaken in accordance with the established Company regulations and procedures in an equitable, transparent and accountable manner.

3. Any entertainment activities or other expenditures incurred must be in compliance with contractual conditions, and must be undertaken in the name of the Company, as well as must be of an appropriate and reasonable value that is accountable.

4. All contributions to charities are required to be made in accordance with the following procedures and guidelines:

   4.1 Contributions to charities in the form of cash or other types of Company assets made in the name of the Company: Recipients must be bona fide foundations, public charity organizations, temples, hospitals and other medical/relief services organizations, or other organizations for social benefits having an official certificate of accreditation or that are creditable. Such contributions must also be accountable, and be made in accordance with the Company's rules and regulations.

   4.2 Contributions to charities in the form of cash or other types of personal assets made in the name of an individual person: These must not involve or allude to the possibility of any corruption, hidden agenda and intent to gain inappropriate or illegal benefits.

5. Giving of monetary contributions or any other types of the Company assets to support the activities of any external organization or parties must be done in the name of the Company only. Such contributions must be aimed at benefiting local communities or society as a whole, as well as at enhancing the Company's corporate image and reputation. The disbursement of such contributions must be based on clearly defined objectives together with appropriate supporting documentation that can be audited, as well as made in accordance with the established approval procedures and processes of the Company.

6. The Company is firmly committed to its impartial political stance and does not give, directly or indirectly, any such support to any specific political party, member of a political party or election candidate for political offices, as well as any organization or person involved in politics. Additionally, the Company does not permit any executive or staff to undertake any activities involved with politics while still holding a position within the Company; as well as does not authorize the use of any Company assets in regards to any political activities.

7. Directors, executives and staff must discharge their respective duties and responsibilities with transparency and always keep in mind the benefit of the Company. They should also not neglect their duty or abandon their responsibility when they come across any activities, which are or may be considered as acts of corruption or misconduct that may have a direct or indirect impact on the Company. If incurred, they should submit the relevant information to or file a complaint with the Company in accordance with the established policy, procedures and guidelines of the Company relating to good corporate governance principles.

8. In the event that any staff member refuses to undertake any acts of corruption, that may result in loss of benefits or business opportunities for the Company, that person will not be punished or disciplined in any way or be transferred or be demoted, as well as will not receive any negative impacts whatsoever. The Company will always protect and treat in an equitable manner any staff member, who refuses to undertake any acts of corruption, or who acts as an information provider or submits a complaint regarding with any acts of corruption or misconduct by others that involves the Company, in accordance with the established policy, procedures and guidelines of the Company relating to good corporate governance principles.

9. The Company has embedded the steadfast cooperation and full adherence to this anti-corruption policy and practice guidelines as part of the KPI's used in its annual staff performance evaluation process and consideration for staff promotion and career advancement.

10. Directors/executives/staff found to be involved with any acts of corruption or misconduct will receive disciplinary punishment according to the rules and regulations of the Company, and may also be subject to legal prosecution according to the applicable laws.

11. Executives are responsible for communicating and informing this matter to all staff, in order to ensure full awareness and understanding; as well as for overseeing that all staff members and any other involved parties comply with this policy and operating guidelines.

12. Directors have the duty in and responsibility of assessing and reviewing that effective and efficient compliance with as well as full adherence to this policy and practices guideline are achieved, in order to establish and maintain, on a sustained basis, anti-corruption practices as a key component of the Company's corporate value and culture.

The Company has communicated these anti-corruption policies and practice guidelines on the Company website: www.srithaisuperware.com. In 2020, the Company has continued the corporate governance policies and the anti-corruption policies as follows:

- Communicated and disseminated business ethics, policy and practice in accordance with the Practice Guidelines of Good Corporate Governance on Role of Stakeholders by providing training workshops for the executives and employees of a subsidiary.
- Set the Company's policies on good corporate governance and anti-corruption as part of the orientation for new employees of the Company, together with undertaking campaigns to give relevant information on an ongoing basis such as in On the Job Training, various internal publications or announcements within the Company.
- Arranged to have tests on a quarterly basis for 3 consecutive quarters, on the staff's knowledge and understanding about good corporate governance policies and practices as well as the policy on Anti-corruption. As such, there was increasing involvement from staff with improved knowledge and understanding on these topics as evidence by the increased tests scores.
- Assigned Good Corporate Governance Working Group, under the responsibility of the Good Corporate Governance Committee, followed up on the achievement of 3 Por Strategy (to change, to instill, and to prevent), aimed at informing, educating and instilling positive anti-corruption behaviors towards all forms of corruptions to the Company staff at all levels throughout the organization.
- Reviewed and monitored any complaints received, internally and from external parties, via the 'whistleblower program', and took appropriate actions in accordance with established procedures in an equitable and confidential manner while ensuring the protection of the information or complaint providers. As such, during 2020, the Company did not receive any complaints about any alleged acts of corruption.

The Good Corporate Governance Committee assigned the Risk Management Sub-Committee to review the assessment of risks as a result of any acts of corruption within the organization in regards to key transactions during 2020. As such, there were no incidents that may have caused any significant risks for the Company, there were 2 complaints received, which might create a risk of fraud in the organization. Investigation Committees performed the investigation and verification of information and parties involved. As a result, the operating process and practices have been rectified to be more appropriate and rigorous to prevent the risk of such fraud.

The Company makes available the internal control systems and gives the stakeholders the opportunity to provide information and tips on corruption or non-compliance with laws, rules and regulations (whistle blower). The audit process and protection of the complainers or reporters are provided in an adequate and concise manner. Guidelines are clearly available in case complainer is an auditor which the Company has to abide by Article 89/25 of the Securities and Exchange Act, or ordinary person. In case of ordinary person, the Company has the following guidelines :

1. The Company requests that complaint or report on information concerning corruption or non-compliance with laws, rules and regulations be made in writing only.

2. Complainer can report information on complaint to an independent director by the following methods:

- Via e-mail address, being publicized on the Company's website in the whistleblower channel, of which the complainer can choose to send the information to an independent director or all of them comprising
    1. Mr. Enghug Nontikarn E-mail address : enghug_non@srithaisuperware.com
    2. Mr. Suchat Boonbanjerdsri E-mail address : suchat_boo@srithaisuperware.com
    3. Mrs. Siriporn Sailasuta E-mail address : siriporn_sai@srithaisuperware.com
    4. Mr. Supachoke Liamkaeo E-mail address :supachoke_liam@srithaisuperware.com
- Fax
- Direct letter to independent director
- Submit the report in a sealed envelope addressed to an independent director through the Secretary of the Audit Committee (Head of Internal Audit)

For complaints as in the aforementioned guideline no. 1 and 2, the complainer is not required to reveal his/her identity. However, if the complainer is able to identify him/herself, the complainer is requested to disclose the complainer's first and last names, telephone number, facsimile, or email address. The Company can later inform outcome of the action or ask for additional information.

11. INTERNAL CONTROLS AND RISK MANAGEMENT

11.1 Opinion of the Board of Directors on the Internal Control Systems

The Board of Directors arranged to have established a system of internal control and risk management. A set of systematic risk management measures was provided through assessing and analyzing various possible external as well as internal risk factors that may have impact on the business. The Audit Committee and the Risk Management Sub-Committee were responsible for these activities and adopted respective Charters that clearly define the duties and responsibilities of each Committee, in order to reasonably ensure that the Company has in place an adequate and appropriate systems of internal control to effectively support the achievement of the corporate objectives and goals as follows:

- Policies and goals of the Company.
- Information systems and financial reports that are accurate and reliable.
- Regulations, policies, and operations procedures of the Company together with all relevant applicable laws are complied with.
- All assets of the Company actually do exist, and are kept in good order, with such assets protected from being used by directors or executives in an illegal manner or without authorization.
- All business operations are conducted and all resources are used in an efficient manner.
- Any irregularities are detected and known in order to be early warning signs of possible dangers, which will help reduce and mitigate risks to acceptable levels.

At the Board of Directors meeting No. 6/2020, held on December 22, 2020, the Company's Board conducted an assessment of the adequacy of the Company's internal control systems. The assessment was based on the principles and guidelines of the Securities and Exchange Commission and the Stock Exchange of Thailand, which covered 5 core operational aspects of the COSO Internal Controls Integrated Framework. From this assessment, the Board concluded that the Company has in place internal control systems that are adequate and appropriate, and that no significant deficiencies have been found with regard to the Company's internal control systems and financial reports. In summary, the abovementioned 5 core operational aspects are as follows:

1. Control Environment

The Company has clearly defined various operations objectives and goals for its businesses that are measurable. These comprise detailed business activities, strategic plans, corporate vision, budgets and associated KPI's in order to create shareholder value, to meet the needs of its customers based on environmentally friendly production activities with social responsibility, and to develop and enhance the knowledge and capabilities of the Company's staff. The Company's Board of Directors is independent from the executives and is responsible for overseeing and monitoring the activities of the executives to ensure that their activities are in accordance with the plans.

The Company has established a corporate structure comprising various lines of management with authorization and responsibilities in order to effectively control and reduce the risks of any possible situations of conflict of interests.

All staff are informed of their job description including their respective scope of duty and responsibilities, the compensation and welfare benefits schemes appropriate to their job performance as well as prospects for career advancement within the Company that is based on the succession plans.

2. Risks Assessment

The Company has established a Risk Management Sub-Committee, comprising Board Directors and involved executive members. The Risk Management Sub-Committee is responsible for reviewing and assessing potential external risks factors – such as government policies, macroeconomic conditions, technological changes, together with internal risk factors that may impact the achievement of the objectives and goals, business plans, and overall business operations of the Company.

The Risk Management Sub-Committee assesses various information with regard to their potential likelihood and possible impacts, in order to define an appropriate 'risk matrix' to serve as guideline for action plans to meet such identified risks. The Sub-Committee assigns related executives and staff to implement and monitor the progress of risk management activities, and then to report their progress to the Risk Management Sub-Committee.

The Risk Management Sub-Committee carries out its duties under the oversight of the Audit Committee. It reports the performance to the Audit Committee and the Board of Directors on a quarterly basis.

3. Control Activities

The Company's Board of Directors appoints 3 Board Committees, namely: the Audit Committee, the Good Corporate Governance Committee, and the Nomination and Remuneration Committee with 1 Sub-Committee - the Risk Management Sub-Committee. All these Board Committees and Sub-Committee undertake activities in accordance with their respective scope of duties and responsibilities, in order to facilitate and support the sustainable growth of the Company in the long term.

The Company has established a segregation of duties into 3 areas to ensure that effective check-and-balance systems are in place consisting of 1) approval responsibility, 2) responsibility for recording accounting transactions and information, and 3) responsibility for safeguarding assets.

The approval authority for business transactions and approval limits, based on the respective executive level. Guidelines for overseeing and monitoring any connected and related-party transactions in accordance with the legal requirements are also provided.

Additionally, important regulations are developed or revised in accordance with the relevant official requirements as specified by government or regulatory agencies as well as with current operational procedures and working conditions. This is to ensure that the current internal control systems remain adequate and appropriate.

4. Information & Communications

The Company places great importance on the information technology system as well as on internal and external communications. These are key factors for the Board of Directors and the executives to learn about and be aware of the Company's performance as well as in making decisions with accurate and timely information. The Board of Directors are, thus, able to have access to sufficient important information and all supporting documents for its meetings. The Company Secretary is required to send out the respective documents at least 7 days prior to every Board meeting for use by the Board in considering agenda items as well as being able to request the Company to provide any additional documents. Upon the conclusion of the meeting, the Company Secretary will then distribute copies of the Minutes to all the Board Directors within 14 days.

The Company has determined the right or authority to access information regarding the operational areas or aspects of the Company. For the sake of security and maintaining confidentiality as well as in recognition of current advances in technology and importance of its informational technology system, the Company has developed procedures to oversee its IT equipment and to regularly back up all important information and data.

Additionally, the Company has established an 'internal web - information system' for use by every staff level as a means access to information and any Company communications. The Company's official website www.srithaisuperware.com is a channel of communications to communicate with and disseminate news or information to all stakeholders and those interested in the Company's businesses.

5. Monitoring Activities

The Company's executives are responsible for driving forward the business of the Company, in accordance with corporate policies, strategies, objectives and goals. Executives are also responsible for solving any problems that may occur, or for adjusting and adapting any operational activities to be aligned with the latest changing situation in the event that actual results deviate significantly from strategies, goal and business plan. It is required to report, on a quarterly basis, actual performance results based on the approved plans and objectives to the Board of Directors.

The Company has assigned the Internal Audit Department to be responsible for auditing, monitoring, and assessing all operational activities on a regular basis. Its findings must be reported together with recommendations for any improvements or corrective measures to be implemented by executives in order to ensure that the Company always has in place appropriate internal control systems. The Internal Audit Department performs its duties in an independent manner under the oversight of the Audit Committee.

11.2 Opinion of the Audit Committee on the Internal Control Systems

The Audit Committee has regularly reviewed the internal control systems with the Company's Auditors and Internal Auditors on quarterly and annual basis. All parties have opinion that the Company has in place appropriate and adequate internal control systems. In 2020, the Audit Committee did not find any significant deficiencies in the internal control systems; nor did the Auditors find any alarming situations that would require prompt corrective action, nor any serious fraudulent situations or illegal acts that may have any material impact on the reputation or financial status of the Company.

The Audit Committee has also disclosed its opinion regarding its review of the internal control systems in the Report of the Audit Committee as shown in Attachment 5.

11.3 Head of Internal Audit Department and Head of Compliance Department

Internal Audit Department reports directly to the Audit Committee and the President. Its responsibilities cover auditing, evaluating the internal control systems, and monitoring the risk management system and corporate governance practices, in order to ensure that the Company has in place such systems that are adequate, effective and efficient in accordance with the Company's objectives.

The Internal Audit Department is an independent unit and is allocated with adequate resources and budgets appropriate for carrying out its audit activities on the Company's operations and compliance with all relevant laws, rules and regulations.

The annual audit plan is prepared by taking into consideration the relevant risk factors, and is approved by the Audit Committee. The Internal Audit Department's findings and performance reports are submitted to the Audit Committee and the President. A summary of these internal audit findings are also reported in the Board of Directors meetings on a quarterly basis.

Head of the Internal Audit Department or Acting Internal Audit Manager of the Company is held by Ms. Supavasa Baiphaka, who was appointed in the year 2020 with the approval by the Audit Committee. Ms. Supavasa Baiphaka is independent and has performed her duties with knowledge, skills and a good understanding of the Company's business and operations. She is dedicated and has fully supported other activities in connection with the Internal Audit function such as, the Audit Committee Secretary, and Good Corporate Governance Working Group. The Company considers that she is fully capable and suitable for the duties as assigned by the Audit Committee. In 2020, Ms. Supavasa Baiphaka has performed her duties and reported on internal audit plans and activities appropriately.

The Audit Committee and the President have jointly evaluated the performance and annual merit or punishment of Head of the Internal Audit Department, in accordance with the Charter of Audit Committee. The resume of is disclosed in Attachment 3: Details Regarding the Company's Internal Audit Supervisor and Compliance Operational Supervisor.

The Compliance Unit is part of the Office of the Company Secretary. The Company Secretary is responsible for its oversight activities. Details of its responsibilities are disclosed in Attachment 3: Details Regarding the Company's Internal Audit Supervisor and Compliance Operational Supervisor.

12. RELATED-PARTY TRANSACTIONS

1. Related-Party Transactions with Individuals Who Might be Conflicted or Connected with the Company

The Company has subsidiaries and some related companies which might have conflict of interest and/or be connected companies according to the Securities and Exchange Act and regulations of related agencies. Related transactions in the normal course of business that incurred in 2020 are as follows:

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2020	Necessity / Reasonableness
Srithai Moulds Company Limited 1. A subsidiary whose 71.0% of shares held by the Company. 2. 29.0% of shares held by executives of the Company and relatives of some executives.	Mould Making Service and Manufacture and Distribution of Plastic Products	1. Normal business transactions amounted to Baht 41.52 million	1. Normal inter-company transactions for sales/purchase of products and/or services of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or under the criteria approved by the Board of Directors of the Company.
		2. Transactions involving assets or service amounted to Baht 0.02 million	2. Transactions involving assets or services – namely: purchase of office equipment from the Company, within remained low value and in good condition, and no longer used by the Company. The Company has set the terms of trade and selling price of such assets on an arm's length basis under the criteria prescribed by the Board of Directors. Therefore, the independent appraiser was not needed to appraise the disposed assets.
		3. Dividend income and management fee amounted to Baht 10.12 million.	3. Pay out of dividend to all shareholders of Srithai Moulds Company Limited at the same rate in proportion to number of shares held by each shareholder. Management fee represents the fee for providing assistance to Srithai Molds Company Limited in both production and office parts. The calculation is the same as that of other subsidiaries.

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2020	Necessity / Reasonableness
Srithai Packaging Company Limited 1. An associate whose 39.2% of shares held by the Company. 2. 9.8% of shares held by an executive of the Company and relatives of some executives. 3. A relative of some executives of the Company serves as a director in Srithai Packaging Company Limited.	Manufacture and Distribution of Paper Boxes	Normal business transactions amounted to Baht 0.47 million	Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Directors of the Company.
Srithai Marketing Company Limited 1. A related company. 2. 72.0% of shares held by relatives of some executives of the Company. Some of them serve as directors of Srithai Marketing Company Limited. 3. It has long been a distributor and trade partner for the Company.	Distributor of Houseware Products	1. Normal business transactions amounted to Baht 87.78 million 2. Supporting normal business transactions amounted to Baht 4.27 million	1. Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices following the criteria approved by the Board of Directors of the Company. 2. Transactions supporting normal business on renting an area for display and sales of products in a Grand Sale fair which is organized by the Company every year. The rental rate was the same as those charged to other tenants. Su109-110pports for sales promotion expenses of the Company's distributor were also provided.
Siam Melamine Marketing Company Limited 1. A related company. 2. 70.0% of shares held by relatives of some executives of the Company. 3. It has long been a distributor and trade partner for the Company.	Distributor of Plastic Products and Melamine Products	1. Normal business transactions amounted to Baht 44.64 million 2. Short-term property rent amounted to Baht 0.85 million	1. Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Directors of the Company. 2. Short-term property rent of land with building provided by the Company on a yearly basis. The rental rate was reasonable as its location, market rental rate and economic condition were taken into consideration including the rental price evaluation undertaken by an external independent appraiser.

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2020	Necessity / Reasonableness
Srithai Stainless Company Limited 1. A related company. 2. 60.0% of shares held by relatives of some executives of the Company, who also serve as directors of Srithai Stainless Company Limited.	Manufacture and Distribution of Kitchenware and Furniture	1. Normal business transactions amounted to Baht 0.83 million 2. Supporting normal business transactions amounted to Baht 0.04 million	1. Normal Inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Directors of the Company. 2. Transactions supporting normal business on renting an area for display and sales of products in a Grand Sale fair which is organized by the Company every year. The rental rate was the same as those charged to other tenants.
S.Sahatara (Thailand) Company Limited 1. A related company. 2. 100.0% of shares held by an executive of the Company and his relatives. Some of them serve as directors of S.Sahatara (Thailand) Company Limited.	Stickers and Labels Printing	Normal business transactions amounted to Baht 0.83 million.	Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Directors of the Company.
P. C. Container Company Limited 1. A related company. 2. 56.0% of shares held by relatives of some executives of the Company, who also serve as directors of P. C. Container Company Limited	Manufacture and Distribution of Plastic Products	Short-term property rent amounted to Baht 0.48 million	Short-term property rent of land and building provided by the Company on a yearly basis. The rental rate was reasonable as its location, market rental rate and economic condition were taken into consideration.
P. E. T. Container Company Limited 1. A related company. 2. 55.8% of shares held by relatives of some executives of the Company, who also serve as directors of P. E. T. Container Company Limited	Manufacture and Distribution of Plastic Products	Short-term property rent amounted to Baht 0.19 million	Short-term property rent of land with building provided by the Company on a yearly basis. The rental rate was reasonable as its location, market rental rate and economic condition were taken into consideration.

Remark : Executive and relative of executive means person or persons as defined in the relevant criteria on connected transaction as laid down by the Capital Market Supervisory Board.

Information in the table above showed that the Company and its subsidiaries had transactions with companies that might have conflict of interest or with connected companies. However, all transactions were of normal business operations and / or for supporting the normal business operations of the Company and its subsidiaries. Most of them transacted at prices and terms similar to those transactions between each related company and outsiders in order to maximize benefits of each company. If there were some differences of prices and terms from those transactions with outsiders, the prices and terms of such transactions shall comply with the criteria approved by the Board of Directors. The Company has disclosed details of related party transactions for the year 2020 in the Notes to Consolidated Financial Statements for the year ended December 31, 2020, No. 7 Related party transactions, pages 22-24.

As at December 31, 2020, the Company has related transactions in the form of providing financial support to existing and additional subsidiaries in 2020, which were in accordance with the resolutions approved by the Board of Directors as follows:

- Providing corporate guarantee on credit facilities granted by a financial institution to Srithai Superware Manufacturing Private Limited, a wholly-owned subsidiary, through issuing a 'Standby Letter of Credit' for a financial institution in India totaling Indian Rupees 33.0 million, in order to support the business of this subsidiary, whereby it is an annual guarantee with the total guarantee amount being the same as in 2019.
- Providing corporate guarantee on credit facilities granted by a financial institution to Srithai Superware Korat Limited, a wholly-owned subsidiary in the amount of not exceeding Baht 190 million, to help support the business of the subsidiary that has a larger business base from income, expenses, assets, liabilities and personnel, due to partial business transfer transaction with the Company during the year 2020.

2. Need for Related-party Transactions

The Company has placed an importance on the investment in the business related and/or connected with the plastics business, the core business of the Company, in order to reduce any dependence on the business outside the Group, to increase market coverage, and to increase competitiveness and growth of the Group of companies. As a result, most companies under the Group have similar businesses and products or partly support the core businesses of the Company. Related-party transactions frequently occur among the Group due to its need to purchase or sell products or services to other parties within the Group to support and enhance the main revenue and/or give financial support necessary for business operations of the subsidiaries to be competitive.

In addition, the connected transactions executed with persons who might have conflict of interest or be connected persons not under the structure of the Group are mostly carried out with distributors of the Company. The purposes are for business reasons and satisfying products demand from another party.

3. Procedure of Approval on Inter-Company Transactions

Each company in the Group has its own management team who is determined to maximize benefit of their company. Regarding inter-company transactions, terms, and conditions of trade and services are based on normal transactions with outsiders. Terms and conditions of inter-company transactions are compared with those from external sources of information. Exceptional cases are considered during sales promotion or at time of transacting with long-term trade partner on a case by case basis. However, the Audit Committee and the Board of Directors have been very careful to assure that interest of shareholders and all stakeholders was safeguarded against any transaction which might cause any conflict of interest.

In granting financial support to subsidiaries, the Company will provide and present to the Board of Directors limit and nature of financial support, reasons and need for such transactions on a case by case basis. The Company will evaluate business environment and need for financial support of each subsidiary in order to provide financial support suitable for maximizing benefit for subsidiaries. Proportion of share interests held by the Company in the respective subsidiary is also considered in the event it is not a wholly-owned subsidiary.

In order for the Company to follow the criteria regarding the connected transactions, the Board of Directors has passed a resolution approving in principle pricing of products/services and terms of debt collection/settlement between the Company/ subsidiaries and connected persons according to the definition as stipulated in the Securities and Exchange Act and other involved regulatory authorities. The power is also granted to the executives to approve connected transactions within the criteria set by the Board of Directors.

However, if nature or size of any connected transaction is beyond the scope approved by the Board of Directors, the Company will submit it to the Audit Committee and the Board of Directors for its consideration prior to approval and/or obtaining approval from the shareholders' meeting, which is in line with the criteria and requirements of the involved regulatory authorities.

4. Policy and Future Trend of Related Party Transactions

The Group has the policy to allow each company in the Group to transact freely with any party. Price and term of trade will be major factors influencing the decision of each company's executive. The number of related party transactions is not expected to fluctuate much in each year, subject to demand for products and services, production capacity & servicing, and business expansion of each company.

Future trend of financial support provided by the Company may be rising, subject to need, business expansion policy and growth of companies in the Group, especially those subsidiaries.

Part 3
FINANCIAL POSITION AND BUSINESS PERFORMANCE

13. FINANCIAL OVERVIEW

13.1 Financial Statements

13.1.1 Summary of the Auditor's Report

The Company has appointed EY Office Limited, "EY", as its auditor. The auditor has audited Consolidated and Separate Financial Statements for the year ended December 31, 2020 and issued an auditor's report expressing unqualified opinion as the attachment.

13.1.2 Consolidated Financial Statements

Consolidated Statements of Financial Position
For the years ended December 31

Unit : Million Baht

	2020	2019	2018
Assets			
Current assets			
Cash and cash equivalents	583	321	375
Short-term investments-fixed deposit	0	0	5
Trade receivables	1,330	1,737	2,072
Other receivables	77	57	95
Inventories	860	1,177	1,772
Other current assets	97	96	113
Total current assets	**2,947**	**3,388**	**4,432**
Non-current assets			
Restricted bank deposits	9	6	7
Other non-current financial assets and other long-term investments	139	147	172
Investments in associates	184	205	219
Investment properties	161	133	130
Property, plant and equipment	3,782	4,185	4,909
Intangible assets and goodwill	24	29	38
Deferred tax assets	210	231	171
Right-of-use assets and leasehold rights	182	124	137
Other non-current assets	21	24	24
Total non-current assets	**4,712**	**5,084**	**5,807**
Total assets	**7,659**	**8,472**	**10,239**

Consolidated Statements of Financial Position (Cont'd)
For the years ended December 31

Unit : Million Baht

	2020	2019	2018
Liabilities and equity			
Current liabilities			
Short-term loans	1,646	1,703	2,156
Trade payables	798	916	1,022
Other payables	231	300	316
Current portion of long-term loans	310	514	706
Current portion of lease liabilities	18	0	0
Other current liabilities	30	39	41
Total current liabilities	**3,033**	**3,472**	**4,241**
Non-current liabilities			
Long-term loans, net of current portion	424	633	1,166
Lease liabilities, net of current portion	39	2	0
Provision for long-term employee benefits	361	414	402
Other non-current liabilities	9	5	5
Total non-current liabilities	**833**	**1,054**	**1,573**
Total liabilities	**3,866**	**4,526**	**5,814**
Equity			
Share capital	2,710	2,710	2,710
Premium on treasury shares	20	20	20
Retained earnings	1,239	1,357	1,707
Other components of shareholders' equity	(415)	(391)	(264)
Equity attributable to equity holders of the Company	**3,554**	**3,696**	**4,173**
Non-controlling interests	239	250	252
Total shareholders' equity	**3,793**	**3,946**	**4,425**
Total liabilities and shareholders' equity	**7,659**	**8,472**	**10,239**

Remark : The Consolidated Statements of Financial Position for the year 2019 and 2018 were reclassified to be comparable to the current year. The reclassification is due to adoption of Thai Financial Reporting Standards No. 9 Financial Instruments and No. 16 Leases.

Consolidated Statements of Comprehensive Income
For the years ended December 31

Unit : Million Baht

	2020	2019	2018
Revenue	6,873	8,846	9,562
Cost of sales	(6,159)	(8,082)	(8,419)
Gross profit	**714**	**764**	**1,143**
Dividend income	4	5	6
Other income	69	62	70
Selling and administrative expenses	(758)	(968)	(1,029)
Profit (loss) from operating activities	**29**	**(137)**	**190**
Share of profit from investments in associates and joint venture	1	16	43
Finance cost	(89)	(123)	(146)
Profit (loss) before income tax	**(59)**	**(244)**	**87**
Income tax income (expenses)	(41)	32	(2)
Profit (loss) for the year	**(100)**	**(212)**	**85**
Other comprehensive income :			
Other comprehensive income to be reclassified to profit or loss in subsequent periods:			
Gain (loss) on change in value of available-for-sale investments	0	(25)	(6)
Exchange differences on translation of financial statements in foreign currency	(5)	(100)	(46)
Income tax effect	0	5	1
Other comprehensive income to be reclassified to profit or loss in subsequent periods-net of income tax	(5)	(120)	(51)
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:			
Gain on investments in equity designated at fair value through other comprehensive income	7	0	0
Actuarial gain (loss)	0	0	(10)
Income tax effect	(2)	0	2
Other comprehensive income not to be reclassified to profit or loss in subsequent periods-net of income tax	5	0	(8)
Other comprehensive income for the year	0	(120)	(59)
Total comprehensive income for the year	**(100)**	**(332)**	**26**
Profit (loss) attributable to :			
Equity holders of the Company	(92)	(215)	76
Non-controlling interests	(8)	3	9
	(100)	(212)	85
Total comprehensive income attributable to :			
Equity holders of the Company	(92)	(342)	18
Non-controlling interests	(8)	10	8
	(100)	(332)	26
Earnings per share			
Basic earnings (loss) per share (Baht)			
Profit (loss) attributable to equity holders of the Company	(0.03)	(0.08)	0.03

Remark : The Consolidated Statement of Comprehensive Income for the year 2018 was reclassified to be comparable to the current year. The reclassification is due to adoption of Thai Financial Reporting Standards No. 15 Revenue from Contracts with Customers, however, no change to net profit as reported in the annual report of 2018 and 2019.

