

To Be
the Efficient
**Future
Builder**



Annual Report
2020



Now, it is another progressive pace of Navanakorn.
On the ground of trust, the Provincial Waterworks Authority has assigned Navanakorn as a water supplier for over 10,800 m³ per day.
Such work marks a momentous milestone of our growth that strengthens revenue, leading toward business sustainability years ahead.



**To Be
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Future Builder**

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Message from the Chairman



In the past year 2020, it has been recorded as an unfavorable impact year on the global economy, including the economy of Thailand, due to the Coronavirus 2019 pandemic. Traveling and transportation slowed down; some businesses encountered recession while the demand for the medical and food industry increased. Navanakorn Public Company Limited strived to carry on its business plan and generated significant profit growth, achieving quality management and utility service provision. As a result, operation result overall for the year 2020 recorded a net profit of THB 352.4 million. At the same time, the Company continued its concentration on generating income from utility services and others with rigid and continual growth. We maintain our robust financial status, stabilize capital balance to build confidence among investors and market index, and expand business in years to come. With wise supervision on the yield upon investment, the Company's rate of return provided to shareholders is always at a satisfying range.

Regarding Navanakorn Power Plant, the facilities started generating income from commercial operations thanks to the growing demand among internal customers; the Company decided to build another power plant to produce an additional 60 MW capacity and 10 tons per hour of steam. The project is completed on October 31, 2020, being an additional revenue for the Company.

For energy, the Company has invested in the Smart Solar Power Network by installing solar cells and floating solar panels, which add value to every empty water surface within the Company area. This is one of our alternative options to carry on toward the future in support of renewable energy. The project is completed and operated flawlessly, reducing the power expenses significantly.

I assure all shareholders that each year ahead, the Company is determined to generate business growth and expand investment into new territories with a sturdy and comprehensive base. The Board of Directors, Management and employees, will put their best effort to have the Company's prosperity and sustainability and returning good operation result to all shareholders.

I would like to thank all shareholders for your continued trust and support of our business operation. My gratitude also goes to all operators for your confidence to invest and to expand your investment within Navanakorn Industrial Promotion Zone. Another appreciation I would like to stress to the Board of Directors, advisors, Management, and all employees, thank you for your being a significant force and your commitment devoted to the success of NNCL in the past years.

A handwritten signature in black ink, appearing to read 'nm nmm', followed by a horizontal line.

Air Chief Marshal Nopporn Chandawanich
Chairman of the Board of Directors

Message from Chief Executive Officer



Dear Shareholders,

Throughout the past five years, the Company has paved a robust and sustainable business foundation and developed a comprehensive business line by creating and boosting the stability of utility services for operators, customers, residents, and commercial segments in Navanakorn continuously. At present, the Company has expanded Navanakorn Power Plant phase 2, fiber optic communication system and telecommunication towers, water production for the industry, and effective wastewater treatment based on the implementation of new technologies, i.e., solar cell, artificial intelligence including other alternative information technologies to leverage efficiency and continuity of our operation.

In 2020, Navanakorn Power Plant Phase 2 has been on commercial operation, generating 185 MW. Meanwhile, Navanakorn Power Plant Nakhon Ratchasima has approximately 30 MW production capacity, expected to be on commercial operation in 2023. The Provincial Waterworks Authority has requested water provision from Navanakorn, with the operation started in 2021. Such addition escalates regular revenue of the Company. Despite the Coronavirus 2019 outbreak nowadays, affecting business growth and global economic recession, Navanakorn managed to generate significant business growth. According to the operation result, the year 2020 marked another successful milestone for our Company with sturdy and sustainable revenue and profit increase that meet our goal. With all parts' collaboration, we will leverage our organizational capability and operation results at a higher range. Navanakorn is always aware that a successful business is a combination of support from shareholders, stakeholders, and employees. With sincere gratitude, I now thank you for all your continued support.

A handwritten signature in black ink, appearing to read 'Suthiporn Chandawanich'.

Mr. Suthiporn Chandawanich
Chief Executive Officer

We focus on quality that will forward into happiness to communities.