Consolidated Statements of Cash Flows
For the years ended December 31

Unit : Million Baht

	2020	2019	2018
Cash flows from operating activities			
Profit (loss) before income tax	(59)	(244)	87
Adjustments to reconcile profit (loss) before tax to net cash provided by (paid from) operating activities :			
Depreciation & amortization	716	759	807
Assets written off	12	11	13
Loss on impairment of fixed assets	4	33	0
(Gain) loss on disposal of assets	(7)	4	(2)
Provision for long-term employee benefits	42	47	25
Actuarial loss-other long-term employee benefits	20	0	15
Unrealized loss on exchanges	2	7	5
Share of profit of investments in associates and joint venture	(1)	(16)	(43)
Interest income and dividend income	(6)	(8)	(9)
Finance costs	89	123	146
Others	(1)	24	9
Profit from operating activities before changes in operating assets and liabilities	811	740	1,053
Operating assets (increase) decrease			
Trade receivables and other receivables	389	299	165
Inventories	321	525	(116)
Others	8	11	7
Operating liabilities increase (decrease)			
Trade payable and other payables	(221)	(73)	54
Employee benefits paid	(116)	(35)	(34)
Others	(9)	(4)	(2)
Cash flows from operating activities	1,183	1,463	1,127
Interest paid	(86)	(127)	(146)
Income tax paid	(37)	(41)	(36)
Income tax refunds	4	35	2
Net cash flows from operating activities	**1,064**	**1,330**	**947**

Consolidated Statements of Cash Flows (Cont'd)
For the years ended December 31

Unit : Million Baht

	2020	2019	2018
Cash flows from investing activities			
Decrease (increase) in restricted bank deposits	(3)	5	(5)
Purchase of assets and right-of-use assets	(343)	(193)	(241)
Proceeds from acquisition of a subsidiary and disposals of assets	35	11	37
Interest receipts and dividend receipts from long-term investments	27	57	41
Net cash payments used in investing activities	**(284)**	**(120)**	**(168)**
Cash flows from financing activities			
Increase (decrease) in short-term loans	(58)	(453)	204
Receipt from long-term loans	102	0	100
Repayment of long-term loans	(514)	(699)	(771)
Repayment of lease liabilities	(21)	(2)	(1)
Dividend payment	(3)	(147)	(153)
Net cash flows used in financing activities	**(494)**	**(1,301)**	**(621)**
Increase (decrease) in translation adjustments	**(24)**	**37**	**(73)**
Net increase (decrease) in cash and cash equivalents	**262**	**(54)**	**85**
Cash and cash equivalents, opening balance	**321**	**375**	**290**
Cash and cash equivalents, closing balance	**583**	**321**	**375**

13.2 Significant Financial Ratios from the Consolidated Financial Statements

Ratio	Unit	2020	2019	2018
Liquidity Ratio				
Current Ratio	Times	0.97	0.98	1.04
Quick Ratio	Times	0.66	0.61	0.60
Operating Cash Flows Ratio	Times	0.33	0.34	0.23
Account Receivable Turnover	Times	4.38	4.59	4.43
Average Collection Period	Days	82.23	78.40	81.23
Inventory Turnover(1)	Times	11.41	10.16	9.03
Inventory Days	Days	31.54	35.42	39.85
Account Payable Turnover	Times	7.19	8.34	8.29
Average Payment Period	Days	50.09	43.16	43.44
Cash Cycle Days(2)	Days	63.67	70.65	77.65
Profitability Ratio				
Gross Margin	%	10.39	8.64	11.95
Operating Margin	%	(0.64)	(2.31)	1.20
Non-operating Margin (3)	%	1.05	0.75	0.79
Operating Cash Flows Margin	%	(2,401.97)	(652.07)	827.66
Net Profit Margin(3), (4)	%	(1.45)	(2.37)	0.89
Return on Equity	%	(2.60)	(5.06)	1.90
Efficiency Ratio				
Return on Total Assets	%	(1.25)	(2.26)	0.81
Return on Net Fixed Assets (5)	%	14.74	11.47	16.45
Total Assets Turnover	Times	0.86	0.95	0.92
Financial Policy Ratio				
Debt to Equity Ratio	Times	1.02	1.15	1.31
Interest Coverage Ratio	Times	13.82	11.82	7.73
Operating Cash Flows Coverage (cash basis)	Times	1.21	1.28	0.81
Dividend Payout Ratio(6)	%	0.00	99.43	107.60

(1) Only finished goods inventory, excluding work in process, raw materials, supplies, moulds for sales and goods in transit (before inventories cost in excess of net realizable value)

(2) Cash Cycle Days = Average Collection Period + Inventory Days - Average Payment Period

(3) Total Revenues = Sales + Dividend Income + Other Income

(4) Net Profit = Net Profit for the Year including Profit Attributable to Equity holders of Company and that of Non-controlling Interests

(5) Fixed Assets = Property, Plant and Equipment + Right-of-use assets + Leasehold right

(6) The Company's policy of paying dividend from the net profit of the Company's separate financial statement. The dividend payout ratio in the table is calculated by comparing the dividend payment in the current fiscal year with the net profit of the previous fiscal year from the Company's separate financial statement, which is used as a basis for dividend declaration.

(7) Some of the financial ratios of the year 2018 were revised according to the adjusted Consolidated statements of Comprehensive Income due to the adoption of Thai Financial Reporting Standards No. 15 Revenue from Contracts with Customers.

Analysis of Financial Ratios from the Consolidated Financial Statements Liquidity

As at December 31, 2020, the Group of companies had a Current Ratio that dropped from 0.98 in 2019 to 0.97 in 2020 and a Quick Ratio that raised from 0.61 in 2019 to 0.66 in 2020. This is mainly due to the decrease in current assets, from trade receivables and inventories and a higher proportion than the decrease in current liabilities mainly from loans and trade payables which is a result of working capital management to be more efficient by managing the cash flow, expediting debt collection from trade receivable and careful credit loan release, clearing inventories to increase liquidity and loan repayment as well as cash reserves in the business.

The Group's incurred losses in 2020 decreased compared to 2019 losses due to increased operational efficiency and profitability together with cost reductions. However, the depreciation, amortization and cash received from inventories decreased compared to the previous year while cash for debt repayments, trade payable and employee benefits increased. As such, the group had cash flows from operating activities that decreased compared to the previous year. In addition, average current liabilities decreased, the Group's cash flow liquidity ratio decreased slightly from 0.34 in 2019 to 0.33 in 2020.

In addition, the Group's cash cycle improved by decreasing from 70.65 days in 2019 to 63.67 days in 2020, derived from :-

1. Average Collection Period increased from 78.40 days in 2019 to 82.23 days in 2020, due to the average trade receivables having decreased corresponding to the decrease in sales together with ongoing activities to speed up collection of long overdue trade receivables.
2. Average Inventory Days decreased from 35.42 days in 2019 to 31.54 days in 2020 as a result of improved inventory management corresponding to sales volume, production and inventories. As well as establishing a supply chain management unit to reduce the costs of operating and time taken in various processes of the supply chain.
3. Payment Period for trade payable has been increased from 43.16 days in 2019 to 50.09 days in 2020, as a result of improved inventory management and necessary orders including negotiations to extend the payment credit terms.

Taking into consideration of the above ratios, it is concluded that in 2020 although the Group incurred operating loss, the Group's performance improved amid the crisis from the coronavirus with a focus on increasing operational efficiency and profitability and maintaining liquidity and financial stability in order to build the confidence of business partners and creditors. The Group was therefore able to make repayment of principals and interests to all its creditors on time.

All in all, the Group's Liquidity ratio of 2020 was not much different from those in 2018 and 2019. The liquidity and cash cycle of the Group remained at an appropriate level, whereas operating cash flows were adequate. Besides, credit facilities from various financial institutions are sufficient to support ongoing business operations of the Group on a continuing basis.

Profitability

In 2020, the Group's profitability improved from last year due to its lower losses amid the decrease in sales, its cost of sales and selling and administrative expenses also decreased as explained in Section 14 Management Discussion and Analysis.

The Group's Gross Margin increased from 8.64% in 2019 to 10.39% in 2020. The Group's Net Profit Margin improved from 2.37% loss in 2019 to a loss of 1.45% in 2020. Return on Equity has also improved from a loss of 5.06 % in 2019 to a loss of 2.60% in 2020 as a result of the decrease in operating loss together with the decrease in average Shareholders' Equity.

Efficiency Ratio

In 2020, the Group's Return on Net Fixed Assets Ratio increased from 11.47% in 2019 to 14.74% in 2020, corresponding to the lower operating loss, and the Total Operating Assets decreased due to depreciation and amortization for the year higher than new operating assets acquired during the year despite the investment slowdown. Meanwhile the Group continues to focus on investing through subsidiaries in Vietnam to increase production capacity and expand the market.

Financial Policy

The Group's Debt to Equity Ratio decreased from 1.15 in 2019 to 1.02 in 2020, as a result of the decrease in Total Liabilities deriving from the debt obligations and Total Shareholders' Equity from the operating results.

In addition, the Group's operating cash flow in 2020 decreased from the previous year, while the interest expenses decreased consistent with the decrease in loans, as a result, the Group's Interest Coverage Ratio increased from 11.82 in 2019 to 13.82 in 2020. However, due to the reduction in total committed obligations from the previous year relevant to the decrease in long-term loans and no dividend payments, while capital expenditures increase, as a result, the ability to pay obligations of the Group slightly decreased from 1.28 in 2019 to 1.21 in 2020.

Due to the Company's operating loss for the year 2019, there was no dividend payment in 2020, following the resolution of the Annual General Meeting of Shareholder for the year 2020.

It is noted that the formula used in calculation of Operating Cash Flows Coverage Ratio (cash basis) is guided by the Office of the Securities and Exchange Commission (SEC), which is different from the one used in calculation of the ratio as a financial covenant with its financial institution creditors. Hence, the results from the two methods cannot be compared. The Company has disclosed details of all financial covenants as per loan agreements, under section 14.1 (5) Financial Covenants on Loan Agreements.

14. MANAGEMENT DISCUSSION AND ANALYSIS

14.1 Analysis of the Operating Results and Financial Position

1. Summary of Operating Results of the Group

The Group's total operating result for the year 2020 compared with year 2019 improved significantly with lower loss. Revenues amounted to Baht 6,873 million, decreased by Baht 1,973 million or 22.3% YoY from Baht 8,846 million due mainly to the Covid-19 pandemic, which directly affected on the performance of the Group.

Gross profit amounted to Baht 714 million, dropped by Baht 50 million or 6.5% YoY while gross profit margin increased from 8.6% to 10.4%. Increase in gross profit margin resulted from the Group's restructuring, the reduction of costs and expenses, the improvement of production efficiency, and the reduction of personnel matched with lower production utilization. The Group's operating loss amounting to Baht 44 million represents negative 0.6% of revenues, compared with operating loss of 2.1% of revenues in 2019.

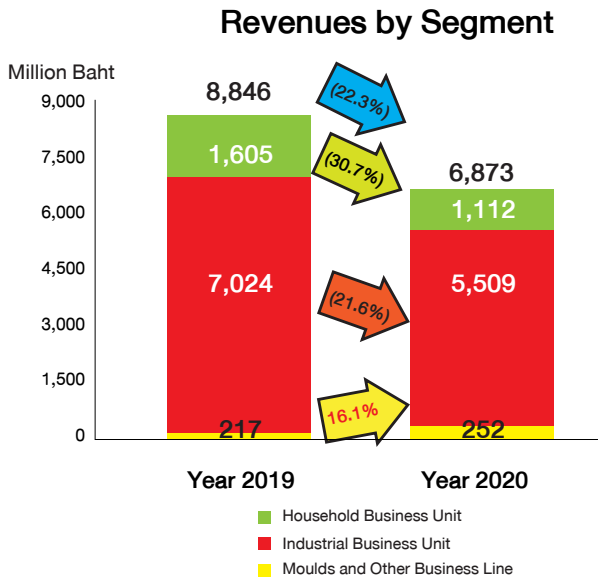
Table 1: Summary of Operating Results of the Group

(Unit: Million Baht)	2020	2019	%YoY	
			+/(-)	%
Revenues	6,873	8,846	(1,973)	(22.3%)
Groos Profit	714	764	(50)	(6.5%)
Gross Profit (%)	10.4%	8.6%	1.8%	20.3%
Operating profit (loss)	(44)	(190)	146	76.8%
Operating profit (loss) margin (%)	(0.6%)	(2.1%)	1.5%	70.2%
EBITDA*	745	623	122	19.6%
EBITDA Margin (%)	10.8%	7.0%	3.8%	53.9%
Net profit (loss) for the period	(100)	(212)	112	52.8%
Net profit (loss) on sales (%)	(1.5%)	(2.4%)	0.9%	39.3%
Profit (loss) attributable to equity holders of the Company	(92)	(215)	123	57.2%
Earning (loss) per share (Baht)	(0.034)	(0.079)	0.045	57.0%

Note:

*EBITDA excluding share of profit from investments in associates

Earnings before interest, tax, depreciation and amortization ("EBITDA") in 2020 amounted to Baht 745 million or EBITDA margin of 10.8%, increased by Baht 122 million. In 2020, the Group had a net loss of Baht 100 million (Year 2019: net loss of Baht 212 million) with a loss attributable to the equity holders of the Company being Baht 92 million (Year 2019: loss of Baht 215 million). This represents a Loss Per Share of Baht 0.034, a decrease from a Loss Per Share of Baht 0.079 in 2019.



2. Operating Results by Segment

2.1 Sales - by Types of Business

2.1.1 Household Products

Revenues of Household Products in 2020amounted to Baht 1,112 million decreased 30.7% YoY, which can be summarized according to the following operating business bases:

- Domestic operations

Domestic sales significantly dropped from the devastating effect of Covid-19 pandemic, more business shutdowns led to layoffs and unemployment, and high household debt problems. These reduced purchasing power of consumers and customers. In addition, export sales were also directly affected by the global spread of Covid-19. The export recovery in Q4/2020 was slow following returning waves of Covid-19 pandemic and impositions of targeted lockdowns in various key trading partner countries, particularly in Europe and the US. The Thai Baht depreciated against the US Dollar in 2020 compared with last year, but tended to appreciate at the end of the year as can be seen from the movement of the Baht/USD (shown in Figure 2). All of these resulted in the decrease in overall domestic and export sales compared with last year.

Table 2: Summary of Operating Results of Household Products

(Unit: Million Baht)	2020	2019	%YoY	
			+/(-)	%
Revenues	1,112	1,605	(493)	(30.7%)
Domestic operations	887	1,252	(365)	(29.2%)
Overseas operations	225	353	(128)	(36.3%)
Operating profit (loss)	(101)	(126)	25	19.8%
Operating profit (loss) margin (%)	(9.1%)	(7.9%)	(1.2%)	(15.7%)
EBITDA*	(18)	(40)	22	55.0%
EBITDA Margin (%)	(1.6%)	(2.5%)	0.9%	35.0%

Note:

*EBITDA excluding other income and share of profit from investments in associates

Figure 2: Exchange rate trend Baht per US Dollar

Source: https://tradingeconomics.com/thailand/currency

- **Overseas operations**

Revenues from subsidiaries both in Vietnam and India decreased from 2019 due to the Covid-19 pandemic which affected to distributors and wholesalers in traditional trade groups, and Modern Trade channels. Especially in India where the number of people infected is still high, resulting in a drop in marketing activities and drop in sales.

The decrease in revenues of Household Products led to the operating loss in 2020 amounting to Baht 101 million, a decrease of the loss compared with 2019 with operating loss amounting to Baht 126 million, but operating loss margin increased from 7.9% to 9.1%. EBITDA margin was negative 1.6% lower than negative 2.5% in 2019. The subsidiaries in India hurt by the lockdown. The production had to be stopped during lockdown, whereas other fixed costs were incurred. However, the Group has the better control of operating expenses from the business restructuring. The partial business transfer of production line for wholesale and export distribution channels of household products business unit to a subsidiary with the aim to centralize the main production base of the household products business unit in Thailand (under a single company) has improved efficiency in management. Selling and administrative expenses decreased from diminishing export expenses, the closure of a number of non-profitable branches of direct sales business, the staff cost reduction, and unnecessary costs and expenses cutting. As a result, the EBITDA margin improved and the loss reduced.

2.1.2 Industrial Products

Revenues of Industrial Products in 2020amounted to Baht 5,509 million, decreasing21.6% YoY. It can be summarized according to the following operating business bases:

Table 3: Summary of Operating Results of Industrial Products

(Unit: Million Baht)	2020	2019	%YoY	
			+/(-)	%
Revenues	5,509	7,024	(1,515)	(21.6%)
Domestic operations	3,717	4,786	(1,069)	(22.3%)
Overseas operations	1,792	2,238	(446)	(19.9%)
Operating profit (loss)	90	(32)	122	381.3%
Operating profit (loss) margin (%)	1.6%	(0.5%)	2.1%	458.6%
EBITDA*	698	628	70	11.1%
EBITDA Margin (%)	12.7%	8.9%	3.7%	41.7%

Note:

*EBITDA excluding other income and share of profit from investments in associates

- **Domestic operations**

Revenues decreased from 2019 mainly due to both industrial and beverage packaging products. The Covid-19 pandemic has caused the drop in sales of the following industrial products:

- Battery cases and automotive parts products sales decreased from supply chain disruption. Shortage of main raw material parts from manufacturers located in Covid-19 outbreak countries put a halt to production lines and resulted in temporary factories closures. It also significantly decreased in Q2/2020 as the automakers in Thailand announced more holidays during the long weekend in order to reduce labor costs, and the slowdown in the automotive industry.
- Food packaging products made for the cinema business suffered by Covid-19 resulting in the decrease in sales. On the contrary, sales of food boxes surged.
- Garbage bins sales decreased from the delay of government spending as well as the reduced budget for garbage bins.
- Furniture sales decreased from the slowdown in ordering.
- Paint pails sales decreased during Q2/2020 with tightened Covid-19 controls, and sales rebounded in the second half of 2020 after more easing of disease control measures.
- Pallets, containers, and crates sales were comparable to the previous year. Although the orders were delayed from customers in the second and third quarters, sales quickly recovered in the last quarter which more disease control measures were relaxed.

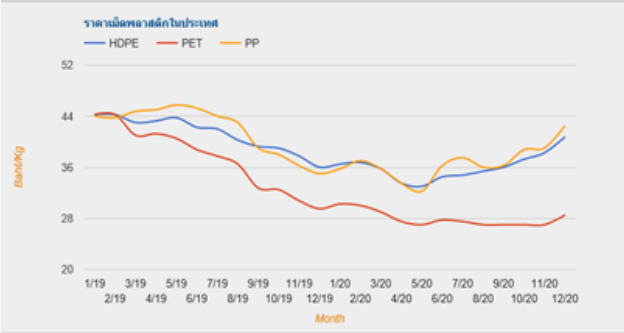
Sales of beverage packaging products declined due to the economic slowdown, no event activities, unemployment and low purchasing power of consumers. These make people cautious in their spending, and resulted in lower consumption.

- **Overseas operations**

Revenues decreased from 2019 mainly due to the beverage packaging products of the subsidiaries in Vietnam. This was affected by the Covid-19 pandemic as well as the selling prices adjustment in line with the decrease in raw material price. However, sales of other industrial products increased from last year since a new motorcycle production company in Vietnam began its operation, resulting in the increase in sales of battery cases. Real estate business was growing in Vietnam, resulting in more paint pails sales. In addition, orders for shopping basket containers from modern trade and super market stores increased.

Although, revenues of Industrial Products decreased, operating profit increased. The operating profit in 2020 accounted for 1.6%, increasing from operating loss0.5% in 2019. EBITDA margin accounted for 12.7%, which increased from 8.9% in 2019 due to lower raw material prices compared with the previous year (shown in Figure 3) and the improvement of production efficiency. In addition, the selling and administrative expenses dropped because of the reduction of sales and promotion expenses and personnel expenses. As a result, operating profit increased from the previous year.

Figure 3: Trend of main raw materials historical price from 2019



Source: http://plastic.oie.go.th/

2.2 Moulds and Others Business Line

Revenues of the Moulds and Others Business Line in 2020 amounted to Baht 252 million, increasing 16.1% YoY due to the delivery of moulds by the subsidiaries. While there were no sales from Network Business as it became part of direct sales business at the end of 2019.

Operating loss of Moulds and Others Business Line amounted to Baht 33 million, and operating loss margin accounted for 13.1%, which loss decreased from operating loss margin of 14.7% in 2019. EBITDA margin was negative 8.7%, which loss decreased from negative 8.8% in 2019 due to the lower gross profit from the adjustment of the selling price to compete in the market, although the personnel expenses decreased from the previous year.

Table 4: Summary of Operating Results of Moulds and Others Business Line

(Unit: Million Baht)	2020	2019	%YoY	
			+/(-)	%
Revenues	252	217	35	16.1%
Moulds	252	210	42	20.0%
Others	0	7	(7)	(100.0%)
Operating profit (loss)	(33)	(32)	(1)	(3.1%)
Operating profit (loss) margin (%)	(13.1%)	(14.7%)	1.7%	11.2%
EBITDA*	(22)	(19)	(3)	(15.8%)
EBITDA Margin (%)	(8.7%)	(8.8%)	0.0%	0.3%

Note:

*EBITDA excluding other income and share of profit from investments in associates

3. Financial Position

As at 31December 2020, compared with the end of 2019, the Group had total assets of Baht 7,659 million, a decrease of Baht 813 million, which comprised the following key items:

- Trade receivables amounted to Baht 1,330 million, decreased by Baht 407 million from close monitoring of debt collection and corresponding with the decrease in sales.
- Inventories amounted to Baht 860 million, decreased by Baht 317 million, due to the established policy of production based on orders received from customers, in order to reduce stocks and clear excess inventories of the Group to increase liquidity and working capital, together with the delivery of moulds of subsidiaries.

Table 5: Key items in Statement of financial position

(Unit: Million Baht)	31 Dec 20	31 Dec 19	Increase (Decrease)
Trade receivables	1,330	1,737	(407)
Inventories	860	1,177	(317)
Property, plant and equipment	3,782	4,185	(403)
Total assets*	7,659	8,472	(813)
Trade payables	798	916	(118)
Short-term loans	1,646	1,703	(57)
Long-term loans	734	1,147	(413)
Total liabilities*	3,866	4,526	(660)
Total shareholders' equity*	3,793	3,946	(153)

Note:

*Total lines extracted from Statements of Financial Position

- Property, Plant and Equipment amounted to Baht 3,782 million, decreased by Baht 403 million due mainly to depreciation and amortization. While subsidiaries in Vietnam invested in additional machinery in order to expand the market.
- Total liabilities amounted to Baht 3,866 million, decreased by Baht 660 million which comprised the key items as follows:
- Trade payable amounted to Baht 798 million, decreased by Baht 118 million from the management of supply chain with the policy to issue purchase orders when needed.
- Total loans amounted to Baht 2,380 million, decreased by Baht 470 million, consisted of the decrease in short-term loans by Baht 57 million and the decrease in long-term loans by Baht 413 million due principally to repayment of long term loans as scheduled.

Total shareholders' equity amounted to Baht 3,793 million, decreased by Baht 153 million, deriving from operating loss as well as the impact of changes in accounting policies from adoption of financial reporting standards for financial instruments.

4. Cash flow

The Group had an increase in cash and cash equivalents by Baht 286 million, consisting of:

- Cash flow from operating activities amounted to Baht 1,064 million lower than last year mainly from the decrease in trade receivables and inventories, the payment of employee benefits, and the decrease in trade payables and other payables due to the policy to control raw material orders.

Table 6: Cash flow statement

(Unit: Million Baht)	12 months 2020	12 months 2019
Net cash flows from operating activities	1,064	1,330
Net cash flows used in investing activities	(284)	(120)
Net cash flows used in financing activities	(494)	(1,301)
Net increase (decrease) in cash and cash equivalents	286	(91)

- Cash flow used in investment activities amounted to Baht 284 million, increased from prior year due to additional purchase of fixed assets to increase production capacity of subsidiaries in Vietnam.
- Cash flow used in financing activities amounted to Baht 494 million, lower than prior year due to reduced principal repayment of long term loans as scheduled and additional drawdown of long term loans by subsidiaries in Vietnam, as well as short term loan by a local subsidiary for further working capital.

As at December 31, 2020, the Group still had available unused credit facilities totaling more than Baht 4 billion comprising overdraft facilities, working capital and long term loan credit lines. As such, the Group had sufficient cash flow for its operations.

5. Financial Covenants on Loan Agreements

Currently, there are no significant conditions of the loan agreements, executed by the Company that may have impacts on normal operations or expansion of the Company's businesses. Only financial ratios, based on the financial statements of the Company, need to be achieved and/or maintained during the valid term of such loan agreements as follows:

1. **Debt to Equity (D:E Ratio) : not exceeding 2.0 times**

   Definition and calculation of the D/E Ratio

   D/E Ratio = Total Debts ÷ Total Shareholders' equity (as per the Statement of Financial Position)

2. **Debt Service Coverage Ratio (DSCR) : not less than 1.1 times**

   Definition and calculation of the DSCR

   DSCR = EBITDA ÷ (Interests payable + Current Portion of Long-term Loans within 1 year).

   EBITDA means profits before interest payable, corporate income taxes (as per the Statement of Comprehensive Income) + depreciation or amortization expenses (as per the Statement of Cash Flows).

   Interests Payable means cost of financing (as per the Statement of Comprehensive Income).

Current Portion of Long-term Loans means the portion of long terms loans that are due for repayment during the respective current year (as per the Statement of Financial Position).

The calculation of such financial ratios based on information in the separate financial statements as required by the loan agreements is as follows:

Financial ratios (times)	Required	As at end 2020	As at end 2019
D/E (X)	Not exceeding 2.0 times	0.54	0.70
DSCR (X)	Not less than 1.1 times	1.13	0.30

In 2020, the Company passed the required financial covenants of both ratios, with a lower debt to equity ratio from the previous year due to the decrease in trade accounts payable, debts and provision for long-term employee benefits, while shareholders' equity increased in line with the recovering performance and earned profit. Debt service ability ratio increased from the previous year in line with improved operating results, the decrease in interest expenses and long-term loan debt obligations. The Company was able to repay the principals and interests of all its debt obligations with all the creditors on time by its operating cash flow, without having to acquire any additional loans; therefore, the Company's overall debt obligations for both short term and long term loans have decreased tremendously.

Additionally, in accordance with the business operation plans for 2021, as approved by the Board of Directors together with the intended careful consideration for investment and for acquiring any new loans, as well as with the decrease in overall loan principal repayments and interests payments, the Company is confident that it will achieve improved financial ratios and be able to manage to meet all the determined financial covenants.

6. Significant Events during 2020 and Events after the Reporting Period

During 2020, the Group has adopted new accounting policies in addition to those already in place from the previous year as disclosed in the notes to the financial statements as at December 31, 2020. However, several significant events have occurred, which have already been publically disclosed once that specified matter was approved by a resolution of

the Board of Directors. Furthermore, in accordance with the Stock Exchange of Thailand's disclosure requirements, these important events were disclosed via the SET's ELCID and website as well as in the Notes to the Financial Statements, which can be summarized as follows:

1. Business restructuring

On April 29, 2020, the Annual General Meeting of Shareholders of the Company passed a resolution to approve the Company's business restructuring by conducting a partial business transfer to a subsidiary in which the Company holds 100% of shares, namely Srithai Superware Korat Company Limited ("SSK") (Formerly known as "Korat Thai Tech Company Limited") with the objective to centralize the main production base of the household products business in Thailand under a single company. Business units to be transferred are: household products production line and wholesale and export sales of household products ("Business Transferred") consisting of assets and operating liabilities, such as land and buildings, machinery and equipment, inventories, trade payables and other liabilities in connection with the transferred business including a number of employees. This excludes direct sales and retail sales of household business units or Srithai Super Outlet located in Chonburi province, which is the business units that have independent management structure of sales, marketing activities, inventory management as well as specific commission and benefits scheme for the direct sales representatives. As such, the Company considers appropriate to separate out the management of these 2 business units under Trading Business Line. Sales generated from the Company's transferred business, represent not exceeding 10% of total sales based on the consolidated financial statements of the Srithai Group.

On June 29, 2020, the Extraordinary General Meeting of Shareholders of Srithai Superware Korat passed a resolution to approve an increase in its registered share capital from Baht 30 million to Baht 300 million, through the issuance of 27 million ordinary shares with a par value of Baht 10 per share, or a total of Baht 270 million, in order to provide funding for the Transferred Business. The Company made full payment for the additional capital on July 7, 2020, in proportion to its 100% shareholding. Srithai Superware Korat registered the increase in its share capital with the Ministry of Commerce on 10 July 2020.

On August 1, 2020. The Company completed the partial business transfer process. The transferred price of transferred assets and liabilities were set at book value or fair value, depending on the type of asset and liability, with a total transfer value for net assets of Baht 236 million. The Company recognised a gain from the partial business transfer of Baht 89 million, which was included in profit (loss) for the year from discontinued operations in the separate financial statement of comprehensive income. However, the partial business transfer and its presentation have no effect on the consolidated statement of comprehensive income and no impact on the rights of shareholders or investors since the transaction is considered an internal restructuring within the Group and executed with its wholly owned subsidiary.

2. Guarantees of revolving credit facilities for two subsidiaries

In Quarter 3 & 4/2020, the Company provided the corporate guarantee on revolving credit facility granted by a financial institution in Thailand totaling in the amount of not exceeding Baht 190 million to Srithai Superware Korat Company Limited, a wholly owned subsidiary, to help support the business of the subsidiary that has a larger business base from income, expenses, assets, liabilities and personnel, due to partial business transfer transaction with the Company during the year 2020.

In addition, in Quarter 4/2020, the Company renewed the Standby Letter of Credit for a period of 1 year for a financial institution in India totaling Indian Rupees 33.0 million (or about Baht 15 million) as the corporate guarantee on revolving credit facility for Srithai Superware Manufacturing Private Limited, a wholly owned subsidiary, whereby it is an annual guarantee with the total amount of guarantee the same as in 2019.

3. Capital reduction of subsidiaries

In 2020, T Thaiplas Company Limited reduced its registered and paid-up capital twice totaling by Baht 35 million from Baht 40 million, due to downsizing of the business. The capital reduction was registered with the Ministry of Commerce on May 14, 2020 and July 22, 2020 respectively. The Company's shareholding proportion of 100% has remained unchanged.

4. Long-term credit facility and revolving credit facility

During the year 2020, in order to support certain investment, the Company obtained long-term loan facility without collateral from a local financial institution in the amount of Baht 100 million for a period of 5 years. The interest rates were fixed and floating. The Company signed the loan agreement in Quarter 4/2020 and expected to withdraw the loan during 2021.

In addition, the Company also received an additional revolving credit facility from the aforementioned financial institution amounting to Baht 100 million and US dollar 3.25 million. As a result, the Company has total revolving credit limit with all the financial institutions sufficient for working capital and business expansion as well as being able to manage and allocate the use of funds from each source with reasonable financial costs.

To increase further debt as a source of funds to support the Company's business and operations, the Board of Directors and management carefully consider a number of factors to ensure that the Company has suitable financial costs, appropriate loan conditions and ability to repay the loan without breaching any financial covenants. At present, the Company has financial liquidity to support the Company's business and operations at an appropriate and sufficient level. There are no problems in repaying debts. Details of the Company's long-term debt obligations as at December 31, 2020 totaling Baht 395.8 million are shown in the notes to the financial statements for the year ended December 31, 2020 No. 18.2 Long-term loans pages 42 – 44.

5. Other Matters

5.1 Change of Directors & Executives

Director

Mr. Manit Ativanichaphong resigned from Directorship effective as of January 1, 2020. However, the Board of Directors has not yet appointed anyone to fill the vacancy.

Executives

1) Mr. Apisit Tangsatit, Vice President - Industrial Products, end of the Management position on December 30, 2020 due to the employment contract ended. The Nomination and Remuneration Committee, with the approval of the Board of Directors has approved the appointment of Mr. Goh Ah Bee as Acting Vice President, effective January 4, 2021.

2) Mr. Garun Angubolkul, Vice President – Household Products, end of the Management position on December 30, 2020 due to employee resignation.

5.2 **Appropriation of Net Profit and Dividend Payment**

There was no appropriation of net profit for the year 2019 to be allocated for required legal reserves and no dividend payment following the resolution of the Annual General Meeting of Shareholders No. 39 (for the year 2020) due to the Company's loss.

However, the 5 subsidiaries, namely: Srithai Superware Korat Company Limited ("SSK") (Formerly known as Korat Thai Tech Company Limited); T Thaiplas Company Limited ("TTP"); Srithai (Vietnam) Company Limited ("SVN"); Srithai-Otto Company Limited ("SOT") and Srithai Moulds Company Limited ("SMO") announced their respective dividend payments for 2019 and also an interim dividend payment for 2020, as summarized below :

Company Name	Total Dividend (Million Baht)	Percentage of shareholding	Dividend income attributable to the Company (Million Baht)
SSK	48	100	48
TTP	4	100	4
SVN	15	100	15
SOT	3	75	2
SMO	14	71	10
Total	**84**		**79**

5.3 Results of the Annual Evaluation of Corporate Governance Practices and Assessment of the Quality of the Annual General Meeting of Shareholders for 2020

In 2020, the Thai Institute of Directors Association (IOD) evaluated the overall degree of corporate governance practices of the Company as "Excellent". In addition, the Thai Investors Association (TIA) also assessed the quality of the Company's Annual General Meeting of Shareholders (AGM) and reported the full score of 99%. Both of these evaluation results reflect the achievements of the Company in maintaining high standard of work.

5.4 Renewal of the Membership of the Thailand Private Sector Collective Action Against Corruption (CAC)

On March 14, 2020, the Company received formal confirmation, from the CAC Committee, of the renewal of its Membership of the Thailand Private Sector Collective Action Against Corruption (CAC) for another 3 years. This signifies the Company's ongoing intent to play an active role in participating in the various types and forms of anti-corruption activities, as well as to participate in the development of the country in a genuine manner.

5.5 Event After the Reporting Period

- **Approval for the Appropriation of the Company's Net Profit to be allocated for required legal reserves and No Dividend Payment**

  On February 25, 2021, the Company's Board of Directors considered and approved to submit to the Annual General Shareholders Meeting No. 40 (for 2021) for consideration and approval, the proposed appropriation from the retained Net Profit for the required legal reserves and the proposal not to pay dividend for 2020, nevertheless, based on the performance for the period of January - December 2020 shown in the separate financial statements, the Company had made slight recovery and generated a profit. The Company remains exposed to impacts of Coronavirus 2019 (COVID-19) pandemic as well as risks in global and Thai economic outlook. The Company, therefore, requests for approval to refrain from paying dividends in order to reserve cash for its operations.

14.2 BUSINESS OUTLOOK FOR 2021

1) Plastic Business Line

Household Products

Thailand's economy for 2021 has been forecast to have risks affected by Covid-19 which depends on the containment of the disease, the Covid-19 vaccination in Thailand, and various easing measures issued to support all the sectors to recover gradually and further drive the economy. The Group expects both domestic and export sales of domestic operations in 2021 to increase under the improved Covid-19 situation and more easing measures coupled with more efficient management which will result in better profits.

For overseas operations, Vietnam is one of the countries with better economies than other Asian countries, having more investment in infrastructure and growth in the service sector. While the economy in India will begin to gradually recover. Therefore, it is expected that sales and profits for overseas businesses will improve with the expansion of customer base and the launch of new products.

Industrial Products

Sales of Beverage packaging products in 2021 are forecast to increase compared with year 2020 due to the expansion of the market into the bottled water market along with the launch of new products to meet the increase in number of customers. For operations in Vietnam, there will be more investments in machinery and moulds to support more orders following the continued economic expansion. In addition, the adjustment in selling prices of the products in line with the rising trend of raw material prices will enlarge sales.

Sales of other product groups of domestic and overseas operations, categorized by product groups, are forecast as follows:

- Food packaging products sales in 2021 are expected to increase from single-use food packaging due to the growth of take away channel for food businesses. In addition, the Company plans to develop new products with innovation to meet the use of processed food manufacturers.
- Pail and furniture products sales in 2021 will grow up in Vietnam due to the expansion of its economy and new projects.
- Pallets, containers, and crates products sales in 2021 are expected to increase from aggressive market expansion.

Moulds and Other Business Line

Sales of moulds in 2021 are expected to increase from 2020, because the Group has continuously monitored to deliver moulds to the customers and expanded the customer bases of moulds, apart from the automotive industry.

In summary, the continued implementation of organizational restructuring, the consolidation of certain job functions as well as the closure of unprofitable branches of Direct Sales have all contributed to the Group's cost savings. External factors particularly Covid-19 since the beginning of the year, may cause significant drop in sales. However, the Group has closely monitored this situation, and adjusted the strategies to accommodate and minimize various impacts, while controlling costs and expenses and focusing on liquidity and working capital management, and cash flow including supply chain management. This resulted in the improvement of the performance of 2020. Simultaneously, the Company is looking for new business opportunities to enhance the Company's potential and growth in the future. The Company believes that it will have a better prospect in 2021.

Attachment no. 1

Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary

1. Information of persons holding

1) Mr. Sanan Angubolkul

Age : 74 years

Present Position : Chairman, President and Nomination and Remuneration Committee Member

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
January 1, 1993	Yes	Father of Mr. Garun Angubolkul	None

Shareholding in the Company :

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	480,823,510	17.74	40,000,000	440,823,510	16.27
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**480,823,510**	**17.74**	**40,000,000**	**440,823,510**	**16.27**

Education :

Degree	Major	Institution
Honorary Doctorate	Management	Nakhon Phanom University
Honorary Doctorate	Industrial and Manufacturing Systems Engineering	King Mongkut's University of Technology Thonburi
Honorary Doctorate Degree in Philosophy	Social Science	Mahachulalongkornrajavidyalaya University
Honorary Doctorate Degree in Engineering	Production Engineering	Suranaree University of Technology
Honorary Doctorate Degree in Business Administration	Management	Rajamangala University of Technology ISAN

Degree	Major	Institution
Honorary Doctorate	Marketing	Sripatum University
Honorary Doctorate Degree in Business Administration	-	Chiang Mai University
BBA	Business Administration	University of Oglethorpe, Atlanta, Georgia, U.S.A.

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
-None-

Before year 2020
Role of the Chairman Program (RCP) Class 4/2001
Director Accreditation Program (DAP)

Other Training :

Training Course	Training Institute
Year 2020	-None-
Before year 2020 Top Executive Program in Commerce and Trade (TEPCoT), Class 2	Commerce Academy
Capital Market Academy Leadership Program, class 7/2008	Capital Market Academy
Diploma – National Defence College, Class 3	The National Defence College of Thailand

Experience :

Time Period	Position	Company
1972 - Present	Chairman, President and Nomination and Remuneration Committee Member	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Chairman, President and Nomination and Remuneration Committee Member	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group (total 6 companies) :

Position	Company
Chairman	**Subsidiaries** Srithai Superware Korat Company Limited (“Formerly known as “Korat Thai Tech Company Limited”)
Chairman	Srithai Moulds Company Limited
Chairman	Srithai Miyagawa Company Limited
Executive Director	**Associates** Srithai Sanko Company Limited
Director	Thai MFC Company Limited
Director	Srithai Packaging Company Limited

2.2) Other Companies (Total 7 companies)

Position	Company
Director	**Related Party Company** S.Sahatara (Thailand) Company Limited
Director	Toho Foam (Thailand) Company Limited
Director	**Other Company** LN Srithai Comm Company Limited
Director	Nissen Chemitec (Thailand) Limited
Director	Schaffner EMC Company Limited
Director	Chai Talay Hotel Company Limited
Director	Srithai Agricultural Garden Company Limited

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders	No. of meetings held : 1	No. of meetings attended : 1
- Board meeting	No. of meetings held : 6	No. of meetings attended : 6
- Nomination and Remuneration Committee meeting	No. of meetings held : 3	No. of meetings attended : 3

Tenure of directorship **:** 28 years (since 1993 until present time)

2) Mr. Enghug Nontikarn

Age : 64 years

Present Position : Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
May 31, 1994	None	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	59,000	0.00	NONE	59,000	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**59,000**	**0.00**	**NONE**	**59,000**	**0.00**

Education :

Degree	Major	Institution
MBA	Business Administration	Thammasat University

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
-None-

Before year 2020
Director Accreditation Program (DAP)

Experience :

Time Period	Position	Company
2013 – 2016	Director	Thai Rating and Information Services Company Limited
2012 – 2016	Executive Vice President - Head of Financial and Fixed Income Securities	Thanachart Bank Public Company Limited
2005 – 2011	Senior Executive Vice President	Siam City Bank Public Company Limited
2002 – 2005	First Executive Vice President	Siam City Bank Public Company Limited
1998 – 2001	Executive Vice President	Siam City Bank Public Company Limited
1995 – 1998	Senior Vice President	Siam City Bank Public Company Limited
1991 – 1995	Manager	Bangkok Metropolitan Bank Public Company Limited
1979 – 1991	Deputy Manager	Krung Thai Bank Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member	Srithai Superware Public Company Limited

2) Non-listed Companies:

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : None

Attendance Year 2020 :

- Annual General Meeting of Shareholders	No. of meetings held : 1	No. of meetings attended : 1
- Board meeting	No. of meetings held : 6	No. of meetings attended : 6
- Audit Committee meeting	No. of meetings held : 4	No. of meetings attended : 4
- Nomination and Remuneration Committee meeting	No. of meetings held : 3	No. of meetings attended : 3
- Meeting among independent directors and auditors without attendance of executives	No. of meetings held : 1	No. of meetings attended : 1

Tenure of directorship : 27 years (since 1994 until present time)

3) Mr. Suchat Boonbanjerdsri

Age : 61 years

Present Position : Independent Director,
Audit Committee Member and
Chairman of the Good Corporate Governance Committee

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
August 21, 2002	None	None	None

Shareholding in the Company :

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	**0.00**	**NONE**	**0**	**0.00**

Education :

Degree	Major	Institution
MBA	Finance & Marketing	The Wharton School, University of Pennsylvania, U.S.A.
Bachelor (2nd class honors)	Quantitative Economics	Chulalongkorn University

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
-None-

Before year 2020
Directors Certification Program (DCP)
Audit Committee Program (ACP)

Other Training :

Training Course	Training Institute
Year 2020	-None-
Before year 2020 Capital Market Academy Leadership Program, Class 14/2012	Capital Market Academy
Executive Development Program (EDP)	Thai Listed Companies Association
Leadership Development Program (LDP)	Thai Listed Companies Association

Experience :

Time Period	Position	Company
2002 – 2006	Advisor, Risk Management Committee	Aeronautical Radio of Thailand Company Limited
2001 – 2005	Advisor	Sub-Committee on Economics Development, House of Representatives
2001 – 2002	Director	Siam Syntech Construction Public Company Limited
2001 – 2002	Director	Aeronautical Radio of Thailand Company Limited, a State Eenterprise under the Ministry of Transport and Communication
2000	Guest Lecturer, MBA Program	Siam University
1999 – 2000	Advisor	Sub-Committee on Fiscal, Banking and Financial Institution, House of Representatives
1997 – 1998	Non core Sale Department	Financial Restructuring Authority of Thailand
1996 – 1997	Managing Director	Dynamic Eastern Finance (1991) Public Company Limited
1994 – 1996	Senior Vice President	Asset Plus Securities Company Limited
1986 – 1994	Manager	Kasikornbank Public Company Limited, Los Angeles Branch
1987	Guest Lecturer, MBA Program	Thammasat University and Kasetsart University
1985 – 1986	Dealer - Treasury Department	Kasikornbank Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies (total 4 companies) :

Position	Company
Independent Director and Audit Committee Member and Chairman of the Good Corporate Governance Committee	Srithai Superware Public Company Limited
Director	Pylon Public Company Limited
Independent Director and Chairman of the Audit Committee	Salee Printing Public Company Limited
Independent Director and Chairman of the Audit Committee	SNC Former Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies (total 13 companies) :

Position	Company
Chairman	Practicum Engineering Company Limited
Director	Knight Club Capital Asset Management Company Limited
Director	Steeler Steel Works Company Limited
Director	Steel Plus Fabrication Company Limited
Director	Dark Horse Development Company Limited
Director	Knight Club Capital Holding Company Limited
Director	K J K Estate Company Limited
Director	TJ Inter Service Company Limited
Director	PSB 35 Company Limited
Director	PSB 5 Company Limited
Director	Cosec Company Limited
Director	High Q Pharma Company Limited
Director	The Connext Academia Company Limited

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders — No. of meetings held : 1 — No. of meetings attended : 1
- Board meeting — No. of meetings held : 6 — No. of meetings attended : 6
- Audit Committee meeting — No. of meetings held : 4 — No. of meetings attended : 3
- Good Corporate Governance Committee meeting — No. of meetings held : 2 — No. of meetings attended : 2
- Meeting among independent directors and auditors without attendance of executives — No. of meetings held : 1 — No. of meetings attended : 1

Tenure of directorship : 19 years (since 2002 until present time)

4) Mrs. Siriporn Sailasuta

Age : 74 years

Present Position : Independent Director, Chairperson of the Nomination and Remuneration Committee and Good Corporate Governance Committee Member

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
March 3, 2008	None	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	**0.00**	**NONE**	**0**	**0.00**

Education :

Degree	Major	Institution
Bachelor of Engineering	Electrical	Chulalongkorn University

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
-None-

Before year 2020
Chartered Director Class (CDC)
Role of Compensation Committee (RCC)
Financial Statements for Directors (FSD)
Director Certification Program (DCP)

Other Training :

Training Course	Training Institute
Year 2020	-None-
Before year 2020 Diploma - National Defence College, Class 42	The National Defence College of Thailand, Institute of National Defence Academy
Certificate Top Executive Training Program 1	Office of the Civil Service Commission
Certificate - Leadership, Management and Governance in the Public Section	The Australian National University
Certificate - Energy Planning Programme for Southeast Asia Countries	Pennsylvania State University

Experience :

Time Period	Position	Company
2006-2007	Advisor	The Thai Military Bank Public Company Limited
2002-2006	Director General (Administrator Level 10)	Department of Alternative Energy Development and Efficiency, Ministry of Energy
2000-2002	Director General (Administrator Level 10)	Department of Energy Development and Promotion, Ministry of Science and Technology
1997-2000	Deputy Director General (Administrator Level 9)	Department of Energy Development and Promotion, Ministry of Science and Technology

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Independent Director, Chairperson of the Nomination and Remuneration Committee and Good Corporate Governance Committee Member	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies (total 2 companies) :

Position	Company
Director	Sui-Siriphun Company Limited
Director	Saila Suwan Company Limited

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders	No. of meetings held : 1	No. of meetings attended : 1
- Board meeting	No. of meetings held : 6	No. of meetings attended : 6
- Nomination and Remuneration Committee meeting	No. of meetings held : 3	No. of meetings attended : 3
- Good Corporate Governance Committee meeting	No. of meetings held : 2	No. of meetings attended : 2
- Meeting among independent directors and auditors without attendance of executives	No. of meetings held : 1	No. of meetings attended : 1

Tenure of directorship : 13 years (since 2008 until present time)

5) Mr. Supachoke Liamkaeo

Age : 66 years

Present Position : Independent Director and Audit Committee Member

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
November 11, 2016	None	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	**0.00**	**NONE**	**0**	**0.00**

Education :

Degree	Major	Institution
MBA	Public Administration	National Institute of Development Administration
Bachelor of Service	Chemistry	Ramkhamhaeng University

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
-None-

Before year 2020
Advance Audit Committee Program (AACP 29/2018)
Director Accreditation Program (DAP)

Other Training :

Training Course	Training Institute
Year 2020	-None-
Before year 2020 PTT's Leadership Program 1-3	Thammasat University & Chulalongkorn University
Senior Executive Program (SEP) Class 21	Sasin Graduate Institute of Business Administration of Chulalongkorn University
NIDA-Wharton Executive Leadership Program	NIDA & Wharton University, U.S.A.
Advanced Certificate Course in Public Economics Management for Executives	King Prajadhipok's Institute

Training Course	Training Institute
Certificate Course in Good Governance for Directors & Senior Executives of State Enterprises and Public Organizations	King Prajadhipok's Institute
Army War College Class 51	Royal Thai Army War College
Advanced Senior Executive Program (ASEP)	Sasin & Kellogg School of Management (U.S.A.)
Market Planning & Analysis for Chemical, Petrochemical and Plastics Industry	IHS

Experience :

Time Period	Position	Company
2013 - 2015	President	HMC Polymers Company Limited
2015	Director	Rayong Refinery Public Company Limited
2013	Director	PTT MCC Biochem Company Limited
2012 – 2013 / 2009 – 2013	President / Director	PTT Polymer Marketing Company Limited
2006 – 2012	Managing Director	PTT Polymer Logistics Company Limited
2006 – 2015	Executive Vice President - Petrochemicals & Refining Business Unit	PTT Public Company Limited
1996 – 2005	Vice President - Oil Retail Engineering Dept., Industrial Sales Dept. and Oil Transportation Dept.	Petroleum Authority of Thailand

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Independent Director and Audit Committee Member	Srithai Superware Public Company Limited

2) Non-listed Companies:

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders — No. of meetings held : 1 — No. of meetings attended : 1
- Board meeting — No. of meetings held : 6 — No. of meetings attended : 6
- Audit Committee meeting — No. of meetings held : 4 — No. of meetings attended : 4
- Meeting among Independent Directors and auditors without attendance of executives — No. of meetings held : 1 — No. of meetings attended : 1

Tenure of directorship : 5 years (since 2016 until present time)

6) Mr. Naphol Lertsumitkul

Age : 59 years

Present Position : Director and Vice President-Office of the President

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
December 31, 1993	Yes	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	**0.00**	**NONE**	**0**	**0.00**

Education :

Degree	Major	Institution
MBA	Business Administration	Phitsanulok University
Bachelor	Business Administration	Phitsanulok University

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
None

Before year 2020
Director Accreditation Program (DAP)
Director Certification Program (DCP)
Director Certification Program Update (DCPU)
Boards that Make a Difference (BMD)

Experience :

Time Period	Position	Company
2019 - Present	Director and Vice President-Office of the President	Srithai Superware Public Company Limited
1986 – 2018	Director and Assistant Vice President	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Director and Vice President-Office of the President	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group (1 company) :

Position	Company
	Subsidiaries
Director	Srithai Miyagawa Company Limited

2.2) Other Companies (total 2 companies) :

Position	Company
Director	Srithai Agriculural Garden Company Limited
Director	Superware Housing Company Limited

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020

- Annual General Meeting of Shareholders No. of meetings held : 1 No. of meetings attended : 1
- Board meeting No. of meetings held : 6 No. of meetings attended : 5

Tenure of directorship : 27 years (since 1994 until present time)

7) Mr. Chaiwat Kulphattaravanich

Age : 51 years

Present Position : Director,
Good Corporate Governance Committee Member,
Chairman of the Risk Management Sub-Committee
Member, Company Secretary, Chief Financial Officer*
and Acting Head of Compliance Unit
* assigned to the Highest responsibility in Accounting and Finance.

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
January 2, 2019	Yes	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	0.00	**NONE**	**0**	0.00

Education :

Degree	Major	Institution
MBA International Exchange Program	Finance	London Business School, U.K. University of Chicago, Booth School of Business, U.S.A.
Higher Diploma in Auditing (Master)	Auditing	Thammasat University
BBA (2nd class honors)	Accounting	Thammasat University

Training Course from Thai Institute of Directors Association (IOD) :

Year 2020
Advanced Audit Committee Program (AACP) no. 38/2020

Before year 2020
Board Nomination and Compensation Program (BNCP) no. 7/2019
Director Diploma Examination no. 62/2018
Risk Management Program for Corporate Leaders (RCL) no. 11/2018
Company Secretary Program no. 86/2018
Director Certification Program (DCP) no. 248/2017

Other Training :

Training Course	Training Institute
Year 2020	
Capital Market Academy Leadership Program, Class 30/2020	Capital Market Academy
TLCA CFO Professional Development Program (TLCA CFO CPD), No. 1-4/2020	Thai Listed Companies Association
Before year 2020	
TLCA CFO Professional Development Program (TLCA CFO CPD), No. 2-5/2019	Thai Listed Companies Association
Strategic Financial Leadership Program	Thai Listed Companies Association
Strategic CFO in Capital Markets Program	The Stock Exchange of Thailand
CFO In Practice Certification Program	Federation of Accounting Professions
Fundamentals for Corporate Secretaries	Thai Listed Companies Association
IR Professional Development Program	Thai Listed Companies Association

Experience :

Time Period	Position	Company
2017 - 2018	Finance Director	Srithai Superware Public Company Limited
2002 – 2017	Assistant Vice President Finance and Accounting	Charoen Pokphand Group Co., Ltd.
1998 – 2001	Senior Associate Investment Banking	Merrill Lynch Phatra Securities Limited
1991 - 1994	Senior Auditor	Ernst & Young Corporate Services Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1company) :

Position	Company
Director, Good Corporate Governance Committee Member, Chairman of the Risk Management Sub-Committee Member, Company Secretary, Chief Financial Officer and Acting Head of Compliance Unit	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group (total 14 companies) :

Position	Company
Director	**Subsidiaries** Srithai Superware Korat Company Limited (Formerly known as "Korat Thai Tech Company Limited")
Director	T Thaiplas Company Limited
Director	Srithai (Vietnam) Company Limited
Director	Srithai (Hanoi) Company Limited
Director	Srithai Superware Manufacturing Private Limited
Director	Srithai Superware India Limited
Director	Srithai-Otto (Thailand) Company Limited
Director	Srithai Moulds Company Limited
Director	Srithai Miyagawa Company Limited
Director	**Associates** Srithai Sanko Company Limited
Director	Sanko Srithai (Malaysia) SDN.BHD
Director	Thai MFC Company Limited
Director	Srithai Packaging Company Limited
Director	PT. Srithai Maspion Indonesia

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2019 :

- Annual General Meeting of Shareholders	No. of meetings held : 1	No. of meetings attended : 1
- Board meeting	No. of meetings held : 6	No. of meetings attended : 6
- Audit Committee meeting	No. of meetings held : 4	No. of meetings attended : 4
- Good Corporate Governance Committee meeting	No. of meetings held : 2	No. of meetings attended : 2
- Risk Management Sub-Committee meeting	No. of meetings held : 9	No. of meetings attended : 9

Tenure of directorship : 2 year (since 2019 until present time)

8) Mr. Apisit Tangsatit

(End of the Management position on December 30, 2020)

Age : 62 years

Present Position : Risk Management Sub-Committee Member and Vice President - Industrial Products

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
-	None	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	1,420	0.00	NONE	1,420	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**1,420**	**0.00**	**NONE**	**1,420**	**0.00**

Education :

Degree	Major	Institution
Bachelor of Engineering	Mechanics	King Mongkut's University of Technology Thonburi

Experience :

Time Period	Position	Company
2019 - Present	Vice President - Industrial Products	Srithai Superware Public Company Limited
1983 – 2018	Senior Factory Director - Industrial Products	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Risk Management Sub-Committee Member and Vice President - Industrial Products	Srithai Superware Public Company Limited

* Resignation from the Risk Management Sub-Committee Member effective on June 30, 2020 and retirement from the Management position due to the employment contract ended.

2) Non-listed Companies :

2.1) Srithai Superware Group (total 5 companies) :

Position	Company
Director	**Subsidiaries** Srithai-Otto (Thailand) Company Limited
Director	Srithai Moulds Company Limited
Director	Srithai Miyagawa Company Limited
Director	**Associates** Srithai Sanko Company Limited
Director	Sanko Srithai (Malaysia) SDN.BHD.

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders No. of meetings held : 1 No. of meetings attended : 1
- Risk Management Sub-Committee meeting No. of meetings held : 9 No. of meetings attended : 2

9) Mr. Pongsak Kantiratanawong

Age : 62 years
Present Position : Vice President – Beverage Packaging Products

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
-	None	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	2,700,000	0.10	200,000	2,500,000	0.09
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**2,700,000**	**0.10**	**200,000**	**2,500,000**	**0.09**

Education :

Degree	Major	Institution
MBA	Marketing	Thammasat University
Bachelor of Science	Biochemistry	Chulalongkorn University

Experience :

Time Period	Position	Company
2019 - Present	Vice President – Beverage Packaging Products	Srithai Superware Public Company Limited
2007 - 2018	Marketing Director - Packaging Products	Srithai Superware Public Company Limited
1993 – 2007	Vice President	C.P. Packaging Industry Company Limited
1986 – 1993	Senior Marketing Manager	Thai Modern Plastic Industry Company Limited
1985	Marketing Officer	SCT Company Limited
1980 – 1985	Technical Sales Representative	Hoechst Thai Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1 company) :

Position	Company
Vice President – Beverage Packaging Products	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders No. of meetings held : 1 No. of meetings attended : 1

10) Mr. Garun Angubolkul

(End of the Management position on December 30, 2020)

Age : 40 years

Present Position : Vice President – Household Products

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
-	None	Son of Mr. Sanan Angubolkul	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2020	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	0.00	**NONE**	**0**	0.00

Education :

Degree	Major	Institution
Ph.D.	Business & Economic Studies – Marketing	University of Leeds, U.K.
Master	Engineering Business Management	University of Warwick, U.K.
Bachelor	Business Administration	Mahidol University

Experience :

Time Period	Position	Company
2018 – Present	Vice President – Household Products	Srithai Superware Public Company Limited
2016 – 2018	Manager – Office of the President	Srithai Superware Public Company Limited
2010 – 2016	Assistant Manager – Office of the President	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies (1company) :

Position	Company
Vice President – Household Products*	Srithai Superware Public Company Limited

* Retirement from Management position due to employee resignation.

2) Non-listed Companies :

2.1) Srithai Superware Group (total 4 companies) :

Position	Company
Executive Director	**Subsidiaries** Srithai Superware Korat Company Limited (Formerly known as "Korat Thai Tech Company Limited")
Chairman	Srithai (Vietnam) Company Limited
Chairman	Srithai (Hanoi) Company Limited
Director	**Associates** Thai MFC Company Limited

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders No. of meetings held : 1 No. of meetings attended : 1

11) Ms. Ladda Namjarusathienchai

Age : 49 years

Present Position : Risk Management Sub-Committee Member and Financial Controller*

* assigned to the direct responsibility of supervising accounting preparation.

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
-	None	None	None

Shareholding in the Company:

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**0**	0.00	**NONE**	**0**	0.00

Education :

Degree	Major	Institution
Master	Managerial Accounting	Kasetsart University
Bachelor	General Accounting	Ramkhamhaeng University
Bachelor	Accounting	Rajamangala University of TechnologyThanyaburi

Other Training :

Training Course	Training Institute
Year 2020	
Understand the fair value measurement TFRS 13	Federation of Accounting Professions
Accounting in the Digital Age	Department of Business Development, Ministry of Commerce
New Normal Tax Measures	Accounting Coach (Thailand) Company Limited
Cost Accounting for Decision Making	Accounting Coach (Thailand) Company Limited
Before Year 2020	
CFO In Practice Certification Program	Federation of Accounting Professions
CFO Current Issues	Federation of Accounting Professions
Well prepared for “Lease Accounting” and Understanding and writing Auditor’s Report properly	Department of Business Development Ministry of Commerce
Understanding the basics of TFRS 9 for finance and non-finance groups, Gen. 3/62	Federation of Accounting Professions
Understanding TFRS 9/TFRS 15 TFRS 16, impact and practice including case study	The Stock Exchange of Thailand

Other qualifications : Certified Public Accountant (Thailand) (CPA)

Training to develop knowledge in the accounting year 2020: 21 hours and has qualified as Accountant in accordance with the criteria set by the Department of Business Development.

Experience :

Time Period	Position	Company
1997 – Present	Financial Controller	Srithai Superware Public Company Limited
1995 – 1997	Accounting Manager	Srithai Superware Public Company Limited
1996 – 2005	Senior Manager	PriceWaterhouseCoopers ABAS Limited

Present Director/Management Positions in Companies :

1) Listed Companies : :

Position	Company
Risk Management Sub-Committee Member* and Financial Controller	Srithai Superware Public Company Limited

* Appointed on March 1, 2020

2) Non-listed Companies :

2.1) Srithai Superware Group (total 2 companies) :

Position	Company
	Subsidiaries
Director	Srithai-Otto (Thailand) Company Limited
Director	Srithai Moulds Company Limited

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders No. of meetings held : 1 No. of meetings attended : 1
- Audit Committee meeting No. of meetings held : 4 No. of meetings attended : 4
- Risk Management Sub-Committee meeting No. of meetings held : 9 No. of meetings attended : 7

2. Duties and Responsibility of the Company Secretary

Duties and responsibilities of the Company Secretary are in accordance with Section 89/15 of the Securities and Exchange Act (4th Amended Issue) B.E. 2551 as follows :

1. Duties concerning holding a meeting :

   1.1 Organize the meeting, attend the meeting, and record the minutes of the Board of Directors meeting and the Annual General Meeting of Shareholders;

   1.2 Gather and prepare documents to be sent to the Company's board directors and shareholders;

   1.3 Follow and revise the procedures of the Board of Directors' meeting and the Annual General Meeting of Shareholders;

   1.4 Gather and file the documents of the meetings and the minutes of the meetings;

   1.5 Coordinate and monitor the Company's activities to be conducted in accordance with the resolutions of the Company's Board of Directors and shareholders' meetings.

2. Conforming to Laws and Regulations :

   2.1 Observe that the Company's operations follow the Memorandum of Association and the Articles of Association;

   2.2 Ensure for safe keeping disclosure reports of vested interests submitted by board directors and executive members of the Company;

   2.3 Monitor that the Company and the Company's Board of Directors conform to related laws such as preparation of the directors registration, handling of connected transaction, acquisition or disposal of assets, etc;

   2.4 Ensure that the Company and the Company's Board of Directors conform to regulations of the Stock Exchange of Thailand regarding disclosure of information as well as to regulations of the Office of the Securities and Exchange Commission in its capacity as issuer of securities to the public;

   2.5 Review the progress and provide consultancy, suggestion, and support on matters of Good Corporate Governance, and the Codes of Best Practice for Directors and Executives.

3. Preparation, gathering, and dissemination of information :

   3.1 Prepare draft of message of the Board of Directors and report by the Board of Directors on its responsibilities to the Company's financial statements to be presented in the annual report;

   3.2 Co-ordinate in preparation and dissemination of the annual report and the financial reports to shareholders and concerned parties such as debtors, creditors, staff members, related agencies such as the Revenue Department, the Stock Exchange of Thailand, Office of the Securities & Exchange Commission, and financial advisors, etc;

   3.3 Gather and update the Company's shareholder-list and request the Share Registrar for cooperation;

   3.4 Monitor and review movements or changes in the shareholder-list in order to assess any possible accumulation of a bloc of the Company's shares by person(s) aiming to exert undue influence on or take over the Company; as well as contact and coordinate relevant persons as necessary to ensure that the Company complies with all applicable laws, rules and regulatory requirements in the event that it receives any offers to purchase its shares;

3.5 Gather information and report on security holding in compliance with regulations of the Stock Exchange of Thailand for directors, executives, auditors, including spouses and children who are not yet of a legal age of the aforementioned persons;

3.6 Provide report of information pursuant to regulations of the Stock Exchange of Thailand such as connected transaction, acquisition or disposal of assets, etc.

4. Other related duties :

4.1 Provide suggestion and hand to the Company's daily management in order to achieve the objectives of the Company;

4.2 Be the center of communication and provide information to non-executive directors;

4.3 Contact shareholders in making announcements such as dividend payment, etc;

4.4 Provide information to other agencies and have a duty as required by relevant laws, finance and accounting, and other management policies;

4.5 Be responsible for investor relations by taking care of dissemination of information of the Company to the public, including investors in general, as well as be another channel for outsiders to make contact with the Company;

4.6 Search for and enquire about various sources of knowledge and development programs for recommendation to the Company's board directors, so as to enhance their knowledge and skills;

4.7 Be in charge of the 'Compliance Unit' as the duties and responsibilities specified in Attachment 3: Information Regarding the Head of the Company's Compliance Unit and Associated Duties and Responsibilities";

4.8 Undertake any other duties as assigned by the Company's Board of Directors.

3. History of the Company's Directors and Executives

The Company's directors and executives do not have the historical record of being penalized in the last 5 years regarding the violation of the Securities and Exchange Act or the Derivatives Act for the following cases :

1. Serious wrongdoing or negligence;
2. Disclosure or dissemination of information or messages which are false and may cause misunderstanding or conceal facts that should be revealed as they might affect the decision making of shareholders, investors, or related parties;
3. Unfair or exploitative behaviours on investors in their sales / purchases of securities or derivatives, or having participated in or supported such behaviours.

Attachment no. 2

Directors of Subsidiaries

The name list of the Board of Directors of Srithai (Vietnam) Company Limited ("SVN"), only subsidiary that contributed income from their respective sales in 2020 over 10% of the total sales of the Srithai Group of Companies in the consolidated statement of comprehensive income, for the year ended on December 31, 2020 comprises :

Name	SVN
Mr. Garun Angubolkul	Chairman
Mr. Chaiwat Kulphattaravanich	Director
Mr. Jessadakorn Phongmaha	Executive Director
Mr. Ong Chee Hwee	Executive Director

Attachment no. 3

Details Regarding the Company's Internal Audit Supervisor and Compliance Operational Supervisor

1. Details of Internal Audit Supervisor

Name-Surname : Ms. Supavasa Baiphaka
Age : 50 years
Present Position : Acting Internal Audit Manager, and Audit Committee Secretary

Date of Directorship	Authority to Sign for the Company as per Certification Document	Relationship among Directors and Executives	Illegal Acts in the Past 10 Years
-	None	None	None

Shareholding in the Company :

Held by	As at December 30, 2020		Net change during the year (+ or -)	As at December 30, 2019	
	No. of shares	%		No. of shares	%
Owner	9,000	0.00	NONE	9,000	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	**9,000**	0.00	**NONE**	**9,000**	0.00

Education :

Degree	Major	Institution
Master	Management	Srinakharinwirot University
Bachelor	Financial Accounting	University of the Thai Chamber of Commerce

Other Training :

Training Course	Training Institute
Year 2020	
Transfer Pricing insights into legal and practical issues	Federation of Accounting Professions
Understanding NPAEs	Federation of Accounting Professions
Fraud Risk Assessment	Federation of Accounting Professions
Before Year 2020	
Auditors of the future: Perspective of Stakeholders and Audit Data Analytics	Federation of Accounting Professions
Overview Financial reporting standards	Federation of Accounting Professions
Understanding TFRS for NPAEs and TFRS 15, TFRS16	GTO Training Company Limited
Analytical Thinking in the Internal Audit Process	Federation of Accounting Professions
Processional Forensic Accounting	Federation of Accounting Professions
Inventory issues and the stock counts for accountants	Dharmniti Seminar and Training Company Limited
Anti-Corruption Working Paper Program	Federation of Accounting Professions

Experience :

Time Period	Position	Company
2020	Acting Internal Audit Manager	Srithai Superware Public Company Limited
2014 – 2019	Deputy Internal Audit Manager	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Listed Companies :

Position	Company
Acting Internal Audit Manager, and Audit Committee Secretary	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies / Company Related to Business of the Company that Conflict of Interest May Arise : No position

Attendance Year 2020 :

- Annual General Meeting of Shareholders No. of meetings held : 1 No. of meetings attended : 1
- Audit Committee meetings No. of meetings held : 4 No. of meetings attended : 4

Manpower of Internal Audit Department : 3 persons (inclusive Acting of Department Manager) as of December 31, 2020.

2. Details of the Head of the Company's Compliance Unit and Scope of Responsibilities

The Compliance Unit is under the Office of the Company Secretary responsible by Mr. Chaiwat Kulphattaravanich, the Company Secretary, as Acting Head of Compliance Unit; whereby the scope of duties and responsibilities are as follows:

1) Monitor, review, and assess any applicable changes to the rules, regulatory requirements, and associated standards of compliance, together with preparing a summary report of the impacts of such changes and revisions on the Company's businesses to the Company's Board of Directors and executives.

2) Propose to establish or revise Company policies, rules, regulations, operating manuals and procedures to be in compliance with related applicable laws, regulatory requirements, and standards.

3) Propose to the organization any legal preventive measures, to ensure that work plan, projects and the overall operations of the Company will achieve their respective objectives and goals.

4) Advise and propose to the Board of Directors, executives, and staff members on any relevant applicable laws, rules, regulations, and standards.

5) Review and monitor any operational errors or activities that are not in accordance with the specified applicable laws, and then propose recommendations for any corrective actions and procedural guidelines for submission to the Board of the Directors and executives.

6) Coordinate and establish good working relationships with the external regulatory agencies relevant to the Company's business operations.

Attachment no.4

Details the Property Appraisal List

The Company appraises the market value of key assets used in the operation and the production of part of the household products production line. The objective is to realize the current market value of the assets in determining the asset transfer price according to the partial business transfer of the Company to Srithai Superware Korat Company Limited, a wholly owned subsidiary on August 1, 2020. The appraisal was performed by Simon Lim & Partners Company Limited by Mr. Surasit Phanthanakong, an independent appraiser who has been approved by the Securities and Exchange Commission. The details of the main assets and the appraisal values are summarized as follows:

Assets list (Unit : Million Baht)	Book value of assets before the business transfer date as of July 31, 2020	Appraisal value	Appraisal date
1. Plant land (Nakhon Ratchasima Province) Land area 32 rai	25.45	48.00	April 10, 2020
2. Buildings in melamine products factory and other buildings (Total usable area 37,173 sq m.)	21.31	51.60	April 10, 2020
3. Machines and equipment totaling 856 items	52.64	65.43	March 2, 2020
4. Tools and appliances totaling 54 items	1.52	2.49	March 2, 2020
5. Electric and water systems	10.53	12.26	March 2, 2020
Total	**111.45**	**179.78**	

Attachment no.5

Report of the Nomination and Remuneration Committee

To The Shareholders,

Srithai Superware Public Company Limited

The Nomination and Remuneration Committee has been established by the Board of Directors in August 2005, with the responsibilities of supporting the Board of Directors in determining appropriate remuneration and compensation for the Company's Board Directors and Executives, as well as for screening and selecting qualified persons to be proposed for appointment as Board Directors and Executives in a fully transparent and equitable manner for the benefit of all Stakeholder groups.

Members of the Nomination and Remuneration Committee are appointed with a term of office equal to 3 financial years. The current Nomination and Remuneration Committee has its term of office until the end of 2021.

Performance of the Nomination and Remuneration Committee

During the year 2020, the Nomination and Remuneration Committee held 3 meetings, which were attended by all committee members, with details as below :

Name	Position	Number of meeting attended / Total number of meetings held
Mrs. Siriporn Sailasuta	Chairperson of the Nomination and Remuneration Committee	3/3
Mr. Sanan Angubolkul	Nomination and Remuneration Committee Member	3/3
Mr. Enghug Nontikarn	Nomination and Remuneration Committee Member	3/3

The mission and activities of the Nomination and Remuneration Committee during the year 2020 are summarized as follows :

1. Considered the renewal of the expired term of office of the Company's directors for the Board of Directors to propose to the Annual General Meeting of Shareholders No. 39 (Year 2020);
2. Determined the appropriate remunerations of the Board Directors for consideration by the Board of Directors before proposing to the Annual General Meeting of Shareholders No. 39 (Year 2020);
3. Considered the appointment of 1 Vice President and 5 Directors;
4. Considered special remuneration for executives and employees of the Company for the year 2020;
5. Undertook a self assessment of the Nomination and Remuneration Committee's performance for the year 2020; and
6. Prepared the Report of the Nomination and Remuneration Committee for disclosure in the Company's Annual Report for the year 2020.

On Behalf of the Nomination and Remuneration Committee
Srithai Superware Public Company Limited

Mrs. Siriporn Sailasuta
Chairperson of the Nomination and Remuneration Committee

Report of the Good Corporate Governance Committee

To The Shareholders,

Srithai Superware Public Company Limited

The Company's Board of Directors has established the Good Corporate Governance Committee, as a sub-committee, to assist the Board in controlling and supporting the oversight of compliance with the Company's policies on good corporate governance as well as measures on anti-corruption.

The Good Corporate Governance Committee has appointed both working group and sub-working group on good corporate governance practices, responsible for coordinating and working together with various operating business units of the Company, in order that the policies on good corporate governance as well as on anti-corruption are implemented comprehensively for the benefit of all Stakeholders in an effective and efficient manner.

During the year 2020, the Good Corporate Governance Committee held 2 meetings with attendance by all committee members as shown below:

Name	Position	Number of meeting attended / Total number of meetings held
Mr. Suchat Boonbanjerdsri	Chairman of the Good Corporate Governance Committee	2/2
Mrs. Siriporn Sailasuta	Good Corporate Governance Committee Member	2/2
Mr. Chaiwat Kulphattaravanich	Good Corporate Governance Committee Member and Secretary	2/2

The Good Corporate Governance Committee is responsible for overseeing that the Company has complied with the established policies on good corporate governance, the policy on Anti-Corruption together with associated operating guidelines. The Company received formal certification as a Member of the Thailand's Private Sector Collective Action against Corruption (CAC) for the first time in March 2017 and was renewed (CAC-Recertification) in February 2020 for a period of 3 years. In 2020, significant activities performed by the Committee can be summarized as follows :

1. Communicate the Company's Business Ethics, Policy and Practice in accordance with Good Corporate Governance Principles under the section of the role of stakeholders by conducting workshops for executives and employees of subsidiaries.
2. Arranged to incorporate a Section on the Policy on Good Corporate Governance and Policy on Anti-Corruption as part of the orientation program for new Company employees; as well as undertook ongoing activities to promote giving information to the Company's staff – such as: through on the job training programs, disseminating information through various printed media or via the internal broadcasting system within the Company's offices and facilities.
3. Arranged to assess and test on a quarterly basis, totaling 3 quarters, the level of knowledge and understanding gained and retained by the Company's employees with regard to the Policy on Good Corporate Governance as well as the Policy on Anti-Corruption. As such, it was apparent that more and more employees have become engaged on these aspects, and that the average test scores showed an increasing level of knowledge and understanding on these issues.

In addition, the Good Corporate Governance Committee has monitored and followed up on the results achieved for associated policies assigned to executives to implement, with details as follows:

1. Followed up on the results of the 'Whistle Blower' program via various channels of communications, whereby the Good Corporate Governance Committee has approved establishing various investigation committees to follow up on the information received in an equitable manner to all parties involved, together with protecting those who have informed any matter. As such, during the year 2020, there were 2 complaints received, which might create a risk of fraud in the organization. Investigation Committees performed the investigation and verification of information and parties involved. As a result, the operating process and practices have been rectified to be more appropriate and rigorous to prevent the risk of such fraud.
2. Supported the Company to participate in the survey on good corporate governance practices of Thai listed companies that has been undertaken by the IOD Association continuously since 2008; whereby in 2020 the Company was given an "Excellent" rating for the 5th consecutive year.
3. Followed up on a work plan to review the appropriateness of implementing Good Corporate Governance Principle for listed companies in 2017 (Corporate Governance Code for Listed Companies 2017) or CG Code by the Securities and Exchange Commission to be continuously in line with the business.

In 2020, the Good Corporate Governance Committee has undertaken a self-evaluation of the performance as a group. The assessment result is concluded that the Committee has discharged all assigned duties and responsibilities in an appropriate, adequate and effective manner.

On Behalf of the Good Corporate Governance Committee
Srithai Superware Public Company Limited

Mr. Suchat Boonbanjerdsri
Chairman of the Good Corporate Governance Committee

Report of the Board of Directors on its Responsibilities for the Financial Reports

To The Shareholders,

Srithai Superware Public Company Limited.

The Board of Directors of the Company is responsible for the consolidated financial statements of the Company and its subsidiaries, and the separate financial statements of the Company, including other financial information shown in the Company's annual report. The financial statements for the year ended December 31, 2020 have been prepared in accordance with Thai Financial Reporting Standards under appropriate accounting policy, consistent practices, careful judgment together with prudent estimates and sufficient disclosures as appeared in the notes to the financial statements, which genuinely reflect the fair financial position, financial performance and cash flow, in order to be beneficial for the shareholders and general investors. The financial statements audited by the independent external auditor expressing an unqualified opinion and reviewed by the Audit Committee have been approved by the Board of Directors.

The Board of Directors of the Company has the duties and responsibilities to oversee and further develop the system of good governance, business ethics, and anti-corruption measures as well as arrange for a review on the risk management system and measures, the internal control system and the internal audit procedures. This is to ensure that all financial information is accurate, comprehensive and adequate, so as to maintain and preserve the assets of the Company as well as to prevent fraud and irregularity. The Board of Directors has appointed an Audit Committee comprising 3 independent directors who possess the complete required qualifications as specified by the regulatory authorities. The Audit Committee is assigned to oversee, supervise and review the reliability and accuracy of the financial reports as well as assess that the existing internal control system and the internal audit procedures are effective and efficient. The opinions and comments of the Audit Committee with regard to these assigned responsibilities are presented in the Report of the Audit Committee that is included in the Company's Annual Report.

The Board of Directors views that the existing internal control systems are adequate and appropriate. It is, therefore, to reasonably ensure that the consolidated financial statements of Srithai Superware Public Company Limited (the Company) and its subsidiaries (the Group), present the consolidated and separate financial position of the Group and the Company as at December 31, 2020 together with the consolidated and separate financial performance and its consolidated and separate cash flow for the year then ended in accordance with Thai Financial Reporting Standards and in compliance with all relevant laws, rules and regulations.

On Behalf of the Board of Directors

Srithai Superware Public Company Limited

Mr. Sanan Angubolkul

Chairman of the Board

Report of the Audit Committee

To: The Shareholders,

Srithai Superware Public Company Limited

The Audit Committee of Srithai Superware Public Company Limited comprises the following 3 independent directors, who are all well-qualified and possess extensive relevant experiences in finance and banking, accounting and management:

1. Mr. Enghug Nontikarn — Chairman of the Audit Committee
2. Mr. Suchat Boonbanjerdsri — Audit Committee Member
3. Mr. Supachoke Liamkaeo — Audit Committee Member

With the Acting Internal Audit Manager acting as Secretary to the Audit Committee

During the year 2020, the Audit Committee held a total of 5 meetings. Of these meetings, 4 meetings were held together with the external Auditors, Executives and Internal Audit Department, so as to enable the Audit Committee to be informed of and to exchange various viewpoints with the external Auditors on the outcome of their review and audit of the Company's accounts and financial statements, as well as to allow the Audit Committee to discuss various important issues and observations relating to the financial reports. In addition, there was 1 meeting with the external Auditors, without any member of the Executives being present, so as to hear their independent opinions regarding any key issues relating to the conduct and operations of the Company's businesses.

An overview of the Audit Committee's activities in compliance with the Audit Committee's Charter for the year can be summarized as follows:

1. Review the Quarterly and Annual Consolidated Financial Statements and those of the Separate Company as presented by the Company's Auditors after their review and audit.

   Further, the Audit Committee views that the Quarterly and Annual Financial Statements of the Company for the year 2020 have been prepared in accordance with the financial reporting standards, and that they have presented fairly all the material aspects together with timely, sufficiently, and appropriate information disclosures and the Audit Committee has presented those financial statements to the Board of Directors for approval.

2. Review and advise on Risk Management activities, the Company's policies on risk management, associated plans and directions on risk management practices performed and reported on a quarterly basis by the Risk Management Sub-Committee. The Audit Committee views that the Company has in place appropriate risk management measures that are adequate for the current business operations of the Company.

3. Review compliance with all laws and regulatory requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as with all associated legal requirements applicable to the business operations of the Company. As such, the Audit Committee views that the Company has fully complied wth all applicable regulatory and legal requirements as specified.

4. Review all connected transactions together with those transactions that may involve any conflict of interests; whereby the Audit Committee views that these connected transactions have been undertaken in accordance with the policies as specified by the Board of Directors of the Company and in compliance with the announcements of the Stock Exchange of Thailand (SET) in a fully transparent manner with reasonableness and equitability for the best interest of the Company, as well as without any conflict of interests and with disclosure of information in an adequate and timely manner.

5. Review the effectiveness of the internal control systems and activities that are in accordance with the annual internal audit plans as approved by the Audit Committee whereby the Audit Committee has been informed of the results of the internal audit activities in a timely manner and without any significant deficiencies being found in the internal control systems that would have any impact on the business operations and Financial Statements of the Company.

6. Consider the qualifications, independence and credibility of external Auditor of the Company, as well as propose the appointment of the external Auditor of the Company for the 2021 financial year together with the associated audit fee for consideration by the Board of Directors and for proposing to the Annual General Shareholders meeting for final approval.

   As such, the Audit Committee concurred with the appointment of EY Office Limited as the external Auditor of the Company, with either one of Mr. Preecha Arunnara (CPA No. 5800) or Ms. Supannee Triyanantakul (CPA No. 4498) or Ms. Watoo Kayankannavee (CPA No. 5423), being able to audit the Company, for the financial year ending December 31, 2021 with the audit fee at Baht 1,900,000.

7. Review jointly with the Good Corporate Governance Committee on the Company's compliances with established policies on good corporate governance, the established risk management measures and measures on anti-corruption; and also consider information received relating to the established "whistle blower" program with details given in the Report of the Good Corporate Governance Committee.

8. Undertake an annual self-evaluation of the activities performed by the Audit Committee for the year 2020; whereby the Audit Committee considers that the result has been effective and productive, as well as has been achieved the established goals as set by the Board of Directors of the Company.

The Audit Committee has undertaken its activities in accordance with the scope of responsibilities as assigned by the Company's Board of Directors and specified in the Charter of the Audit Committee, as well as in accordance with announcements by of the Stock Exchange of Thailand (SET) in 2008 with regard to the qualifications and scope of activities of the Audit Committee. The Audit Committee has carried out its assigned duties with full independence through making use of its combined extensive knowledges and experiences with due care and discreet as well as has expressed its opinions in a straight forward manner for the maximum and sustainable benefit of all stakeholders of the Company. The Audit Committee is confident that the Consolidated Financial Statements of the Company and its Subsidiaries and also the Financial Statements for the Separate Company are accurate, reliable and comply in conformity with the financial reporting standards with sufficient disclosure of information, effective internal control systems, appropriate risk management, good corporate governance practices, together with full compliance with all applicable laws and regulatory requirements.

On Behalf of the Audit Committee
Srithai Superware Public Company Limited

(Mr. Enghug Nontikarn)
Chairman of the Audit Committe

Srithai Superware Public Company Limited and its subsidiaries
Report and consolidated financial statements
31 December 2020

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Independent Auditor's Report

To the Shareholders of Srithai Superware Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Srithai Superware Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2020, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Srithai Superware Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Srithai Superware Public Company Limited and its subsidiaries and of Srithai Superware Public Company Limited as at 31 December 2020, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

I draw attention to the following notes to the consolidated financial statements:-

a. Note 1.2 to the consolidated financial statements regarding the Coronavirus disease 2019 pandemic has slowed down the economic recovery, adversely impacting most businesses and industries. This situation significantly affects the Group's business activities in terms of customer demand and the customers' financial capability which has impacted the Group's financial position, operating results, and cash flows at present, and is expected to do so in the future. The Group's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

b. Note 3 to the consolidated financial statements due to the impact of the COVID-19 Pandemic, in preparing the consolidated and separate financial statements for the year ended 31 December 2020, the Group has elected to apply the Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic issued by the Federation of Accounting Professions.

My opinion is not modified in respect of these matters.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described below.

Revenue recognition

Revenue from sales of goods is one of the Group's significant accounts because the amounts of revenue recorded directly affect the Group's profit or loss for the year. Moreover, the Group has a large number of customers with a variety of different commercial terms. There are therefore risks with respect to the amount and timing of revenue recognition. For this reason, I have paid particular attention to the Group's recognition of revenue from sales of goods.

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I have examined the Group's revenue recognition by gaining an understanding and evaluating the effectiveness of the Group's internal controls with respect to the revenue cycle. On a sampling basis, I also examined supporting documents for sales transactions occurring during the year and near the end of the accounting period. In addition, I reviewed credit notes issued by the Group to its customers after the period-end and performed analytical review procedures on the sales account to identify possible irregularities in sales transactions throughout the period.

Deferred tax

The Company has disclosed its accounting policy and details relating to deferred tax in Notes 5.17 and Notes 25 to the financial statements. As at 31 December 2020, deferred tax assets of the Company related to the recognition of tax loss carry forwards amount to Baht 100 million. A deferred tax asset is recognised when it is highly probable that the Company's taxable profit will be sufficient to allow utilisation of the deferred tax in the future. Determining whether there will be sufficient future taxable profit to utilise temporary differences or taxable losses requires management to exercise significant judgment with respect to preparation of business plans and projections of future taxable profit based on approved business plans. Therefore, there is a risk with respect to the value of deferred tax assets.

I assessed the estimates of future taxable profit by checking the required information and key economic assumptions used in the projections, through inquiry with the management of the Company regarding the assumptions used in projecting sales, gross profit and operating expenses, as well as comparison of past taxable profit projections with actual taxable profits to assess the exercise of management judgment in estimating taxable profits. I also tested the calculation of future taxable profit based on the above information and assumptions.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Preecha Arunnara
Certified Public Accountant (Thailand) No. 5800

EY Office Limited
Bangkok: 25 February 2021

Srithai Superware Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Assets					
Current assets					
Cash and cash equivalents	*8*	583,201,208	321,232,224	390,913,154	128,714,852
Trade receivables	*9*	1,330,359,543	1,736,772,566	810,912,889	1,114,377,563
Other receivables - unrelated parties		75,904,857	55,708,066	35,961,487	22,872,570
Other receivables - related parties	*7.2*	1,254,180	1,021,038	61,276,622	61,249,148
Inventories	*10*	860,364,777	1,177,255,738	297,947,878	666,149,177
Other current assets		95,820,261	96,072,854	2,518,493	2,922,879
Total current assets		2,946,904,826	3,388,062,486	1,599,530,523	1,996,286,189
Non-current assets					
Restricted bank deposits	*11*	9,468,823	6,049,002	-	-
Other non-current financial assets	*17*	139,337,518	-	122,370,131	-
Available-for-sale investments		-	34,080,000	-	34,080,000
Investments in subsidiaries	*12*	-	-	2,172,220,102	1,937,220,102
Investments in associates	*13*	183,579,081	204,917,609	184,113,258	184,113,258
Other long-term investments		-	113,016,354	-	47,169,970
Investment properties	*14*	161,290,703	132,981,010	526,688,546	498,378,854
Property, plant and equipment	*15*	3,782,416,209	4,185,492,753	1,925,617,194	2,464,815,596
Right-of-use assets	*20*	181,978,672	-	26,070,271	-
Leasehold rights		-	124,304,791	-	-
Intangible assets	*16*	18,805,864	24,049,279	7,705,145	9,416,259
Goodwill		5,130,932	5,130,932	-	-
Deferred tax assets	*25.2*	210,152,043	231,150,916	153,329,970	185,006,393
Other non-current assets		20,358,288	23,009,795	5,790,983	6,747,439
Total non-current assets		4,712,518,133	5,084,182,441	5,123,905,600	5,366,947,871
Total assets		7,659,422,959	8,472,244,927	6,723,436,123	7,363,234,060

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans	*18.1*	1,645,545,440	1,703,293,230	1,100,000,000	1,180,000,000
Trade payables - unrelated parties		749,380,070	858,392,461	469,239,854	518,988,161
Trade payables - related parties	*7.2*	48,622,685	57,593,340	36,697,112	59,223,540
Other payables - unrelated parties	*19*	230,457,657	298,716,786	93,915,959	123,840,898
Other payables - related parties	*7.2*	1,271,062	816,207	7,677,688	3,410,785
Current portion of long-term loans	*18.2*	309,598,980	513,538,074	191,680,000	400,680,000
Current portion of lease liabilities	*20*	17,596,428	-	9,176,702	-
Other current liabilities		30,479,348	39,460,176	11,043,657	20,237,445
Total current liabilities		3,032,951,670	3,471,810,274	1,919,430,972	2,306,380,829
Non-current liabilities					
Long-term loans, net of current portion	*18.2*	424,447,770	633,032,200	204,120,000	395,800,000
Lease liabilities, net of current portion	*20*	38,639,409	-	14,590,780	-
Long-term finance lease liabilities, net of current portion		-	1,479,406	-	1,479,406
Provision for long-term employee benefits	*21*	360,910,204	414,214,809	215,526,584	323,612,542
Other non-current liabilities		9,360,922	5,423,187	2,300,686	-
Total non-current liabilities		833,358,305	1,054,149,602	436,538,050	720,891,948
Total liabilities		3,866,309,975	4,525,959,876	2,355,969,022	3,027,272,777
Shareholders' equity					
Share capital					
Registered					
2,709,904,800 ordinary shares at par value of Baht 1 each		2,709,904,800	2,709,904,800	2,709,904,800	2,709,904,800
Issued and fully paid					
2,709,904,800 ordinary shares at par value of Baht 1 each		2,709,904,800	2,709,904,800	2,709,904,800	2,709,904,800
Premium on treasury shares		19,928,420	19,928,420	19,928,420	19,928,420
Retained earnings					
Appropriated - statutory reserve	*22*	266,000,000	264,000,000	266,000,000	264,000,000
Unappropriated		972,567,856	1,092,604,637	1,343,457,752	1,346,848,063
Other components of shareholders' equity		(414,989,150)	(390,498,066)	28,176,129	(4,720,000)
Equity attributable to equity holders of the Company		3,553,411,926	3,695,939,791	4,367,467,101	4,335,961,283
Non-controlling interests		239,701,058	250,345,260	-	-
Total shareholders' equity		3,793,112,984	3,946,285,051	4,367,467,101	4,335,961,283
Total liabilities and shareholders' equity		7,659,422,959	8,472,244,927	6,723,436,123	7,363,234,060

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Profit or loss:					
Continuing operations					
Revenue		6,873,217,126	8,846,328,894	3,575,070,698	4,213,085,368
Cost of sales		(6,158,831,690)	(8,082,278,093)	(3,264,391,662)	(4,008,517,425)
Gross profit		714,385,436	764,050,801	310,679,036	204,567,943
Dividend income		3,807,100	4,688,000	104,871,382	117,752,138
Other income		69,192,450	62,412,557	82,667,772	46,799,587
Selling and distribution expenses		(358,616,101)	(469,528,756)	(192,519,362)	(267,493,952)
Administrative expenses		(400,066,612)	(498,483,693)	(212,442,422)	(253,770,973)
Profit (loss) from operating activities		28,702,273	(136,861,091)	93,256,406	(152,145,257)
Share of profit from investments in associates	*13.2*	643,412	16,558,030	-	-
Finance cost	*23*	(88,628,624)	(123,347,614)	(42,585,697)	(55,332,339)
Profit (loss) before income tax		(59,282,939)	(243,650,675)	50,670,709	(207,477,596)
Income tax income (expense)	*25.1*	(41,210,997)	31,959,017	(25,885,145)	54,665,857
Profit (loss) for the period from continuing operations		(100,493,936)	(211,691,658)	24,785,564	(152,811,739)
Discontinued operations					
Loss for the period from discontinued operations - net of tax	*12.3*	-	-	(1,546,461)	(142,330,774)
Profit (loss) for the year		(100,493,936)	(211,691,658)	23,239,103	(295,142,513)
Other comprehensive income:					
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods:					
Loss on change in value of available-for-sale investments		-	(24,720,000)	-	(24,720,000)
Exchange differences on translation of					
financial statements in foreign currency		(4,535,908)	(100,011,290)	-	-
Income tax effect		-	4,944,000	-	4,944,000
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods - net of income tax		(4,535,908)	(119,787,290)	-	(19,776,000)
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods:					
Gain on investments in equity designated					
at fair value through other comprehensive income		6,720,000	-	6,720,000	-
Actuarial gain		107,302	-	3,312,246	-
Income tax effect		(1,365,460)	-	(2,006,449)	-
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods - net of income tax		5,461,842	-	8,025,797	-
Other comprehensive income for the year		925,934	(119,787,290)	8,025,797	(19,776,000)
Total comprehensive income for the year		(99,568,002)	(331,478,948)	31,264,900	(314,918,513)

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Statement of comprehensive income (continued)

For the year ended 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Profit (loss) attributable to:					
Equity holders of the Company					
From continuing operations		(91,830,255)	(214,986,702)	24,785,564	(152,811,739)
From discontinued operations		-	-	(1,546,461)	(142,330,774)
Equity holders of the Company		(91,830,255)	(214,986,702)	23,239,103	(295,142,513)
Non-controlling interests		(8,663,681)	3,295,044		
		(100,493,936)	(211,691,658)		
Total comprehensive income attributable to:					
Equity holders of the Company					
From continuing operations		(91,602,447)	(341,352,369)	32,811,361	(172,587,739)
From discontinued operations		-	-	(1,546,461)	(142,330,774)
Equity holders of the Company		(91,602,447)	(341,352,369)	31,264,900	(314,918,513)
Non-controlling interests		(7,965,555)	9,873,421		
		(99,568,002)	(331,478,948)		
Earnings per share	*27*				
Basic earnings (loss) per share					
Profit (loss) attributable to equity holders of the Company					
From continuing operations		(0.034)	(0.079)	0.009	(0.056)
From discontinued operations		-	-	(0.001)	(0.053)
		(0.034)	(0.079)	0.008	(0.109)

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements										
	Equity attributable to owners of the Company										
					Other components of equity						
					Other comprehensive income						
	Issued and fully paid share capital	Premium on treasury shares	Retained earnings		Exchange differences on translation of financial statements in foreign currency	Surplus (deficit) on changes in value of available-for-sale investments	Fair value reserve	Total other components of shareholders' equity	Total equity attributable to equity holders of the Company	Equity attributable to non-controlling interests	Total shareholders' equity
			Appropriated	Unappropriated							
Balance as at 1 January 2019	2,709,904,800	19,928,420	264,000,000	1,443,086,579	(279,188,399)	15,056,000	-	(264,132,399)	4,172,787,400	252,142,621	4,424,930,021
Profit (loss) for the year	-	-	-	(214,986,702)	-	-	-	-	(214,986,702)	3,295,044	(211,691,658)
Other comprehensive income for the year	-	-	-	-	(106,589,667)	(19,776,000)	-	(126,365,667)	(126,365,667)	6,578,377	(119,787,290)
Total comprehensive income for the year	-	-	-	(214,986,702)	(106,589,667)	(19,776,000)	-	(126,365,667)	(341,352,369)	9,873,421	(331,478,948)
Dividend paid (Note 30)	-	-	-	(135,495,240)	-	-	-	-	(135,495,240)	(11,670,782)	(147,166,022)
Balance as at 31 December 2019	2,709,904,800	19,928,420	264,000,000	1,092,604,637	(385,778,066)	(4,720,000)	-	(390,498,066)	3,695,939,791	250,345,260	3,946,285,051
Balance as at 1 January 2020	2,709,904,800	19,928,420	264,000,000	1,092,604,637	(385,778,066)	(4,720,000)	-	(390,498,066)	3,695,939,791	250,345,260	3,946,285,051
Cumulative effect of change in accounting policy (Note 4)	-	-	-	(26,034,200)	-	4,720,000	(29,611,561)	(24,891,561)	(50,925,761)	2,134,316	(48,791,445)
Balance as at 1 January 2020 - as restated	2,709,904,800	19,928,420	264,000,000	1,066,570,437	(385,778,066)	-	(29,611,561)	(415,389,627)	3,645,014,030	252,479,576	3,897,493,606
Loss for the year	-	-	-	(91,830,255)	-	-	-	-	(91,830,255)	(8,663,681)	(100,493,936)
Other comprehensive income for the year	-	-	-	(172,326)	(4,975,523)	-	5,376,000	400,477	228,151	697,783	925,934
Total comprehensive income for the year	-	-	-	(92,002,581)	(4,975,523)	-	5,376,000	400,477	(91,602,104)	(7,965,898)	(99,568,002)
Transfer unappropriated retained earnings to statutory reserve (Note 22)	-	-	2,000,000	(2,000,000)	-	-	-	-	-	-	-
Dividend paid (Note 30)	-	-	-	-	-	-	-	-	-	(4,812,620)	(4,812,620)
Balance as at 31 December 2020	2,709,904,800	19,928,420	266,000,000	972,567,856	(390,753,589)	-	(24,235,561)	(414,989,150)	3,553,411,926	239,701,058	3,793,112,984

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Separate financial statements							
					Other components of equity			
					Other comprehensive income			
	Issued and fully paid share capital	Premium on treasury shares	Retained earnings		Surplus (deficit) on changes in value of available-for-sale investments	Fair value reserve	Total other components of shareholders' equity	Total shareholders' equity
			Appropriated	Unappropriated				
Balance as at 1 January 2019	2,709,904,800	19,928,420	264,000,000	1,777,485,816	15,056,000	-	15,056,000	4,786,375,036
Loss for the year	-	-	-	(295,142,513)	-	-	-	(295,142,513)
Other comprehensive income for the year	-	-	-	-	(19,776,000)	-	(19,776,000)	(19,776,000)
Total comprehensive income for the year	-	-	-	(295,142,513)	(19,776,000)	-	(19,776,000)	(314,918,513)
Dividend paid (Note 30)	-	-	-	(135,495,240)	-	-	-	(135,495,240)
Balance as at 31 December 2019	2,709,904,800	19,928,420	264,000,000	1,346,848,063	(4,720,000)	-	(4,720,000)	4,335,961,283
Balance as at 1 January 2020	2,709,904,800	19,928,420	264,000,000	1,346,848,063	(4,720,000)	-	(4,720,000)	4,335,961,283
Cumulative effect of change in accounting policy (Note 4)	-	-	-	(27,279,211)	4,720,000	22,800,129	27,520,129	240,918
Balance as at 1 January 2020 - as restated	2,709,904,800	19,928,420	264,000,000	1,319,568,852	-	22,800,129	22,800,129	4,336,202,201
Profit for the year	-	-	-	23,239,103	-	-	-	23,239,103
Other comprehensive income for the year	-	-	-	2,649,797	-	5,376,000	5,376,000	8,025,797
Total comprehensive income for the year	-	-	-	25,888,900	-	5,376,000	5,376,000	31,264,900
Transfer unappropriated retained earning to statutory reserve (Note 22)	-	-	2,000,000	(2,000,000)	-	-	-	-
Balance as at 31 December 2020	2,709,904,800	19,928,420	266,000,000	1,343,457,752	-	28,176,129	28,176,129	4,367,467,101

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from operating activities				
Profit (loss) before income tax				
From continuing operations	(59,282,939)	(243,650,675)	50,670,709	(207,477,596)
From discontinued operations	-	-	(1,546,461)	(142,330,774)
Total	(59,282,939)	(243,650,675)	49,124,248	(349,808,370)
Adjustments to reconcile profit (loss) before tax to net cash provided				
by (paid from) operating activities:				
Depreciation	710,391,636	748,105,907	406,344,411	462,064,126
Amortisation of intangible assets	6,132,199	8,470,662	2,071,319	3,636,071
Amortisation of leasehold rights	-	2,894,559	-	-
Assets written off	11,508,904	11,171,721	10,418,745	7,936,686
Allowance for expected credit loss (2019: Allowance for doubtful accounts)	3,533,453	860,732	-	7,500,000
Allowance for inventory obsolescence and				
for inventories cost in excess of net realisable value (reversal)	(5,243,022)	21,715,146	(7,920,000)	18,000,000
Loss on impairment of fixed assets	3,600,000	33,000,000	3,600,000	33,000,000
(Gain) loss on disposal of fixed assets	(7,209,670)	3,910,421	(5,701,779)	(1,837,184)
Provision for long-term employee benefits	42,238,885	46,998,911	16,355,105	23,067,527
Actuarial loss - other long-term employee benefits	20,627,960	-	12,960,629	-
Unrealised loss on exchanges	2,408,270	7,181,311	1,076,484	6,599,750
Realised (gain) loss on exchanges	3,221	33,661	(73,294)	33,661
Share of profit from investments in associates	(643,412)	(16,558,030)	-	-
Gain on partial business transfer	-	-	(89,219,374)	-
Dividend income from investments in subsidiaries and associates	-	-	(101,064,282)	(113,281,938)
Dividend income from other investments	(3,807,100)	(4,688,000)	(3,807,100)	(4,470,200)
Interest income	(1,984,513)	(2,777,922)	(882,651)	(1,416,922)
Finance cost	88,628,624	123,347,614	46,231,465	66,066,647
Profit from operating activities before changes in				
operating assets and liabilities	810,902,496	740,016,018	339,513,926	157,089,854
Operating assets (increase) decrease				
Trade receivables	364,351,604	277,769,618	266,460,807	252,529,669
Other receivables	24,730,398	20,993,562	(17,551,567)	(1,831,505)
Inventories	321,402,530	524,507,189	293,002,018	478,573,579
Other current assets	5,492,435	1,265,328	397,324	943,956
Other non-current assets	2,922,230	11,220,052	956,454	5,641,351
Operating liabilities increase (decrease)				
Trade payables	(147,879,684)	(77,448,007)	(2,076,479)	(39,893,458)
Other payables	(73,473,724)	4,627,920	(32,137,867)	(4,663,835)
Other current liabilities	(10,800,000)	(5,252,233)	(9,193,788)	(6,990,853)
Other non-current liabilities	1,649,478	-	-	-
Employee benefits paid	(116,064,148)	(34,953,115)	(76,879,896)	(24,361,897)
Cash flows from operating activities	1,183,233,615	1,462,746,332	762,490,932	817,036,861
Cash paid for interest expenses	(85,856,961)	(126,730,566)	(45,113,732)	(66,566,789)
Cash paid for income tax	(36,760,850)	(41,318,225)	(3,088,141)	(2,501,918)
Income tax refunds	3,390,749	35,281,176	-	-
Net cash flows from operating activities	1,064,006,553	1,329,978,717	714,289,059	747,968,154

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from investing activities				
Decrease (increase) in restricted bank deposits	(3,402,340)	5,024,849	-	-
Proceeds from partial business transfer	-	-	236,405,124	-
Cash payment for increase in share capital of a subsidiary	-	-	(270,000,000)	-
Proceeds from decrease in share capital of a subsidiary	-	-	35,000,000	-
Acquisition of property, plant and equipment	(340,383,722)	(190,774,346)	(107,074,517)	(65,291,984)
Proceeds from disposals of property, plant and equipment	34,681,581	11,596,981	34,819,058	68,137,980
Acquisition of right-of-use assets	(2,000,000)	-	(1,000,000)	-
Proceeds from disposals of right-of-use assets	1,000,000	-	1,000,000	-
Acquisition of intangible assets	(817,113)	(1,801,402)	(360,210)	(35,708)
Interest receipts	1,628,641	2,707,275	887,151	1,422,014
Dividend receipts from investments in subsidiaries and associates	21,944,919	48,999,059	107,298,273	149,378,178
Dividend receipts from other investments	3,807,100	4,688,000	3,807,100	4,470,200
Net cash flows from (used in) investing activities	(283,540,934)	(119,559,584)	40,781,979	158,080,680
Cash flows from financing activities				
Decrease in short-term loans	(57,747,790)	(452,726,530)	(80,000,000)	(290,000,000)
Received from long-term loans	101,965,950	-	-	-
Repayment of long-term loans	(513,922,516)	(699,531,528)	(400,680,000)	(545,745,000)
Repayment of lease liabilities	(21,176,298)	(1,642,267)	(12,191,996)	(1,189,255)
Dividend payment	-	(135,495,240)	-	(135,495,240)
Dividends paid to non-controlling interest in subsidiaries	(2,901,805)	(11,670,726)	-	-
Net cash flows used in financing activities	(493,782,459)	(1,301,066,291)	(492,871,996)	(972,429,495)
Increase (decrease) in translation adjustments	(24,702,660)	37,340,250	-	-
Net increase (decrease) in cash and cash equivalents before effect from currency translation	261,980,500	(53,306,908)	262,199,042	(66,380,661)
Effect from currency translation of cash and cash equivalents	(11,516)	(31,706)	(740)	(31,706)
Net increase (decrease) in cash and cash equivalents	261,968,984	(53,338,614)	262,198,302	(66,412,367)
Cash and cash equivalents at beginning of year	321,232,224	374,570,838	128,714,852	195,127,219
Cash and cash equivalents at end of year	583,201,208	321,232,224	390,913,154	128,714,852
Supplementary cash flows information comprises the following:				
Property, plant and equipment				
Additions (Note 15)	(348,253,052)	(173,936,937)	(118,217,676)	(61,296,345)
Increase (decrease) in other payables from purchases of fixed assets	7,697,274	(20,358,913)	10,971,103	(5,295,822)
Decrease in other payables - related parties from purchases of fixed assets	-	-	-	(2,221,320)
Purchases of fixed assets under finance lease	-	3,000,000	-	3,000,000
Unrealised gain on exchanges	172,056	521,504	172,056	521,503
Payment for purchases of fixed assets	(340,383,722)	(190,774,346)	(107,074,517)	(65,291,984)

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Property, plant and equipment (continued)				
Disposals (Note 15)	26,976,411	15,634,905	26,748,999	68,017,434
Gain (loss) on disposal of fixed assets	7,209,670	(3,910,421)	5,701,779	1,837,184
Decrease (increase) in other receivables from disposals of fixed assets	495,500	(127,503)	495,500	(127,503)
Decrease (increase) in other receivables - related parties from disposal of fixed assets	-	-	1,872,780	(1,589,135)
Proceeds from disposals of fixed assets	34,681,581	11,596,981	34,819,058	68,137,980
Partial business transfer				
Net assets of partial business transfer (Note 12.3)	-	-	147,185,750	-
Gain on partial business transfer (Note 12.3)	-	-	89,219,374	-
Proceeds from partial business transfer	-	-	236,405,124	-
Dividend income				
Dividends from investments in subsidiaries and associates	-	-	101,064,282	113,281,938
Dividends from investments in associates presented as net of such investments in the consolidated financial statements	21,948,140	29,952,720	-	-
Decrease in dividend receivable	-	19,080,000	6,160,697	36,129,901
Realised gain (loss) on exchanges rate	(3,221)	(33,661)	73,294	(33,661)
Dividends received from investments in subsidiaries and associates	21,944,919	48,999,059	107,298,273	149,378,178
Non-cash related transactions				
Transfer fixed assets to investment properties	34,656,104	9,639,582	34,656,104	9,639,582
Transfer fixed assets to other non-current assets	-	10,309,298	-	-
Right-of-use assets increase under lease agreements	15,007,019	-	6,001,418	-

The accompanying notes are an integral part of the financial statements.

Srithai Superware Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 December 2020

1. General information

1.1 Corporate information

Srithai Superware Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The registered office of the Company is at 15 Suksawat Road Soi 36, Bangpakok, Rasburana, Bangkok 10140.

The Group is principally engaged in the manufacture and distribution of plastics products such as plastic products for household and plastic products for industry and the manufacture and distribution of moulds.

On 29 April 2020, the Annual General Meeting of Shareholders of the Company passed a resolution to approve the Company's business restructuring by conducting a partial business transfer to a subsidiary. The partial business transfer was completed on 1 August 2020 which the book value of the transferred net assets was amounting to Baht 147 million. The transferred price was amounting to Baht 236 million. The Company recognized gain from partial business transfer amounting to Baht 89 million and presented in "Profit (loss) for the period from discontinued operations" in the statement of comprehensive income as describe in note 12 to the financial statements.

1.2 Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 pandemic has slowed down the economic recovery, adversely impacting most businesses and industries. This situation significantly affects the Group's business activities in terms of customer demand and the customers' financial capability which has impacted the Group's financial position, operating results, and cash flows at present, and is expected to do so in the future. The Group's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Srithai Superware Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as "the Group"):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2020	2019
			Percentage	Percentage
Srithai Superware Korat Co., Ltd. *	Manufacture and distribution of melamine products	Thailand	100.0	100.0
T Thaiplas Co., Ltd.	Manufacture and distribution of melamine products	Thailand	100.0	100.0
Srithai-Otto (Thailand) Co., Ltd.	Distribution of plastic products	Thailand	75.0	75.0
Srithai Moulds Co., Ltd.	Manufacture and distribution of moulds and plastic products	Thailand	71.0	71.0
Srithai Miyagawa Co., Ltd.	Manufacture and distribution of moulds and plastic products	Thailand	51.0	51.0
Srithai (Vietnam) Co., Ltd.	Manufacture and distribution of plastic and melamine products	Vietnam	100.0	100.0
Srithai Superware Manufacturing Pvt. Ltd.	Manufacture and distribution of melamine products	India	100.0	100.0
Srithai Superware India Ltd.	Distribution of melamine products	India	82.4	82.4

A subsidiary held by Srithai (Vietnam) Co., Ltd. presented as the below.

Company's name	Nature of business	Country of incorporation	Percentage of Indirect shareholding	
			2020	2019
			Percentage	Percentage
Srithai (Hanoi) Co., Ltd.	Manufacture and distribution of plastic products	Vietnam	100.0	100.0

* Korat Thai Tech Co., Ltd., a subsidiary, was changed its name to Srithai Superware Korat Co., Ltd. on 9 September 2020.

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.

e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using average exchange rates in the year. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity.

f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

2.3 The separate financial statements present investments in subsidiaries and associates under the cost method.

3. New financial reporting standards

(a) Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised (revised 2019) and new financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements. However, the new standard involves changes to key principles, which are summarised below:

Financial reporting standards related to financial instruments

The set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7	Financial Instruments: Disclosures
TFRS 9	Financial Instruments

Accounting standard:

TAS 32	Financial Instruments: Presentation

Financial Reporting Standard Interpretations:

TFRIC 16	Hedges of a Net Investment in a Foreign Operation
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model), calculation of impairment using the expected credit loss method, and hedge accounting. They also include stipulations regarding the presentation and disclosure of financial instruments.

The adoption of these standards has the impact on the Group's financial statements to result in the following adjustments.

- Classification and measurement of non-listed equity investments - The Group has decided to measure these investments at fair value and classify them as financial assets at fair value through other comprehensive income.
- Recognition of expected credit losses - The Group recognises an allowance for expected credit losses on its debt instruments measured at amortised cost, and it is no longer necessary for a credit-impaired event to have occurred. The Group applies the simplified approach to consider impairment of trade receivables.
- Recognition of derivatives - The Group initially recognises derivatives at their fair value on the contract date and subsequently measures them at fair value at the end of each reporting period. Changes in the fair value of derivatives are recognised in profit or loss.

The Group recognised the cumulative effect of the adoption of these financial reporting standards as an adjustment to retained earnings and other components of shareholders' equity as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4 to the financial statements.

TFRS 16 Leases

TFRS 16 supersedes TAS 17, Leases, together with related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

Accounting by lessors under TFRS 16 is substantially unchanged from TAS 17. Lessors will continue to classify leases as either operating or finance leases.

The Group recognised the cumulative effect of the adoption of this financial reporting standard as an adjustment to retained earnings as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4 to the financial statements.

Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic

The Federation of Accounting Professions announced Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic. Its objectives are to alleviate some of the impacts of applying certain financial reporting standards, and to provide clarification about accounting treatments during the period of uncertainty relating to this situation.

On 22 April 2020, the Accounting Treatment Guidance was announced in the Royal Gazette and it is effective for the financial statements prepared for reporting periods ending between 1 January 2020 and 31 December 2020.

The Group has elected to apply the following temporary relief measures on accounting alternatives:

- Not to take into account forward-looking information when determining expected credit losses, in cases where the Group uses a simplified approach to determine expected credit losses.
- To measure the fair value of unquoted equity investments using the fair value as at 1 January 2020.
- Not to use information relating to the COVID-19 situation in determining whether sufficient taxable profits will be available in future periods against which deferred tax assets can be utilised.
- Not to consider the COVID-19 situation as an indication that an asset may be impaired in accordance with TAS 36, Impairment of Assets.

The Group is evaluating the impact on the financial statements and will consider recording the impact after the relief measures expire.

b) Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2021

The Federation of Accounting Professions issued a number of revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group is currently evaluating the impact of these standards on the financial statements in the year when they are adopted.

4. Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards

As described in Note 3 to the financial statements, during the current year, the Group has adopted the set of financial reporting standards related to financial instruments and TFRS 16. The cumulative effect of initially applying these standards was recognised as an adjustment to retained earnings and other components of shareholders' equity as at 1 January 2020. Therefore, the comparative information was not restated.

The impacts of changes in accounting policies on the statements of financial position at the beginning of 2020 due to the adoption of these standards are presented as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			
		The effect of		
	31 December 2019	Financial reporting standards related to financial instruments	TFRS 16	1 January 2020
Statement of financial position				
Assets				
Current assets				
Trade receivables	1,736,773	(26,239)	-	1,710,534
Other receivables - unrelated parties	55,708	-	(3,176)	52,532
Non-current assets				
Other non-current financial assets	-	132,618	-	132,618
Available-for-sale investments	34,080	(34,080)	-	-
Other long-term investments	113,016	(113,016)	-	-
Property, plant and equipment	4,185,493	-	(3,578)	4,181,915
Right-of-use assets	-	-	194,967	194,967
Leasehold rights	124,305	-	(124,305)	-
Deferred tax assets	231,151	(8,074)	-	223,077
Liabilities and shareholders' equity				
Current liabilities				
Other payables - unrelated parties	298,717	-	(860)	297,857
Current portion of lease liabilities	-	-	16,819	16,819
Non-current liabilities				
Lease liabilities, net of current portion	-	-	47,219	47,219
Long-term finance lease liabilities, net of current portion	1,479	-	(1,479)	-
Other non-current liabilities	-	-	2,570	2,570
Shareholders' equity				
Retained earnings - unappropriated	1,092,605	(26,034)	-	1,066,571
Other components of shareholders' equity	(390,498)	(24,892)	-	(415,390)
Non-controlling interests	250,345	2,134	-	252,479

(Unit: Thousand Baht)

	Separate financial statements			
		The effect of		
	31 December 2019	Financial reporting standards related to financial instruments	TFRS 16	1 January 2020
Statement of financial position				
Assets				
Current assets				
Trade receivables	1,114,378	(27,279)	-	1,087,099
Other receivables - unrelated parties	22,872	-	(215)	22,657
Non-current assets				
Other non-current financial assets	-	115,650	-	115,650
Available-for-sale investments	34,080	(34,080)	-	-
Other long-term investments	47,170	(47,170)	-	-
Property, plant and equipment	2,464,816	-	(2,886)	2,461,930
Right-of-use assets	-	-	38,299	38,299
Deferred tax assets	185,006	(6,880)	-	178,126
Liabilities and shareholders' equity				
Current liabilities				
Other payables - unrelated parties	123,841	-	(365)	123,476
Current portion of lease liabilities	-	-	11,283	11,283
Non-current liabilities				
Lease liabilities, net of current portion	-	-	23,459	23,459
Long-term finance lease liabilities, net of current portion	1,479	-	(1,479)	-
Other non-current liabilities	-	-	2,301	2,301
Shareholders' equity				
Retained earnings - unappropriated	1,346,848	(27,279)	-	1,319,569
Other components of shareholders' equity	(4,720)	27,520	-	22,800

4.1 Financial instruments

a) Details of the impact on retained earnings and other components of shareholders' equity as at 1 January 2020 due to the adoption of financial reporting standards related to financial instruments are presented as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			Separate financial statements	
	Retained earnings	Other components of shareholders' equity	Non-controlling interests	Retained earnings	Other components of shareholders' equity
Recognition of an allowance for expected credit losses on financial assets at amortised cost	(26,034)	-	(205)	(27,279)	-
Fair value measurement of non-listed equity investments	-	(24,892)	2,339	-	27,520
Impacts of the adoption of financial reporting standards related to financial instruments	(26,034)	(24,892)	2,134	(27,279)	27,520

b) As at 1 January 2020, classification and measurement of financial assets required by TFRS 9, in comparison with classification and the former carrying amount, are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			
	The former carrying amount	Classification and measurement in accordance with TFRS 9		
		Fair value through other comprehensive income	Amortised cost	Total
Financial assets as at 1 January 2020				
Cash and cash equivalents	321,232	-	321,232	321,232
Trade receivables	1,736,773	-	1,710,534	1,710,534
Other receivables - unrelated parties	55,708	-	55,708	55,708
Other receivables - related parties	1,021	-	1,021	1,021
Restricted bank deposits	6,049	-	6,049	6,049
Other non-current financial assets	147,096	132,618	-	132,618
Total financial assets	2,267,879	132,618	2,094,544	2,227,162

(Unit: Thousand Baht)

	Separate financial statements			
	The former carrying amount	Classification and measurement in accordance with TFRS 9		
		Fair value through other comprehensive income	Amortised cost	Total
Financial assets as at 1 January 2020				
Cash and cash equivalents	128,715	-	128,715	128,715
Trade receivables	1,114,378	-	1,087,099	1,087,099
Other receivables - unrelated parties	22,872	-	22,872	22,872
Other receivables - related parties	61,249	-	61,249	61,249
Other non-current financial assets	81,250	115,650	-	115,650
Total financial assets	1,408,464	115,650	1,299,935	1,415,585

As at 1 January 2020, the Group has not designated any financial liabilities at fair value through profit or loss.

4.2 Leases

On adoption of TFRS 16, the Group recognised lease liabilities in relation to leases that previously classified as operating leases measured at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate as of 1 January 2020. For leases that previously classified as finance leases, the Group recognised the carrying amount of the lease assets and lease liabilities before transition as right-of-use assets and lease liabilities, respectively at the date of initial application.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Operating lease commitments as at 31 December 2019	125,468	40,081
Less: Short-term leases and leases of low-value assets	(1,192)	(635)
Add: Option to extend lease term	26,528	13,468
Less: Contracts reassessed as service agreements	(72,276)	(17,697)
Less: Deferred interest expenses	(16,829)	(2,319)
Increase in lease liabilities due to the adoption of TFRS 16	61,699	32,898
Liabilities under finance lease agreements as at 31 December 2019	2,339	1,844
Lease liabilities as at 1 January 2020	64,038	34,742
Weighted average incremental borrowing rate (percent per annum)	3.75 - 8.00	3.75
Comprise of:		
Current lease liabilities	16,819	11,283
Non-current lease liabilities	47,219	23,459
	64,038	34,742

5. Significant accounting policies

5.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting discounts.

Rendering of services

Service revenue is recognised at a point in time upon completion of the service.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividends

Dividends are recognised when the right to receive the dividends is established.

5.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

5.3 Inventories

Inventories are stated at the lower at cost and net realisable value. The cost of inventories is measured using the standard cost basis which is adjusted to actual cost calculated on a weighted average method. The cost of finished goods and work in process, which produced by the Group, are consist of raw material, labor and factory overheads costs.

Raw materials and supplies are valued at the lower of the weighted average cost and net realisable value and are charged to production costs whenever consumed.

5.4 Investments in subsidiaries and associates

Investments in associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associates are accounted for in the separate financial statements using the cost net of allowance method for impairment loss (if any).

5.5 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Investment properties of the Group comprise land and building held for rental yields and land whose future use is currently undetermined.

Depreciation of investment properties for building held for rental yields is calculated by reference to their costs on the straight-line basis over estimated useful lives of 20 years. Depreciation of the investment properties is included in determining income. No depreciation is provided on land.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

5.6 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings	18 - 30 years
Land improvement	5 - 10 years
Building improvement	4 - 20 years
Machinery and equipment	3 - 20 years
Furniture and office equipment	3 - 10 years
Motor vehicles	6 - 15 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

5.7 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

5.8 Intangible assets

Intangible assets are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

Computer software	Not exceeds	6 years
Copyright for operation of computer software		10 years
Patents		10 years

5.9 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the subsidiary's cash - generating units (or group of cash - generating units) that are expected to benefit from the synergies of the combination. The Company estimates the recoverable amount of each cash - generating unit (or group of cash - generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (or group of cash - generating units) is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

5.10 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

Accounting policies adopted since 1 January 2020

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	11 - 99	years
Buildings	1 - 4	years
Factory equipment	1 - 4	years
Office equipment	1 - 2	years
Motor vehicles	1 - 5	years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

Accounting policies adopted before 1 January 2020

Leases of property, plant or equipment which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease period.

Leases of property, plant or equipment which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

5.11 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associated companies, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

5.12 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

5.13 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use asset, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

5.14 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law and other employee benefits plans. The Group treats these severance payment obligations as a defined benefit plans. In addition, the Group provides other long-term employee benefit plan which consists of award gold and money.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term employee benefits are recognised immediately in profit and loss.

Past service costs are recognized in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

5.15 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

5.16 Treasury shares

The treasury shares are presented in the statement of financial position at cost and deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such shares are subsequently reissued, and consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

According to the Public Limited Companies Act (No.2) B.E. 2544, Treasury Stock Roles, the Company that repurchase its shares has to dispose all of the repurchased shares within a specified period. If the Company does not dispose all treasury shares within the specified period, it has to reduce its paid-up share capital for offsetting with the treasury shares and the difference between the lower of the repurchase value and the par value should be recognised as premium on treasury shares.

5.17 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

5.18 Financial instruments

Accounting policies adopted since 1 January 2020

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Accounting policies adopted before 1 January 2020

Trade accounts receivable

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experience and analysis of debt aging.

Investments

a) Investments in available-for-sale securities are stated at fair value. Changes in the fair value of these securities are recorded in other comprehensive income and will be recorded in profit or loss when the securities are sold.

b) Investments in non-marketable equity securities, which the Group classifies as other investments, are stated at cost net of allowance for impairment loss (if any).

The fair value of marketable securities is based on the latest bid price of the last working day of the year.

The weighted average method is used for computation of the cost of investments.

In the event the Group reclassifies investments from one type to another, such investments will be readjusted to their fair value as at the reclassification date. The difference between the carrying amount of the investments and the fair value on the date of reclassification are recorded in profit or loss or recorded as other components of shareholders' equity, depending on the type of investment that is reclassified.

On disposal of an investment, the difference between net disposal proceeds and the carrying amount of the investment is recognised in profit or loss.

5.19 Derivatives

The Group uses derivatives such as forward currency contracts, to hedge its foreign currency risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

5.20 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 Use of quoted market prices in an active market for such assets or liabilities.

Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly.

Level 3 Use of unobservable inputs such as estimates of future cash flows.

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

6. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Leases

Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Group as a lessee

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease classification - The Group as lessor

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgment as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Allowance for diminution in value of inventory

The determination of allowances for diminution in the value of inventory, requires management to make judgements and estimates. The allowance for reduce cost to net realisable value is estimated based on the selling price expected in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale; and provision for obsolete, slow-moving and deteriorated inventories that is estimated based on the approximate aging of each type of inventory.

Property plant and equipment and depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Post-employment benefits under defined benefit plans and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

7. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

7.1 Transactions occurred during the year

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements		Transfer pricing policy
	2020	2019	2020	2019	
Transactions with subsidiaries (eliminated from the consolidated financial statements)					
Sales of goods	-	-	212,823	156,777	Cost plus margin
Rental and service income	-	-	27,131	26,418	Contract price / Mutually agreed price
Management service income	-	-	18,596	5,160	Contract price
Purchase of goods	-	-	108,183	210,770	Cost plus margin
Service expenses	-	-	3,958	3,320	Mutually agreed price
Dividend income	-	-	79,116	83,329	As declared
Sales of fixed assets	-	-	8,820	60,011	Cost plus margin
Purchase of fixed assets	-	-	1,034	233	Cost plus margin
Partial business transfer	-	-	236,405	-	Book value / Fair value

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements		Transfer pricing policy
	2020	2019	2020	2019	
Transactions with associates					
Sales of goods	309,712	216,222	307,118	216,197	Cost plus margin
Rental and service income	7,260	7,072	7,260	7,072	Contract price / Mutually agreed price
Purchase of goods	214,206	322,019	59,633	147,207	Market price / Cost plus margin
Service expenses	370	622	370	622	Mutually agreed price
Dividend income	-	-	21,948	29,953	As declared
Disposal fixed asset	28	46	28	46	Cost plus margin
Transactions with related companies					
(shares held by executive of the Company and relatives of some executives; some of them serve as directors)					
Sales of goods	250,819	319,494	126,347	240,873	Cost plus margin
Rental and service income	1,628	1,737	1,628	1,724	Contract price / Mutually agreed price
Purchase of goods	35,644	40,698	7,713	18,684	Cost plus margin
Promotion expenses	4,219	4,005	4,219	4,005	Mutually agreed price

7.2 Outstanding balances as at the year ended

The balances of the accounts between the Group and those related parties are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade receivables - related parties				
Subsidiaries	-	-	125,815	114,235
Associates	89,708	114,433	88,629	114,433
Other related parties - shares held by executives of the Company and relatives of some executives; some of them serve as directors	108,109	130,383	9,688	101,205
Total	197,817	244,816	224,132	329,873
Less: Allowance for expected credit losses (2019: Allowance for doubtful accounts)	-	-	(74,652)	(62,000)
Total trade receivables - related parties, net (Note 9)	197,817	244,816	149,480	267,873

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Other receivables - related parties				
Subsidiaries - dividend receivables	-	-	50,839	57,000
Subsidiaries - other receivables	-	-	10,337	3,228
Associates - other receivables	1,200	899	47	899
Other related parties - shares held by executives of the Company and relatives of some executives; some of them serve as directors	54	122	54	122
Total other receivables - related parties	1,254	1,021	61,277	61,249
Trade payables - related parties				
Subsidiaries	-	-	35,248	29,411
Associates	39,955	46,818	54	22,488
Other related parties - shares held by executives of the Company and relatives of some executives; some of them serve as directors	8,668	10,775	1,395	7,325
Total trade payables - related parties	48,623	57,593	36,697	59,224
Other payables - related parties				
Subsidiaries	-	-	7,608	3,102
Associates	70	352	70	305
Other related parties - shares held by executives of the Company and relatives of some executive and some of them serve as directors	1,201	464	-	4
Total other payables - related parties	1,271	816	7,678	3,411

7.3 Key directors and management's benefits

During the year ended 31 December 2020 and 2019, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Directors' remuneration	1,945	2,130	1,945	2,130
Managements' remuneration				
Short-term employee benefits	81,437	82,640	36,688	37,567
Post-employment benefits	1,431	1,477	673	649
Other long-term benefits	10	11	9	9
Total	84,823	86,258	39,315	40,355

8. Cash and cash equivalents

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash	2,500	2,609	1,388	1,820
Cheque on hand	1,341	7,306	1,341	3,706
Deposits at banks				
- Current accounts	212,275	110,970	88,810	3,317
- Savings accounts	360,776	196,209	299,374	119,872
- Fixed deposits	6,309	4,138	-	-
Total cash and cash equivalents	583,201	321,232	390,913	128,715

9. Trade receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade receivables - related parties (Note 7.2)				
Aged on the basis of due dates				
Not yet due	168,732	172,854	135,128	169,067
Past due				
Up to 3 months	29,085	45,753	19,940	65,858
3 - 6 months	-	26,209	268	26,354
6 - 12 months	-	-	466	-
Over 12 months	-	-	68,330	68,594
Total	197,817	244,816	224,132	329,873
Less: Allowance for expected credit losses (2019: Allowance for doubtful accounts)	-	-	(74,652)	(62,000)
Total trade receivables - related parties, net	197,817	244,816	149,480	267,873
Trade receivables - unrelated parties				
Aged on the basis of due dates				
Not yet due	867,959	1,069,230	487,835	546,431
Past due				
Up to 3 months	234,577	355,916	149,278	246,775
3 - 6 months	12,710	36,155	4,311	29,003
6 - 12 months	14,480	23,576	7,433	18,169
Over 12 months	53,499	28,994	41,264	20,188
Total	1,183,225	1,513,871	690,121	860,566
Less: Allowance for expected credit losses (2019: Allowance for doubtful accounts)	(50,682)	(21,914)	(28,688)	(14,061)
Total trade receivables - unrelated parties, net	1,132,543	1,491,957	661,433	846,505
Trade receivables - net	1,330,360	1,736,773	810,913	1,114,378

Set out below is the movement in the allowance for expected credit losses of trade and other receivables.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
As at 1 January 2020	48,153	103,340
Provision for expected credit losses	3,533	-
Translation adjustment	(1,004)	-
As at 31 December 2020	50,682	103,340

The Group has a policy to provide a credit term of 15 to 150 days and 30 to 180 days to trade receivables - unrelated parties and trade receivables - related parties, respectively.

10. Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	2020	2019	2020	2019	2020	2019
Finished goods	431,519	647,719	(27,972)	(43,542)	403,547	604,177
Work in process	170,844	290,178	(9,323)	(4,264)	161,521	285,914
Raw materials	188,776	197,365	(4,700)	(2,546)	184,076	194,819
Supplies	88,193	81,996	(10,454)	(7,864)	77,739	74,132
Mould for sales	-	543	-	-	-	543
Goods in transit	33,482	17,671	-	-	33,482	17,671
Total inventory, net	912,814	1,235,472	(52,449)	(58,216)	860,365	1,177,256

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	2020	2019	2020	2019	2020	2019
Finished goods	182,315	450,172	(14,053)	(24,573)	168,262	425,599
Work in process	26,016	114,474	(559)	(559)	25,457	113,915
Raw materials	62,590	75,481	(1,101)	(1,101)	61,489	74,380
Supplies	52,390	59,199	(10,087)	(7,487)	42,303	51,712
Mould for sales	-	543	-	-	-	543
Goods in transit	437	-	-	-	437	-
Total inventory, net	323,748	699,869	(25,800)	(33,720)	297,948	666,149

During the current year, the Group reversed the write-down of cost of inventories by Baht 6 million to reflect the amount of inventories recognized as expense during the year (The Company only: Baht 8 million) (2019: the Group reduced cost of inventories by Baht 22 million to reflect the net realisable value. This was included in cost of sales (The Company only: Baht 18 million)).

11. Restricted bank deposits

As at 31 December 2020, the outstanding balance of restricted bank deposits is the fixed deposits of subsidiaries amounting to Baht 9 million which are pledged as guarantee for tax, electricity usage and others (2019: Baht 6 million).

12. Investments in subsidiaries

12.1 Details of investments in subsidiaries as presented in separate financial statements:

(Unit: Thousand Baht)

		Separate financial statements									
		Percentage of shareholding		Cost method						Dividend received during the year	
	Paid - up capital	2020	2019	2020			2019			2020	2019
		(percentage)	(percentage)	Cost	Allowance for impairment	Net book value	Cost	Allowance for impairment	Net book value		
Subsidiaries											
Local											
Srithai Superware Korat Co., Ltd. (Formerly known as "Korat Thai Tech Co., Ltd.")	Baht 300 Million (2019: Baht 30 Million)	100.0	100.0	300,000	-	300,000	30,000	-	30,000	48,000	57,000
T Thaiplas Co., Ltd.	Baht 5 Million (2019: Baht 40 Million)	100.0	100.0	5,756	-	5,756	40,756	-	40,756	4,000	11,000
Srithai-Otto (Thailand) Co., Ltd.	Baht 10 Million	75.0	75.0	12,098	-	12,098	12,098	-	12,098	2,250	3,000
Srithai Moulds Co., Ltd.	Baht 100 Million	71.0	71.0	82,000	-	82,000	82,000	-	82,000	9,937	2,129
Srithai Miyagawa Co., Ltd.	Baht 120 Million	51.0	51.0	61,200	-	61,200	61,200	-	61,200	-	10,200
				461,054	-	461,054	226,054	-	226,054	64,187	83,329
Foreign											
Srithai (Vietnam) Co., Ltd.	Vietnamese Dong 782,082 Million	100.0	100.0	1,229,036	-	1,229,036	1,229,036	-	1,229,036	14,929	-
Srithai Superware Manufacturing Pvt. Ltd.	Indian Rupee 720 Million	100.0	100.0	482,130	-	482,130	482,130	-	482,130	-	-
Srithai Superware India Ltd.	Indian Rupee 43 Million	82.4	82.4	25,090	(25,090)	-	25,090	(25,090)	-	-	-
				1,736,256	(25,090)	1,711,166	1,736,256	(25,090)	1,711,166	14,929	-
Total investments in subsidiaries				2,197,310	(25,090)	2,172,220	1,962,310	(25,090)	1,937,220	79,116	83,329

(Unit: Million Vietnamese Dong)

		Percentage of shareholding		Cost method	
	Paid up capital	2020	2019	2020	2019
		(percentage)	(percentage)		
Indirect subsidiary					
Subsidiary of Srithai (Vietnam) Co.,Ltd.					
Srithai (Hanoi) Co., Ltd.	Vietnamese Dong 424,920 Million	100.0	100.0	424,920 (equivalent to Baht 663 million)	424,920 (equivalent to Baht 663 million)

12.2 Details of investments in Srithai Miyagawa Co., Ltd., a subsidiary, that has material non-controlling interests.

(Unit: Thousand Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Profit (loss) allocated to non-controlling interests during the year		Dividend paid to non-controlling interests during the year	
	2020	2019	2020	2019	2020	2019	2020	2019
	(percentage)	(percentage)						
Srithai Miyagawa Company Limited	49.0	49.0	225,026	233,805	(11,440)	1,033	-	9,800

Summarised financial information that based on amounts before inter-company elimination about Srithai Miyagawa Co., Ltd., that has material non-controlling

Summarised information about financial position

(Unit: Thousand Baht)

	As at 31 December	
	2020	2019
Current assets	207,954	275,285
Non-current assets	539,272	581,252
Current liabilities	194,514	251,097
Non-current liabilities	90,015	124,025

Summarised information about comprehensive income

(Unit: Thousand Baht)

	For the year ended 31 December	
	2020	2019
Revenue	563,082	921,441
Profit (loss)	(24,149)	452
Other comprehensive income	862	-
Total comprehensive income	(23,287)	452

Summarised information about cash flow

(Unit: Thousand Baht)

	For the year ended 31 December	
	2020	2019
Cash flow from operating activities	38,417	104,567
Cash flow from investing activities	(14,184)	(44,065)
Cash flow from financing activities	(24,198)	(67,491)
Net increase (decrease) in cash and cash equivalents	35	(6,989)

12.3 Significant events during the year 2020

a) Decrease in share capital of a subsidiary

On 27 March 2020, the Annual General Meeting of Shareholders of T Thaiplas Company Limited, a subsidiary, passed a resolution to approve a decrease of its registered share capital from Baht 40 million to Baht 10 million by cancelling 3 million ordinary shares with a par value of Baht 10 per share, for a total of Baht 30 million. After the decrease of registered shares, the Company's 100 percent shareholding in T Thaiplas Company Limited was unchanged. The subsidiary registered the decrease in its share capital with the Ministry of Commerce on 14 May 2020.

On 29 May 2020, the Extraordinary General Meeting of Shareholders of T Thaiplas Company Limited, a subsidiary, passed a resolution to approve a decrease of its registered share capital from Baht 10 million to Baht 5 million by cancelling 0.5 million ordinary shares with a par value of Baht 10 per share, for a total of Baht 5 million. After the decrease of registered shares, the Company's 100 percent shareholding in T Thaiplas Company Limited was unchanged. The subsidiary registered the decrease in its share capital with the Ministry of Commerce on 22 July 2020.

b) Change in subsidiary's name

On 4 September 2020, the Extraordinary General Meeting of Shareholders of Korat Thai Tech Company Limited, a subsidiary, approved the change of its name to Srithai Superware Korat Company Limited. The change was registered with the Ministry of Commerce on 9 September 2020.

c) Business restructuring

On 29 April 2020, the Annual General Meeting of Shareholders of the Company passed a resolution to approve the Company's partial business transfer to Srithai Superware Korat Company Limited ("Srithai Superware Korat") (Formerly known as Korat Thai Tech Company Limited), a wholly owned subsidiary, with the objective of centralizing the main production base of the household products business unit in Thailand under a single company. The partial business transfer consists of production line and wholesale and export distribution channels of household products business unit ("Transferred Business") comprising operating assets and liabilities such as land and building, machinery and equipment, inventories, trade payables and other liabilities related to the Transferred Business, and a number of employees excluding the direct sales and retail distribution channels of the household products business unit.

On 29 June 2020, The Extraordinary General Meeting of Shareholders of Srithai Superware Korat passed a resolution to approve an increase in its registered share capital from Baht 30 million to Baht 300 million, through the issuance of 27 million ordinary shares with a par value of Baht 10 per share, or a total of Baht 270 million, in order to provide funding for the Transferred Business. The Company made full payment for the additional capital on 7 July 2020, in proportion to its 100 percent shareholding. Srithai Superware Korat registered the increase in its share capital with the Ministry of Commerce on 10 July 2020.

On 1 August 2020. The Company completed the partial business transfer process. The transferred price of transferred assets and liabilities were set at book value or fair value, depending on the type of asset and liability, with a total transfer value for net assets of Baht 236 million. The Company recognised a gain from the partial business transfer of Baht 89 million, which was included in profit (loss) for the year from discontinued operations in the separate statement of comprehensive income. However, such presentation has no effect on the consolidated statement of comprehensive income because the transaction is an internal restructuring within the Group.

The book value of the transferred assets and liabilities related to the Transferred Business in separate financial statements as at 1 August 2020 are as follows.

(Unit: Thousand Baht)

Assets	
Other receivables	4,243
Inventories	75,593
Property, plant and equipment (Note 15)	199,010
Total assets	278,846
Liabilities	
Trade and other payables	74,450
Provision for long-term employee benefits (Note 21)	57,210
Total liabilities	131,660
Net assets	147,186
Partial business transferred price	236,405
Less: Net assets value	(147,186)
Gain from partial business transfer	89,219

The operation results of the Transferred Business to the subsidiary presented under "Profit (loss) for the year from discontinued operations" in the separate statement of comprehensive income are as follows:

(Unit: Thousand Baht)

	Separate financial statement	
	For the period ended 1 January - 31 July 2020 (before partial business transfer date)	For the year ended 31 December 2019
Profit or loss:		
Discontinued operations		
Revenue	235,167	747,399
Cost of sales	(283,821)	(765,092)
Gross loss	(48,654)	(17,693)
Other income	18,423	36,109
Selling and distribution expenses	(26,664)	(74,763)
Administrative expenses	(30,225)	(75,250)
Loss from operating activities	(87,120)	(131,597)
Finance cost	(3,646)	(10,734)
Loss before income tax	(90,766)	(142,331)
Income tax benefit (expense)	-	-
Loss for the period from discontinued operations - net of tax	(90,766)	(142,331)
Profit from partial business transfer	89,219	-
Income tax from partial business transfer	-*	-
Loss for the period from discontinued operations - net of tax	(1,547)	(142,331)

* There is no corporate income tax expense due to the results of operations being taxable loss.

The net cash flows from the discontinued operations for the period ended 31 July 2020 and for the year ended 31 December 2020 are as follows:

(Unit: Thousand Baht)

	Separate financial statement	
	For the period ended 1 January - 31 July 2020 (before partial business transfer date)	For the year ended 31 December 2019
Net cash flows from (used in) operating activities	(62,154)	144,720
Net cash flows from (used in) investing activities	237,466	(12,884)
Net cash flows from (used in) financing activities	-	-
Net cash flows from discontinued operations	175,312	131,836

13. Investments in associates

13.1 Details of investments in associates:

(Unit: Thousand Baht)

				Percentage of shareholding		Consolidated financial statements		Separate financial statements					
						Equity method		Cost method					
								2020			2019		
	Nature of business	Country of incorporation	Paid up capital	2020	2019	2020	2019	Cost	Allowance for impairment	Net book value	Cost	Allowance for impairment	Net book value
				(percentage)	(percentage)								
Associates													
Local													
Srithai Sanko Co., Ltd.	Distribution of plastic products	Thailand	Baht 20 Million	48.0	48.0	18,915	19,409	9,599	-	9,599	9,599	-	9,599
Thai MFC Co., Ltd.	Manufacture and distribution of melamine powder	Thailand	Baht 200 Million	45.0	45.0	96,994	103,741	90,000	-	90,000	90,000	-	90,000
Sheewamala Co., Ltd.	Manufacture and distribution of plastic and melamine products	Thailand	Baht 49.8 Million	40.0	40.0	28,656	34,134	19,920	-	19,920	19,920	-	19,920
Srithai Packaging Co., Ltd.	Manufacture and distribution of packaging	Thailand	Baht 60 Million	39.2	39.2	29,243	36,802	27,156	-	27,156	27,156	-	27,156
Soko Srithai Co., Ltd.	Registered for dissolution and have been under the process of liquidation	Thailand	Baht 250 Million	24.0	24.0	-	-	48,385	(48,385)	-	48,385	(48,385)	-
						173,808	194,086	195,060	(48,385)	146,675	195,060	(48,385)	146,675
Foreign													
PT. Srithai Maspion Indonesia	Manufacture and distribution of melamine products	Indonesia	Rupiah 10,394 Million	32.5	32.5	9,771	10,832	37,438	-	37,438	37,438	-	37,438
						9,771	10,832	37,438	-	37,438	37,438	-	37,438
Total investments in associates						183,579	204,918	232,498	(48,385)	184,113	232,498	(48,385)	184,113

13.2 Share of comprehensive income and dividend

During the years, the Company has recognised its share of profit/loss from investments in associate companies in the consolidated financial statements and has recognised dividend income from associated companies in the separate financial statements as follows:

(Unit: Thousand Baht)

	Consolidated financial statement		Separate financial statements	
	Share of profit/loss from investments in associates during the year		Dividend received during the year	
	2020	2019	2020	2019
Associates				
Srithai Sanko Company Limited	1,906	12,970	2,400	9,599
Thai MFC Company Limited	903	4,918	7,650	10,350
Sheewamala Company Limited	4,122	(1,724)	9,600	7,200
Srithai Packaging Company Limited	(7,559)	(2,023)	-	-
PT. Srithai Maspion Indonesia	1,271	2,417	2,298	2,804
Total associates	643	16,558	21,948	29,953

13.3 Investments in associates

a) Summarised financial information about a material associate

Summarised information about financial position

(Unit: Thousand Baht)

	Thai MFC Company Limited	
	2020	2019
Current assets	250,589	252,466
Non-current assets	156,818	71,845
Current liabilities	(99,982)	(71,540)
Non-current liabilities	(90,158)	(15,705)
Net assets	217,267	237,066
Shareholding percentage (%)	45.0	45.0
Share of net assets	97,770	106,680
Elimination entries	(776)	(2,939)
Carrying amounts of associates based on equity method	96,994	103,741

Summarised information about comprehensive income

(Unit: Thousand Baht)

	Thai MFC Company Limited	
	For the year ended 31 December	
	2020	2019
Revenue	520,447	775,069
Profit (loss)	(382)	14,036
Other comprehensive income	(2,416)	-
Total comprehensive income	(2,798)	14,036

b) Individually immaterial associates

The Group has interests in an individually immaterial associates that is accounted for using the equity method which comprises the following:

(Unit: Thousand Baht)

	2020	2019
Aggregate carrying amount of individually immaterial associates	86,585	101,177
Share of comprehensive income:		
Profit (loss) from continuing activities	(259)	11,640
Other comprehensive income	87	-
Total comprehensive income	(172)	11,640

14. Investment properties

The net book value of investment properties as at 31 December 2020 and 2019 is presented below:

(Unit: Thousand Baht)

	Consolidated financial statements			Separate financial statements		
	Land	Land and building	Total	Land	Land and building	Total
31 December 2020:						
Cost	27,250	317,432	344,682	201,543	499,033	700,576
Less: Accumulated depreciation	-	(183,391)	(183,391)	-	(173,887)	(173,887)
Net book value	27,250	134,041	161,291	201,543	325,146	526,689
31 December 2019:						
Cost	27,250	226,753	254,003	201,543	408,355	609,898
Less: Accumulated depreciation	-	(121,022)	(121,022)	-	(111,519)	(111,519)
Net book value	27,250	105,731	132,981	201,543	296,836	498,379

A reconciliation of the net book value of investment properties for the years 2020 and 2019 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Net book value at beginning of year	132,981	129,732	498,379	495,130
Reclassification (Note 15)				
- Cost	90,679	18,932	90,679	18,932
- Accumulated depreciation	(56,022)	(9,292)	(56,022)	(9,292)
Depreciation charged	(6,347)	(6,391)	(6,347)	(6,391)
Net book value at end of year	161,291	132,981	526,689	498,379

The fair value of the investment properties as at 31 December 2020 and 2019 stated below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Land	435,352	435,352	435,352	435,352
Land and building	1,150,722	1,074,320	1,135,632	1,059,230

The fair value of the above investment properties has been determined based on valuation performed by an independent professionally qualified valuers who hold a recognized relevant professional qualification and have experience in the locations and categories of the investment properties.

15. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Cost:							
1 January 2019	1,480,547	548,331	9,162,707	273,999	74,661	57,784	11,598,029
Additions	128	12,895	40,844	8,135	6,037	105,898	173,937
Disposals	-	(1,311)	(128,326)	(5,198)	(4,822)	-	(139,657)
Written off	-	-	(20,457)	(1,004)	-	-	(21,461)
Transfers	1,346	2,928	118,916	-	-	(123,190)	-
Reclassification	(18,932)*	-	(6,785)	-	-	1,224	(24,493)
Translation adjustment	(19,964)	(2,447)	(134,907)	(1,337)	(357)	(1,359)	(160,371)
31 December 2019	1,443,125	560,396	9,031,992	274,595	75,519	40,357	11,425,984
Adjustment from TFRS 16 adoption (Note 4)	-	-	-	-	(4,780)	-	(4,780)
Additions	485	2,645	53,221	5,797	-	286,105	348,253
Disposals	(664)	(4,204)	(233,965)	(10,150)	(7,213)	-	(256,196)
Written off	-	(167)	(8,890)	(6,157)	-	(1,262)	(16,476)
Transfers	-	1,124	167,877	360	-	(169,361)	-
Reclassification	(91,935)*	-	(2,800)	120	-	-	(94,615)
Translation adjustment	(3,585)	(52)	(6,635)	(218)	(29)	(8)	(10,527)
31 December 2020	1,347,426	559,742	9,000,800	264,347	63,497	155,831	11,391,643
Accumulated depreciation:							
1 January 2019	574,629	458,752	5,344,605	241,099	52,603	-	6,671,688
Depreciation for the year	47,491	22,141	653,160	14,203	4,720	-	741,715
Depreciation on disposals	-	(1,311)	(95,800)	(5,089)	(4,822)	-	(107,022)
Depreciation on written off	-	-	(15,766)	(977)	-	-	(16,743)
Reclassification	(9,292)*	-	(9,374)	-	-	-	(18,666)
Translation adjustment	(4,732)	(1,453)	(56,107)	(969)	(220)	-	(63,481)
31 December 2019	608,096	478,129	5,820,718	248,267	52,281	-	7,207,491
Adjustment from TFRS 16 adoption (Note 4)	-	-	-	-	(1,202)	-	(1,202)
Depreciation for the year	43,304	21,779	598,712	11,130	5,776	-	680,701
Depreciation on disposals	(665)	(4,205)	(202,726)	(9,960)	(6,664)	-	(224,220)
Depreciation on written off	-	(167)	(7,210)	(6,119)	-	-	(13,496)
Reclassification	(57,279)*	-	(1,482)	6	-	-	(58,755)
Translation adjustment	(1,463)	(222)	(10,845)	(320)	(42)	-	(12,892)
31 December 2020	591,993	495,314	6,197,167	243,004	50,149	-	7,577,627

*As disclosed in note 14 to the financial statement

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Allowance for impairment loss:							
1 January 2019	-	-	17,000	-	-	-	17,000
Increase during the year	-	-	33,000	-	-	-	33,000
Disposals	-	-	(17,000)	-	-	-	(17,000)
31 December 2019	-	-	33,000	-	-	-	33,000
Increase during the year	-	-	3,600	-	-	-	3,600
Disposals	-	-	(5,000)	-	-	-	(5,000)
31 December 2020	-	-	31,600	-	-	-	31,600
Net book value:							
31 December 2019	835,029	82,267	3,178,274	26,328	23,238	40,357	4,185,493
31 December 2020	755,433	64,428	2,772,033	21,343	13,348	155,831	3,782,416

*As disclosed in note 14 to the financial statement

(Unit: Thousand Baht)

	Separate financial statements						
	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Cost:							
1 January 2019	1,085,417	482,219	6,067,504	230,234	51,904	35,174	7,952,452
Additions	-	3,197	32,284	4,101	3,876	17,839	61,297
Disposals	-	(1,311)	(172,858)	(5,318)	(2,574)	-	(182,061)
Written off	-	-	(15,535)	(789)	-	-	(16,324)
Transfers	-	-	20,397	-	-	(20,397)	-
Reclassification (Note 14)	(18,932)	-	-	-	-	-	(18,932)
31 December 2019	1,066,485	484,105	5,931,792	228,228	53,206	32,616	7,796,432
Adjustment from TFRS 16 adoption (Note 4)	-	-	-	-	(3,000)	-	(3,000)
Additions	-	1,440	10,854	2,927	-	102,996	118,217
Disposals	-	(4,204)	(216,450)	(9,602)	(5,292)	-	(235,548)
Written off	-	-	(8,460)	(5,998)	-	(1,262)	(15,720)
Transfers	-	142	77,086	-	-	(77,228)	-
Reclassification (Note 14)	(90,679)	-	-	-	-	-	(90,679)
Partial business transfer to a subsidiary (Note 12.3)	(149,396)	(27,497)	(575,106)	(28,216)	(18,096)	(4,164)	(802,475)
31 December 2020	826,410	453,986	5,219,716	187,339	26,818	52,958	6,767,227

(Unit: Thousand Baht)

	Separate financial statements						
	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Accumulated depreciation:							
1 January 2019	406,723	417,000	3,897,609	207,942	33,686	-	4,962,960
Depreciation for the year	26,625	14,023	402,368	9,150	3,507	-	455,673
Depreciation on disposals	-	(1,311)	(87,930)	(5,228)	(2,574)	-	(97,043)
Depreciation on written off	-	-	(12,893)	(789)	-	-	(13,682)
Reclassification (Note 14)	(9,292)	-	-	-	-	-	(9,292)
31 December 2019	424,056	429,712	4,199,154	211,075	34,619	-	5,298,616
Adjustment from TFRS 16 adoption (Note 4)	-	-	-	-	(114)	-	(114)
Depreciation for the year	22,334	13,382	341,136	6,314	4,583	-	387,749
Depreciation on disposals	-	(4,204)	(185,368)	(9,484)	(4,743)	-	(203,799)
Depreciation on written off	-	-	(6,957)	(5,998)	-	-	(12,955)
Reclassification (Note 14)	(56,022)	-	-	-	-	-	(56,022)
Partial business transfer to a subsidiary (Note 12.3)	(103,293)	(26,839)	(435,844)	(25,638)	(11,851)	-	(603,465)
31 December 2020	287,075	412,051	3,912,121	176,269	22,494	-	4,810,010
Allowance for impairment loss:							
1 January 2019	-	-	17,000	-	-	-	17,000
Increase during the year	-	-	33,000	-	-	-	33,000
Disposals	-	-	(17,000)	-	-	-	(17,000)
31 December 2019	-	-	33,000	-	-	-	33,000
Increase during the year	-	-	3,600	-	-	-	3,600
Disposals	-	-	(5,000)	-	-	-	(5,000)
31 December 2020	-	-	31,600	-	-	-	31,600
Net book value:							
31 December 2019	642,429	54,393	1,699,638	17,153	18,587	32,616	2,464,816
31 December 2020	539,335	41,935	1,275,995	11,070	4,324	52,958	1,925,617

Subsidiaries have pledged their land, building and machines as collateral against overdrafts, long-term loans and working capital facilities as below.

(Unit: Million Baht)

	Cost	
	2020	2019
Srithai Moulds Co., Ltd.	45	54
Srithai Miyagawa Co., Ltd.	186	186

16. Intangible assets

The net book value of intangible assets as at 31 December 2020 and 2019 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements			Separate financial statements		
	Copyright and computer software	Production technique patents	Total	Copyright and computer software	Production technique patents	Total
As at 31 December 2020 :						
Cost	119,239	9,785	129,024	56,742	9,785	66,527
Less: Accumulated amortisation	(106,793)	(3,425)	(110,218)	(55,397)	(3,425)	(58,822)
Net book value	12,446	6,360	18,806	1,345	6,360	7,705
As at 31 December 2019 :						
Cost	119,912	9,785	129,697	57,762	9,785	67,547
Less: Accumulated amortisation	(103,202)	(2,446)	(105,648)	(55,685)	(2,446)	(58,131)
Net book value	16,710	7,339	24,049	2,077	7,339	9,416

A reconciliation of the net book value of intangible assets for the years 2020 and 2019 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Net book value at beginning of year	24,049	32,646	9,416	14,526
Additions	817	1,801	360	35
Amortisation	(6,132)	(8,471)	(2,071)	(3,636)
Written off	-	(1,509)	-	(1,509)
Translation adjustment	72	(418)	-	-
Net book value at end of year	18,806	24,049	7,705	9,416

17. Other non-current financial assets

(Unit: Thousand Baht)

	31 December 2020	
	Consolidated financial statements	Separate financial statements
Equity instruments designated at FVOCI		
Investment in equity security of listed company	40,800	40,800
Investment in equity security of non-listed company		
Nissen Chemitec (Thailand) Limited	25,160	25,160
Amata City Co., Ltd	24,960	24,960
Others	48,418	31,450
Total equity instruments designated at FVOCI	139,338	122,370
Total other non-current financial assets - net	139,338	122,370

Equity instruments designated at FVOCI include listed and non-listed equity investments which the Group considers these investments to be strategic in nature.

18. Loans

18.1 Short-term loans

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Short-term loans from banks				
Baht	1,290,000	1,255,000	1,100,000	1,180,000
Vietnamese Dong 272,240 million (2019: Vietnamese Dong 342,470 million)	355,545	448,293	-	-
Total short-term loans	1,645,545	1,703,293	1,100,000	1,180,000

As at 31 December 2020, short-term loans in Thai Baht from local banks represent promissory notes due at call and maturity within 3 months and short-term loans in Vietnamese Dong of an overseas subsidiary represent short-term loans contracts with maturity within 6 months.

Short-term loans of local subsidiaries are secured by their land, building and machines as describe in note 15 to the financial statement.

18.2 Long-term loans

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Long-term loans				
Baht	457,338	899,188	395,800	796,480
Vietnamese Dong 211,875 million (2019: Vietnamese Dong 188,986 million)	276,709	247,382	-	-
Total long-term loans	734,047	1,146,570	395,800	796,480

Long-term loans are due for repayments as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Current portion of long-term loans	309,599	513,538	191,680	400,680
Due over 1 year and not over 3 years	357,819	535,563	183,360	333,360
Due over 3 years and not over 5 years	59,604	97,469	20,760	62,440
Due over 5 years	7,025	-	-	-
Total long-term loans due over 1 year	424,448	633,032	204,120	395,800
Total long-term loans	734,047	1,146,570	395,800	796,480

The movements of long-term loans comprise the following:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Balance at beginning of year	1,146,570	1,872,158	796,480	1,342,225
Additions	101,966	-	-	-
Repayment	(513,923)	(699,532)	(400,680)	(545,745)
Translation adjustment	(566)	(26,056)	-	-
Balance at end of year	734,047	1,146,570	395,800	796,480

The requirements and conditions for long-term loans comprise the following:

Contract No.	Consolidated financial statements 2020 (Million Baht)	Consolidated financial statements 2019 (Million Baht)	Company	Loan Purpose	Loan Limit	Interest rate and repayment terms	Guarantees and collaterals
1	395.80	796.48	Parent company Srithai Superware Public Company Limited	Investment in building improvement, machinery, moulds, factory equipment and investment in overseas subsidiaries	Baht 1,150 million (4 loans) (2019: Baht 2,750 million (8 loans))	2020: 3 loans bear fixed interest rate over loan period. 1 loan bear interest rate at FDR 6-month plus margin Repayment is due every three months from April 2016 to 2024. (2019: 5 loans bear fixed interest rate over loan period. 3 loans bear interest rate at MLR less margin, THBFIX 3-month plus margin, FDR 6-month plus margin and BIBOR 3-month plus margin. Repayment is due every three months from September 2013 to 2024.)	The Company will not enter into any encumbrance or commitment on its assets, currently owned or acquitted in the future, except for authorised commitments by the lenders.
2	-	3.40	Local subsidiary Srithai Moulds Company Limited	Investment in building	None (2019: Baht 14.8 million)	2020: None (2019: Interest rate at MLR less margin Repayment is due every three months from January 2014 to 2020.)	The subsidiary has mortgaged its current land and buildings, as well as those to be acquired in the future. (as described in note 15 to the financial statement).
3	61.54	99.31	Local subsidiary Srithai Miyagawa Company Limited	The energy preservation project and investment in machinery and building	Baht 100 million (2019: Baht 170 million)	2020: Fixed interest rate Repayments are due every three months from December 2019 to 2022. (2019: Fixed interest rate and MLR less margin. Repayments are due every three months from July 2015 to 2022.)	The subsidiary has mortgaged its land, buildings, and machinery (as described in note 15 to the financial statement) and two land parcels and buildings including prospective construction on the land parcels being covenanted not to perform any legal act or any commitment with any person or juristic person during the loan period, except legal transactions in favour of the lending bank.

Contract No.	Consolidated financial statements 2020 (Million Baht)	Consolidated financial statements 2019 (Million Baht)	Company	Loan Purpose	Loan Limit	Interest rate and repayment terms	Guarantees and collaterals
4	220.32 (Vietnamese Dong 168,700 million)	247.38 (Vietnamese Dong 188,986 million)	Overseas subsidiary Srithai (Vietnam) Company Limited	Investment in leasehold rights, land, building improvement, machinery, moulds, equipment, and investment in a subsidiary in Vietnam.	Vietnamese Dong 659,300 million (2019: Vietnamese Dong 376,156 million)	2020: Interest rate at Cost of fund plus margin of a bank in Vietnam. Repayment is due every three months from April 2013 to 2023. (2019: Interest rate at Cost of fund plus margin of a bank in Vietnam. Repayment is due every three months from April 2013 to 2023)	The subsidiary will not enter into any encumbrance or commitment on its assets, currently owned or acquitted in the future, except for authorised commitments by the lenders.
5	56.39 (Vietnamese Dong 43,175 million)	-	Indirect overseas subsidiary Srithai (Hanoi) Company Limited	Investment in machinery, moulds,and equipment.	Vietnamese Dong 116,500 million	2020: Interest rate at Cost of fund plus margin of a bank in Vietnam. Repayment is due every three months from March 2021 to 2026. (2019: None)	The subsidiary will not enter into any encumbrance or commitment on machineries, currently owned or acquitted in the future, except for authorised commitments by the lenders.
Total	734.05	1,146.57					

The Group must comply with other conditions and restrictions for long-term loans provided for in the agreements.

18.3 Unutilised credit facilities

Unutilised credit facilities comprise the following:

	Consolidated financial statements					
	2020			2019		
	Overdraft facilities	Working capital facilities	Long-term loans	Overdraft facilities	Working capital facilities	Long-term loans
Floating rate						
- Withdrawal period within 1 year	-	-	Vietnamese Dong 200,825 million	-	-	-
- Unspecified drawdown period	Baht 162 million	Baht 1 million	-	Baht 182 million	Baht 1 million	-
	-	US dollar 13 million	-	-	US dollar 9 million	-
	-	Rupees 33 million	-	-	Rupees 33 million	-
	-	Vietnamese Dong 122,500 million	-	-	Vietnamese Dong 58,300 million	-
Fixed rate						
- Withdrawal period within 1 year	-	-	Baht 100 million	-	-	-
- Unspecified drawdown period	-	Baht 2,835 million	-	-	Baht 4,229 million	-

	Separate financial statements					
	2020			2019		
	Overdraft facilities	Working capital facilities	Long-term loans	Overdraft facilities	Working capital facilities	Long-term loans
Floating rate						
- Unspecified drawdown period	Baht 125 million	-	-	Baht 155 million	-	-
Fixed rate						
- Withdrawal period within 1 year	-	-	Baht 100 million	-	-	-
- Unspecified drawdown period	-	Baht 2,634 million	-	-	Baht 4,153 million	-

19. Other payables - unrelated parties

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Payable of fixed assets	19,292	11,594	16,775	5,804
Other payables	38,898	44,536	30,842	38,190
Advance receipt from customers	78,268	120,656	2,265	5,517
Accrued commission expenses	7,436	10,382	4,829	7,688
Accrued utility expenses	24,427	26,415	19,256	23,474
Accrued staff cost	17,162	22,120	7,048	11,932
Current portion of finance lease liabilities	-	860	-	365
Others	44,975	62,154	12,901	30,871
Total other payables - unrelated parties	230,458	298,717	93,916	123,841

20. Leases

20.1 The Group as a lessee

The Group has lease contracts for various items of property, plant and equipment used in its operations. Lease generally have lease terms between 1 - 99 years.

a) Right-of-use assets

Movement of right-of-use assets for the year ended 31 December 2020 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements					
	Land	Buildings	Factory equipment	Office equipment	Motor vehicles	Total
1 January 2020	140,030	16,796	5,782	1,385	30,974	194,967
Additions	-	-	1,375	-	14,632	16,007
Disposals	-	-	-	-	(2,659)	(2,659)
Written off	(11)	(143)	-	-	(1,869)	(2,023)
Depreciation for the year	(3,494)	(5,056)	(2,424)	(862)	(11,508)	(23,344)
Translation adjustment	(1,142)	92	45	-	36	(969)
31 December 2020	135,383	11,689	4,778	523	29,606	181,979

(Unit: Thousand Baht)

	Separate financial statements					
	Land	Buildings	Factory equipment	Office equipment	Motor vehicles	Total
1 January 2020	1,233	6,212	3,668	1,385	25,801	38,299
Additions	-	-	311	-	6,690	7,001
Disposals	-	-	-	-	(5,309)	(5,309)
Written off	(11)	(143)	-	-	(1,519)	(1,673)
Depreciation for the year	(112)	(2,273)	(1,056)	(862)	(7,945)	(12,248)
31 December 2020	1,110	3,796	2,923	523	17,718	26,070

b) Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Lease payments	71,309	25,287
Less: Deferred interest expenses	(15,074)	(1,519)
Total	56,235	23,768
Less: Portion due within one year	(17,596)	(9,177)
Lease liabilities - net of current portion	38,639	14,591

A maturity analysis of lease payments is disclosed in Note 33 under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	For the year ended 31 December 2020	
	Consolidated financial statements	Separate financial statements
Depreciation of right-of-use assets	23,344	12,248
Interest expense on lease liabilities	3,131	1,211
Expense relating to leases of low-value assets	12,156	4,321

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2020 of Baht 33 million, including the cash outflow related to short-term lease, leases of low-value assets. Moreover, the Group had non-cash additions to right-of-use assets and lease liabilities Baht of 15 million.

21. Employee benefit obligations

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Statement of financial position				
Defined benefit plans (Note 21.1)	199,882	236,083	109,987	170,677
Other long-term employment benefits (Note 21.2)	161,028	178,132	105,540	152,936
Liability in the statement of financial position	360,910	414,215	215,527	323,613

During the year, there are 69 staffs (2019: 24 staffs) of the Company changed the benefit scheme from defined benefit plan to defined contribution plan. This results in reduction in past service cost of Baht 0.5 million (2019: Baht 0.1 million).

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Provision for long-term employee benefits at beginning of year	414,215	402,169	323,613	324,907
Included in profit or loss:				
Current service cost	17,941	23,627	10,161	16,950
Interest cost	10,520	13,311	7,152	10,115
Past service cost from post-employment benefits plan amendment recognised as expenses as follows:				
- Cost of sales	-	34,656	-	22,280
- Selling and distribution expenses	-	13,511	-	12,489
- Administrative expenses	-	12,696	-	9,852
Past service cost	(543)	-	(543)	-
Gains or losses on settlement	(68,010)	(50,802)	(49,730)	(48,618)
Actuarial (gain) loss arising from				
- Demographic assumptions change	(25,444)	-	(14,563)	-
- Financial assumption change	13,539	-	8,470	-
- Experience adjustments	32,533	-	19,053	-
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
- Demographic assumptions change	(52,999)	-	(23,260)	-
- Financial assumption change	29,281	-	13,468	-
- Experience adjustments	23,611	-	6,480	-
Partial business transfer to a subsidiary (Note 12.3)	-	-	(57,210)	-
Benefits paid	(33,734)	(34,953)	(27,564)	(24,362)
Provision for long-term employee benefits at end of year	360,910	414,215	215,527	323,613

21.1 Defined benefit plans

Provision for defined benefit plans, which represents compensation payable to employees after they retire, was as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Provision for long-term employee benefits at beginning of year	236,083	193,915	170,677	141,930
Included in profit or loss:				
Current service cost	12,363	14,852	6,010	10,055
Interest cost	6,872	8,090	4,296	5,672
Past service cost from post-employment benefits plan amendment recognised as expenses as follows:				
- Cost of sales	-	34,656	-	22,280
- Selling and distribution expenses	-	13,511	-	12,489
- Administrative expenses	-	12,696	-	9,852
Gains or losses on settlement	(42,233)	(27,937)	(27,532)	(26,004)
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
- Demographic assumptions change	(52,999)	-	(23,260)	-
- Financial assumption change	29,281	-	13,468	-
- Experience adjustments	23,611	-	6,480	-
Partial business transfer to a subsidiary (Note 12.3)	-	-	(27,927)	-
Benefits paid	(13,096)	(13,700)	(12,225)	(5,597)
Provision for long-term employee benefits at end of year	199,882	236,083	109,987	170,677

21.2 Other long-term employee benefits

Provision for other long-term employee benefits, which represents compensation payable to employees after they retire, was as follow:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Provision for long-term employee benefits at beginning of year	178,132	208,254	152,936	182,977
Included in profit or loss:				
Current service cost	5,578	8,775	4,151	6,895
Interest cost	3,648	5,221	2,856	4,443
Past service cost	(543)	-	(543)	-
Gains or losses on settlement	(25,777)	(22,865)	(22,198)	(22,614)
Actuarial (gain) loss arising from				
- Demographic assumptions change	(25,444)	-	(14,563)	-
- Financial assumption change	13,539	-	8,470	-
- Experience adjustments	32,533	-	19,053	-
Partial business transfer to a subsidiary (Note 12.3)	-	-	(29,283)	-
Benefits paid	(20,638)	(21,253)	(15,339)	(18,765)
Provision for long-term employee benefits at end of year	161,028	178,132	105,540	152,936

The Group expect to pay Baht 26 million of provision for long-term employee benefits during the next year (The Company only: Baht 18 million) (2019: Baht 40 million, the Company only: Baht 37 million).

As at 31 December 2020, the weighted average duration of provision for long-term employee benefit is 4 - 28 years (The Company: only 9 - 13 years) (2019: 3 - 29 years, the Company only: 8 - 14 years).

Significant actuarial assumptions are summarised below:

(Unit: percent per annum)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Discount rate	0.54 - 2.26	2.10 - 3.46	1.34 - 1.56	2.50 - 3.08
Salary increase rate	2.00 - 5.10	2.00 - 6.42	2.00 - 5.00	2.00 - 5.00
Staff turnover rate	0.00 - 56.00	0.00 - 55.00	0.00 - 56.00	0.00 - 52.00

The result of sensitivity analysis for significant assumptions that affect the present value of provision for long-term employee benefits as at 31 December 2020 and 2019 are summarised below:

	Change in assumption	Impact on provision for long-term employee benefits			
		Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
		(Percentage)	(Percentage)	(Percentage)	(Percentage)
Discount rate	Decrease by 1%	Increase by 9.72	Increase by 10.46	Increase by 8.33	Increase by 9.84
	Increase by 1%	Decrease by 8.50	Decrease by 8.31	Decrease by 7.41	Decrease by 7.66
Salary increase rate	Decrease by 1%	Decrease by 6.75	Decrease by 6.86	Decrease by 5.86	Decrease by 6.13
	Increase by 1%	Increase by 7.70	Increase by 8.73	Increase by 6.57	Increase by 8.04
Staff turnover rate	Decrease by 1%	Increase by 10.43	Increase by 10.79	Increase by 8.99	Increase by 9.96
	Increase by 1%	Decrease by 9.10	Decrease by 10.54	Decrease by 7.97	Decrease by 10.06

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method has been applied as when calculating the provision for long-term employee benefits recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

Through its long-term employee benefit plans, the Group is exposed to a number of risks, the most significant of which are changes in government bond yields. A decrease in government bond yields will increase plan liabilities.

22. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

23. Finance cost

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Interest expenses on borrowings	85,498	123,283	41,375	55,298
Interest expenses on lease liabilities	3,131	64	1,211	34
Total	88,629	123,347	42,586	55,332

24. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Staff costs	1,274,510	1,460,868	636,745	849,140
Depreciation	710,392	748,106	406,344	462,064
Advertising and sales promotion	63,337	51,237	11,752	33,514
Repair and maintenance	184,456	194,283	118,980	141,108
Transportation	110,315	142,079	55,958	75,385
Operating lease rentals	12,156	38,476	4,321	18,252
Amortisation of assets	6,132	11,365	2,071	3,636
Assets written-off	11,509	11,172	10,419	7,937
(Gain) loss on foreign exchange rate	(1,892)	14,129	(3,498)	12,750
Loss on impairment of fixed assets	3,600	33,000	3,600	33,000

25. Income tax

25.1 Income tax

Income tax expenses for the years ended 31 December 2020 and 2019 are made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Current income tax:				
Current income tax charge	22,713	20,454	-	-
Withholding tax written-off	7,091	4,151	3,095	2,502
Deferred tax:				
Relating to origination and reversal of temporary differences	11,407	(56,564)	22,790	(57,168)
Income tax expense (benefit) reported in profit or loss	41,211	(31,959)	25,885	(54,666)

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2020 and 2019 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Deferred tax on loss from the change in value of available-for-sale investments	-	4,944	-	4,944
Deferred tax on gain from the change in value of financial assets measured at FVOCI	(1,344)	-	(1,344)	-
Deferred tax on actuarial gains	(21)	-	(662)	-
	(1,365)	4,944	(2,006)	4,944

The reconciliation between accounting profit and income tax expense is shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Accounting profit (loss) before tax	(59,283)	(243,651)	49,124	(349,808)
Applicable tax rate	20%	20%	20%	20%
The result of the accounting profit (loss) multiplied by the income tax rate	(11,857)	(48,730)	9,825	(69,962)
Effects of:				
Exempted income	(761)	(788)	(20,974)	(23,550)
Extra deduction expenses	(37,375)	(8,322)	(32,681)	(5,935)
Non-deductible expenses	25,477	15,996	28,909	7,657
Loss (profit) exempt from corporate income tax due to promotional privilege from BOI	435	(8,993)	-	492
Tax losses used of currents year - not have been recognised as deferred tax	-	(9,095)	-	-
Loss of the current period unrecognised as deferred tax assets	44,139	34,300	37,711	34,130
Recognised deferred tax assets from previous year loss carry forward	-	(547)	-	-
Written off deferred tax assets from previous year loss carry forward	2,309	-	-	-
Profit from partial business transfer	17,844	-	-	-
Share of net profit from investments accounted for by the equity method	(129)	(3,312)	-	-
Share of net profit from investments in subsidiaries	(12,822)	(35,487)	-	-
The effect of different tax rate to the subsidiaries	(3,608)	(2,690)	-	-
The effect of related transactions elimination	10,498	31,558	-	-
Withholding tax written-off	7,091	4,151	3,095	2,502
Total	53,068	16,771	16,060	15,296
Income tax expense (benefit) reported in profit or loss	41,211	(31,959)	25,885	(54,666)

The tax rate enacted at end of the reporting period of the subsidiaries in overseas countries are 15% to 25%

25.2 Deferred income taxes

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Deferred tax assets				
Allowance for investment impairment	9,677	9,677	9,677	9,677
Provision for long-term employee benefits	60,740	82,843	43,105	64,723
Unused tax loss	108,498	110,923	100,000	100,000
Gain on disposal of property, plant and equipment between the entities in the Group	31,693	14,869	-	-
Others	7,781	11,659	7,592	9,426
Total	218,389	229,971	160,374	183,826
Deferred tax liabilities				
Gain (loss) on re-measuring available-for-sale investments	8,237	(1,180)	7,044	(1,180)
Total	8,237	(1,180)	7,044	(1,180)
Deferred income taxes-net	210,152	231,151	153,330	185,006

As at 31 December 2020, the Group has deductible temporary differences and unused tax losses totaling Baht 500 million (2019: Baht 283 million) (The Company only: Baht 401 million, (2019: 217 million)), on which deferred tax assets have not been recognised as the Group believes future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses. The unused tax losses will expire by 2021 - 2028.

26. Promotional privileges

The Group received promotional privileges from the Board of Investment and must comply with the conditions and restrictions provided in the promotional certificates as follows:

Company	No. of BOI card	Date of approval	Period	Product	Significant privilege
Srithai Superware Public Company Limited	1872(2)/2554	18 January 2011	8 years	Melamine products	• Exemption from corporate income tax from the promoted activities for the period of eight years totally not exceeding 100% of the investment which excluded land cost and working capital from the date income is first derived (19 September 2012) and the reduction of 50% from regular corporate income tax including the deduction of annual net losses arising during the privilege period from net profit for a period of five years from the end of the privilege period (expired on 18 September 2025).
	1529(2)/2555	6 March 2012	7 years	Plastic products	• Exemption from corporate income tax from the promoted activities for the period of seven years totally not exceeding 100% of the investment which excluded land cost and working capital from the date income is first derived (4 September 2012) and losses incurred within the privilege period can be carried forward for five years from the end of the privilege period (expired on 3 September 2024).
	1872(2)/2556	14 May 2013	7 years	Plastic products	• Exemption from corporate income tax from the promoted activities for the period of seven years totally not exceeding 100% of the investment which excluded land cost and working capital from the date income is first derived (28 February 2014) and losses incurred within the privilege period can be carried forward for five years from the end of the privilege period (expired on 27 February 2026).

Company	No. of BOI card	Date of approval	Period	Product	Significant privilege
Subsidiary: Srithai Moulds Company Limited	2458(5)/2554	19 July 2011	8 years	Moulds production and repair	• Exemption from corporate income tax from the promoted activities for the period of eight years from the date income is first derived (12 March 2013) and losses incurred within the privilege period can be carried forward for five years from the end of the privilege period (expired on 11 March 2026).
	1268(5)/2556	5 March 2012	8 years	Plastic products	• Exemption from corporate income tax from the promoted activities for the period of eight years from the date income is first derived (20 February 2014) and losses incurred within the privilege period can be carried forward for five years from the end of the privilege period (expired on 19 February 2027).
Subsidiary: Srithai Superware Korat Company Limited (Formerly known as "Korat Thai Tech Company Limited.")	1616(5)/2554	18 April 2011	8 years	Melamine products	• Exemption from corporate income tax from the promoted activities for the period of eight years from the date income is first derived (19 July 2011) and the reduction of 50% from regular corporate income tax including the deduction of annual net losses arising during the privilege period from net profit for a period of five years from the end of the privilege period (expired on 18 July 2024).

The Company's operating revenues for the years ended 31 December 2020 and 2019, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	Promoted operations		Non-promoted operations		Total	
	2020	2019	2020	2019	2020	2019
Sales						
Domestic sales	-	233,953	3,388,654	3,899,126	3,388,654	4,133,079
Export sales	-	95,851	421,584	731,555	421,584	827,406
Total sales	-	329,804	3,810,238	4,630,681	3,810,238	4,960,485

27. Earnings per share

Basic earnings (loss) per share is calculated by dividing profit (loss) for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

The following table sets forth the computation of basic earnings (loss) per share.

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Profit (loss) for the year from continuing operations (Million Baht)	(92)	(215)	25	(153)
Loss for the year from discontinued operations (Million Baht)	-	-	(2)	(142)
Weighted average number of ordinary shares (Million shares)	2,710	2,710	2,710	2,710
Profit (loss) per share from continuing operations (Baht)	(0.034)	(0.079)	0.009	(0.056)
Loss per share from discontinued operations (Baht)	-	-	(0.001)	(0.053)

There are no potential dilutive ordinary shares in issue during the year, so no diluted earnings per share is presented.

28. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as President.

For management purposes, the Group presents segment information by main business lines and separated by products from production base, comprising domestic operation base and overseas operation base. It is divided into plastic business line, consisting of household products business unit and industrial products business unit, and moulds and others business line. To consider profit (loss) from sales by segment, intercompany sales are already eliminated. Profit (loss) from sales was determined by subtracting cost of sales, selling expenses, administrative expenses from net sales. Other income is unallocated.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue and profit (loss) and fixed assets information regarding the Group's operating segments for the years ended 31 December 2020 and 2019, respectively.

(Unit: Thousand Baht)

	For the year ended 31 December 2020					
	Plastic business line					
	Household business unit		Industrial business unit			
	Domestic Operations	Overseas Operations	Domestic Operations	Overseas Operations	Moulds and others business line	Total
Sales	955,325	284,527	3,879,547	1,797,251	349,185	7,265,835
Revenues from subsidiaries	(68,654)	(59,339)	(162,793)	(5,141)	(96,691)	(392,618)
Total sales from external customers	886,671	225,188	3,716,754	1,792,110	252,494	6,873,217
Profit (loss) from sales by segment	(86,766)	(14,708)	(29,695)	119,683	(32,811)	(44,297)
Gain on foreign exchange rate - net						1,892
Other income						71,108
Finance cost						(88,629)
Share of profit from investments in associates						643
Loss before income tax						(59,283)
Income tax expenses						(41,211)
Loss for the year						(100,494)
Fixed assets	494,298		3,133,524		127,722	3,755,544
Other unallocated fixed assets						26,872
Other unallocated assets						3,877,007
Consolidated total assets						7,659,423
Depreciation and amortisation of intangible assets	83,559		607,902		25,063	716,524

(Unit: Thousand Baht)

	For the year ended 31 December 2019					
	Plastic business line					
	Household business unit		Industrial business unit			
	Domestic Operations	Overseas Operations	Domestic Operations	Overseas Operations	Moulds and others business line	Total
Sales	1,406,760	396,868	4,954,401	2,250,937	234,757	9,243,723
Revenues from subsidiaries	(154,709)	(43,907)	(168,117)	(12,860)	(17,801)	(397,394)
Total sales from external customers	1,252,051	352,961	4,786,284	2,238,077	216,956	8,846,329
Profit (loss) from sales by segment	(134,294)	8,303	(170,670)	138,821	(31,993)	(189,833)
Loss on foreign exchange rate - net						(14,129)
Other income						67,101
Finance cost						(123,348)
Share of profit from investments in associates						16,558
Loss before income tax						(243,651)
Income tax benefit						31,959
Loss for the year						(211,692)
Fixed assets	596,009		3,414,150		139,668	4,149,827
Other unallocated fixed assets						35,666
Other unallocated assets						4,286,752
Consolidated total assets						8,472,245
Depreciation and amortisation of intangible assets	85,393		658,081		13,103	756,577

Geographic information

Revenue from external customers, which is based on locations of the overseas entities in the Group, mostly is revenue from the Group located in Vietnam.

Major customers

For year 2020, the Group has revenue from one major customer in amount of Baht 835 million, arising from sales of oversea is operations in industrial business unit (2019: the Group has no major customer with revenue of 10 percent or more of an entity's revenues).

29. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530.

For the overseas subsidiaries, the provident funds are established in accordance with each subsidiary's policies and the law of their country of domicile.

The contributions for the year 2020 amounting to approximately Baht 6.2 million (The Company only: Baht 2.4 million) (2019: Baht 6.7 million, the Company only: Baht 2.8 million) were recognised as expenses.

30. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividends per share (Baht)
The Company			
Final dividends for 2018, on the operating results of the year 2018	Annual General Meeting of the shareholder on 25 April 2019	135	0.05
Total dividends for 2019		135	0.05
Subsidiaries			
2020			
Srithai Superware Korat Company Limited (Formerly known as "Korat Thai Tech Company Limited")			
Final dividends for 2019	Annual General Meeting of the shareholders on 27 March 2020	15	5.0
Interim dividends for 2020	Extraordinary General Meeting of the shareholders on 29 June 2020	18	6.0
	Board of Directors Meeting on 25 December 2020	15	0.5
Srithai Moulds Company Limited			
Final dividends for 2019	Annual General Meeting of the shareholders on 31 March 2020	3	3.0
Interim dividends for 2020	Extraordinary General Meeting of the shareholders on 26 June 2020	7	7.0
	Board of Directors Meeting on 29 December 2020	4	4.0

Dividends	Approved by	Total dividends (Million Baht)	Dividends per share (Baht)
T Thaiplas Company Limited			
Final dividends for 2019	Annual General Meeting of the shareholders on 27 March 2020	2	0.5
Interim dividends for 2020	Board of Directors Meeting on 30 June 2020	2	2.0
Srithai-Otto (Thailand) Company Limited			
Final dividends for 2019	Annual General Meeting of the shareholders on 30 April 2020	3	15.0
Srithai (Vietnam) Company Limited			
Final dividends for 2019	Board of Directors Meeting on 30 June 2020	15 (Vietnamese Dong 11,275 million)	-
2019			
Srithai Superware Korat Company Limited (Formerly known as "Korat Thai Tech Company Limited")			
Final dividends for 2018	Annual General Meeting of the shareholders on 29 March 2019	21	7.0
Interim dividends for 2019	Board of Directors Meeting on 26 June 2019	21	7.0
	Board of Directors Meeting on 27 September 2019	15	5.0
Srithai Moulds Company Limited			
Final dividends for 2018	Annual General Meeting of the shareholders on 29 March 2019	3	3.0
T Thaiplas Company Limited			
Final dividends for 2018	Annual General Meeting of the shareholders on 29 March 2019	4	1.0
Interim dividends for 2019	Board of Directors Meeting on 26 June 2019	4	1.0
	Board of Directors Meeting on 27 September 2019	3	0.75

Dividends	Approved by	Total dividends (Million Baht)	Dividends per share (Baht)
Srithai Miyagawa Company Limited			
Final dividends for 2018	Annual General Meeting of the shareholders on 23 April 2019	20	16.7
Srithai-Otto (Thailand) Company Limited			
Interim dividends for 2019	Board of Directors Meeting on 28 June 2019	4	20.0

31. Commitments and contingent liabilities

31.1 Capital commitments

The Group has capital commitments relating to the building improvement, and the acquisition of machinery and equipment as follow:

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Baht (Thousand)	55,191	7,109	13,067	6,979
US dollar (Thousand)	1,309	1,264	572	1,250
Japanese yen (Thousand)	6,033	-	6,033	-
Euros (Thousand)	197	1,949	-	1,949
Vietnamese Dong (Million)	977	2,468	-	-

31.2 Lease commitments

As at 31 December 2020, the Group has future lease payments required under these non-cancellable leases contracts that have not yet commenced as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Within 1 year	13,302	11,693
Over 1 and up to 5 years	14,366	8,211
Over 5 years	42,839	-
Total	70,507	19,904

31.3 Guarantees

(Unit: Million Currency)

	Currency	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Guarantee					
Indirect subsidiary's loans	US Dollar	6	7	-	-
Third party's loans	Baht	-	4	-	-
Bank Guarantee					
Electricity usage	Baht	46	54	40	51
	Vietnamese Dong	3,605	2,210	-	-
	Indian Rupee	5	5	-	-
Working capital facilities	Indian Rupee	33	33	33	33
	Baht	190	-	190	-
Others	Baht	1	6	1	6
	Vietnamese Dong	133	-	-	-

31.4 Litigation

In 2016, a migrant labour recruitment agency incorporated in Cambodia filed a lawsuit against the Company claiming that the Company defaulted on payment of recruitment service fees and seeking compensation together with interest. In May 2017, the court ordered the Company to pay Baht 4.77 million with interest at a rate of 7.5% per annum to the recruitment agency. However, the Company filed an appeal with the Court of Appeal in August 2017.

In 2019, the Court of Appeal dismissed the judgment of the Civil Court on the ground that in the Civil Court trial, there were no translation copies of the Company's supporting evidences from foreign language into Thai language. The Court of Appeal, therefore, ordered the Company prepare translation copies of the evidences and submit them to the Court in 2019. Thereafter, the Court of Appeal ordered the Civil Court proceed the judgment again based on pertinent evidences of the case.

On 17 January 2020, the Civil Court confirmed the same judgment which ordered the Company to pay Baht 4.77 million with interest at a rate of 7.5% per annum to the recruitment agency. Nevertheless, the Company filed an appeal with the Court of Appeal in March 2020 and the Court of Appeal has set an appointment to hear judgement on 24 March 2021. The Company and the Company's legal counselor are confident that the outcome of the appeal with be in favour of the Company, since it has important evidence and information that will be of benefit in defending the case. Therefore, the Company did not set aside any provision for this claim.

32. Fair value hierarchy

As at 31 December 2020 and 2019, the Group had assets and liabilities that were measured or disclosed at fair value using different levels of inputs (as mentioned in note 5.20 to the financial statements) as follows:

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2020			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVOCI				
- Investment in equity security of listed company	41	-	-	41
- Investments in equity securities of non-listed companies	-	42	56	98
Assets for which fair value are disclosed				
Investment properties	-	1,586	-	1,586

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2019			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Available-for-sale investments - equity instruments	34	-	-	34
Assets for which fair value are disclosed				
Investment properties	-	1,510	-	1,510

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2020			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVOCI				
- Investment in equity security of listed company	41	-	-	41
- Investments in equity securities of non-listed companies	-	25	56	81
Assets for which fair value are disclosed				
Investment properties	-	1,571	-	1,571

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2019			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Available-for-sale investments - equity instruments	34	-	-	34
Assets for which fair value are disclosed				
Investment properties	-	1,495	-	1,495

33. Financial instruments

33.1 Derivatives

The Group uses derivatives as appropriate given the nature of the business, the risk associated with the financial transaction and the derivatives facilities that the Group has with financial institutions. The Group uses only foreign exchange forward contracts to manage some of its transaction risks, entering into such contracts for the period during which foreign exchange rate fluctuations or trends may affect the underlying transactions, which is generally no more than 6 months. As of 31 December 2020, the Group has no foreign exchange forward contracts.

33.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivable, investments, trade accounts payable and short-term and long-term loans. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, deposits and short-term investments with banks and financial institutions. The maximum exposure to credit risk from deposits and investments is limited to the carrying amounts as stated in the statement of financial position since the Group does not use derivatives for these financial transactions.

Trade receivables

The Group manages risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and any shipments to new customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other reliable financial institutions. Moreover, consideration is given to asking for deposits covering part of the cost of goods before making delivery, depending on the circumstances. Overall, the Group does not have high concentrations of credit risk since it has a large customer base across a range of industries and most of customers are well-known and financially stable.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groups of customers with similar credit risks. Customers are grouped based on customer type and credit rating/ creditworthiness, and whether letters of credit and other forms of credit insurance have been provided by the customer may also be considered in the calculation of expected credit loss. The calculation takes into account the probability-weighted outcome, the time value of money and the reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off when they are assessed to be unable to make payment.

Cash deposits and Short-term investments

The Group manages the credit risk from deposits and short-term investments with banks and financial institutions, particularly the amounts in excess of those covered by the Deposit Protection Act. However, the Group makes deposits and short-term investments only with counterparties approved by the Board of Directors, staying within the stipulated limits for each counterparty and levels of risk for each type of deposit and short-term investment product. The management may propose revisions to the credit limits and types of deposit and short-term investment product to the Board of Directors for consideration when there are significant changes related to the counterparties or the rate of return is not as expected. The limits are set to minimise concentrations of riss and therefore mitigate the potential financial loss as a result of a counterparty failing to make payment.

The Group's credit risk in respect of deposits and short-term investments is low due to its focus on selecting counterparties that are local banks or financial institutions with high credit ratings assigned by international credit rating agencies and choosing to make short-term investments in products where principal is secure, in accordance with the guidelines set by the Board of Directors. Thus, the Group may not need to use other derivatives and financial instruments to help manage the credit risk.

Market risk

There are two types of market risk, namely foreign currency risk and interest rate risk. The Group manages the risk by making decisions to use derivatives based on appropriateness to the market situations and the volume of transactions relevant to these types of risk, together with other forms of risk management which are not complex or may have similar impacts to some types of derivative, as follows:

- Entering into foreign exchange forward contracts to hedge the foreign currency risk arising on the import or export of goods;
- Balancing foreign currency denominated receipts and expenditures and considering whether sales should be made in other currencies or in Baht, in order to mitigate risk and reduce excessive dependence on a particular currency;
- Considering the balance of floating and fixed interest rates and considering selection of multiple counterparties in order to provide the Group with options to use at financial costs that are appropriate to the risk level of each type of interest rate.
- Close monitoring of exchange rate and interest rate situations, analysis of various creditworthy institutions and trends are used appropriately in assessing the direction and impact of changes.

Foreign currency risk

The Group's exposure to foreign currency risk relates primarily to its transactions in foreign currencies. The Group seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within six months.

As at 31 December 2020 and 2019, the balances of significant financial assets and liabilities denominated in foreign currencies are summarised below.

Foreign currency	Consolidated financial statements					
	Financial assets		Financial liabilities		Average exchange rate	
	2020	2019	2020	2019	2020	2019
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	3	5	2	3	30.0371	30.1540
Singapore dollar	1	3	-	-	22.6632	22.3245

Foreign currency	Separate financial statements					
	Financial assets		Financial liabilities		Average exchange rate	
	2020	2019	2020	2019	2020	2019
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	3	5	-	-	30.0371	30.1540
Singapore dollar	1	3	-	-	22.6632	22.3245

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar and Singapore dollar exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2020. The Group's exposure to foreign currency changes for all other currencies is not material.

Currency	Increase / decrease	Effect on profit before tax
	(%)	(Thousand Baht)
US dollar	+5.00	Increase 888
	-5.00	Decrease 888
Singapore dollar	+5.00	Increase 1,259
	-5.00	Decrease 1,259

This information is not a forecast or prediction of future market conditions and should be used with care.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its short-term and long-term loans. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the current market rate.

The Group manages its interest rate risk by maintaining a balanced portfolio of fixed and floating rate loans and borrowings from several counterparties, based on the outcome of negotiations and the lending policies of its creaditors in each period. The Group's policy is to balance borrowings with similar amounts with fixed and floating rates. In addition, the Group considers entering into interest rate swaps and cross currency swaps in order to manage the impact of differences between interest at fixed and floating rates or manage the impact of differences between the interest in different foreign currencies which is calculated with reference to an agreed-upon notional principal amount for the specified period.

As at 31 December 2020 and 2019, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2020						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
Financial assets							
Cash and cash equivalents	6	-	-	361	216	583	0.05 - 5.50
Trade receivables	-	-	-	-	1,330	1,330	-
Other receivables - unrelated parties	-	-	-	-	76	76	-
Other receivables - related parties	-	-	-	-	1	1	-
Restricted bank deposits	-	-	-	9	-	9	0.50 - 6.20
Other non-current financial assets	-	-	-	-	139	139	-
	6	-	-	370	1,762	2,138	
Financial liabilities							
Short-term loans	1,290	-	-	356	-	1,646	Fixed rate / Cost of fund plus margin
Trade payables - unrelated parties	-	-	-	-	749	749	-
Trade payables - related parties	-	-	-	-	49	49	-
Other payables - unrelated parties	-	-	-	-	230	230	-
Other payables - related parties	-	-	-	-	1	1	-
Lease liabilities	17	28	11	-	-	56	3.62 - 8.00
Long-term loans	172	185	-	377	-	734	Note 18.2
	1,479	213	11	733	1,029	3,465	

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2019						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
Financial assets							
Cash and cash equivalents	4	-	-	196	121	321	0.10 - 0.75
Trade receivables	-	-	-	-	1,737	1,737	-
Other receivables - unrelated parties	-	-	-	-	56	56	-
Other receivables - related parties	-	-	-	-	1	1	-
Restricted bank deposits	-	-	-	6	-	6	0.60 and 6.50
Available-for-sale investments	-	-	-	-	34	34	-
	4	-	-	202	1,949	2,155	
Financial liabilities							
Short-term loans	1,255	-	-	448	-	1,703	Fixed rate / Cost of fund plus margin
Trade payables - unrelated parties	-	-	-	-	858	858	-
Trade payables - related parties	-	-	-	-	58	58	-
Other payables - unrelated parties	1	-	-	-	303	304	3.55 - 5.30
Other payables - related parties	-	-	-	-	1	1	-
Finance lease liabilities	-	1	-	-	-	1	3.55 - 5.30
Long-term loans	285	358	-	504	-	1,147	Note 18.2
	1,541	359	-	952	1,220	4,072	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2020						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
Financial assets							
Cash and cash equivalents	-	-	-	299	92	391	0.13 - 0.25
Trade receivables	-	-	-	-	811	811	-
Other receivables - unrelated parties	-	-	-	-	36	36	-
Other receivables - related parties	-	-	-	-	61	61	-
Other non-current financial assets	-	-	-	-	122	122	-
	-	-	-	299	1,122	1,421	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2020						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
Financial liabilities							
Short-term loans	1,100	-	-	-	-	1,100	Fixed rate
Trade payables - unrelated parties	-	-	-	-	469	469	-
Trade payables - related parties	-	-	-	-	37	37	-
Other payables - unrelated parties	-	-	-	-	94	94	-
Other payables - related parties	-	-	-	-	8	8	-
Lease liabillties	9	14	1	-	-	24	3.75 - 5.00
Long-term loans	142	154	-	100	-	396	Note 18.2
	1,251	168	1	100	608	2,128	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2019						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
Financial assets							
Cash and cash equivalents	-	-	-	120	9	129	0.10 - 0.38
Trade receivables	-	-	-	-	1,114	1,114	-
Other receivables - unrelated parties	-	-	-	-	23	23	-
Other receivables - related parties	-	-	-	-	61	61	-
Available-for-sale investments	-	-	-	-	34	34	-
	-	-	-	120	1,241	1,361	
Financial liabilities							
Short-term loans	1,180	-	-	-	-	1,180	Fixed rate
Trade payables - unrelated parties	-	-	-	-	519	519	-
Trade payables - related parties	-	-	-	-	59	59	-
Other payables - unrelated parties	1	-	-	-	123	124	5.30
Other payables - related parties	-	-	-	-	3	3	-
Finance lease liabillties	-	1	-	-	-	1	5.30
Long-term loans	254	296	-	246	-	796	Note 18.2
	1,435	297	-	246	704	2,682	

Interest rate sensitivity

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in interest rates on that portion of floating rate loans affected as at 31 December 2020, with all other variables held constant.

Currency	Increase/decrease	Effect on profit before tax
	(%)	(Thousand Baht)
Baht	+0.25	Decrease 203
	-0.25	Increase 203
Vietnamese Dong	+0.25	Decrease 1,530
	-0.25	Increase 1,530

The above analysis has been prepared assuming that the amounts of the floating rate loans from and all other variables remain constant over one year. Moreover, the floating legs of these loans from are assumed to not yet have set interest rates. As a result, a change in interest rates affects interest payable for the full 12-month period of the sensitivity calculation. This information is not a forecast or prediction of future market conditions and should be used with care.

Liquidity risk

The Group monitors the risk of a shortage of liquidity taking into account many factors, such as a comparison of current assets and current liabilities, the ability to turn financial assets into cash, estimated debts and commitments of bank overdrafts, bank loans and lease contracts due within 1 year and the total amount of unused credit facilities from financial institutions of the Group. The Group has assessed the concentration of risk with respect to borrowing to refinance debt, liquidity risk and working capital, concluding that the risk is low. The Group is confident that it will be able to generate sufficient cash inflows for its future contractual cash outflows, based on its ability to settle liabilities that were due in the past and the existence of adequate amounts of cash and cash equivalents together with all available unused credit limits. The Group has access to a variety of sources of funding and debt maturing within 1 year can be rolled over with existing lenders. Since the financial liabilities of the Group do not include instruments with derivative components, the amounts of the financial obligations are the carrying amounts stated in the statement of financial position, together with interest or obligations arising under the contract.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2020 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	Consolidated financial statements				
	On demand	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives					
Bank overdraft and short-term loans from financial institutions	850,047	799,422	-	-	1,649,469
Trade and other payables	-	1,029,731	-	-	1,029,731
Lease liabilities	-	20,027	32,157	19,125	71,309
Long-term loans	-	337,385	442,558	7,123	787,066
Total non-derivatives	850,047	2,186,565	474,715	26,248	3,537,575

(Unit: Thousand Baht)

	Separate financial statements				
	On demand	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives					
Bank overdraft and short-term loans from financial institutions	850,047	250,329	-	-	1,100,376
Trade and other payables	-	607,531	-	-	607,531
Lease liabilities	-	9,926	14,848	513	25,287
Long-term loans	-	203,104	211,339	-	414,443
Total non-derivatives	850,047	1,070,890	226,187	513	2,147,637

33.3 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Group estimating the fair value of equity securities is generally derived from quoted market prices, or based on generally accepted pricing models when no market price is available.

During the current year, there were no transfers within the fair value hierarchy.

34. Capital management

The Group's objectives when managing capital are to safeguard ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholder, issue new shares, acquire treasury shares, restructure loans, issue debentures, prepay loans before due, or sell assets to reduce debt.

In order to obtain the promotional privileges from the Board of Investment, the Group has to maintain minimum capital investment as specified in each certificate.

35. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 25 February 2021.

Srithai

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