It is Navanakorn's pride to supply water to the Provincial Waterworks Authority to accommodate the increasing demand. Users can be assured that our water is of fine quality and meet the standard required by the World Health Organization (WHO).



Financial Highlights

(Unit : Million Baht)

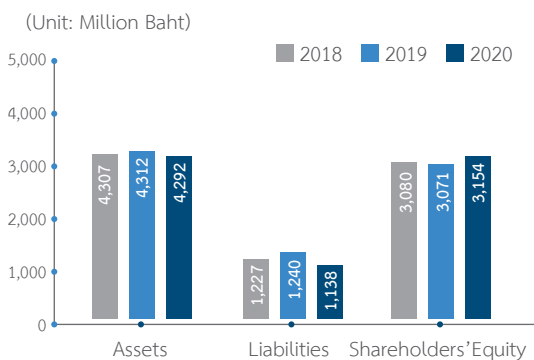
Financial Highlight	2018	2019	2020
Total Assets	4,307	4,312	4,292
Total Liabilities	1,227	1,240	1,138
Total Shareholders' Equity	3,080	3,071	3,154
Revenue from sale of real estate development projects, rendering of services, Rental income	863	663	934.55
Total Revenues	969	774	1,041
Gross Profit	426	340	390
EBITDA*	424	341	389
Net Profit (Loss)	375	253	352

Note : * EBITDA , impairment loss, Share of loss of investment, Transfer deferred income from government grants to income and one time items

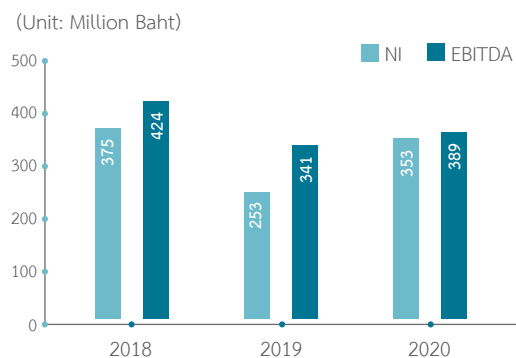
Financial Ratios	2018	2019	2020
Net Profit Margin to total revenues (%)	38.7	33.0	33.8
Return on equity (%)	12.6	8.3	11.3
Return on assets (%)	9.0	5.9	8.1
Net Profit (Loss) per share (Baht)	0.18	0.13	0.24
Dividend per Share (Baht)	0.09	0.08	0.09*
Net Book Value per share (Baht)	1.50	1.50	1.54
Debt to Equity ratio (Time)	0.40	0.41	0.36
Interest coverage ratio (Time)	368.7	190.3	322.6

Note : *Subject to AGM 2021 approval

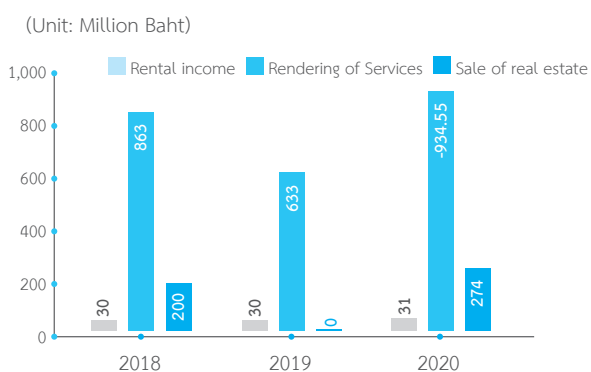
Financial Status



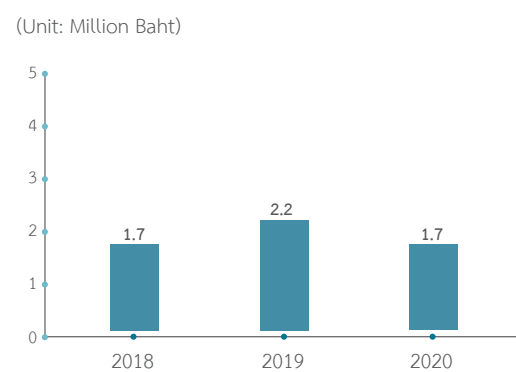
NI, EBITDA



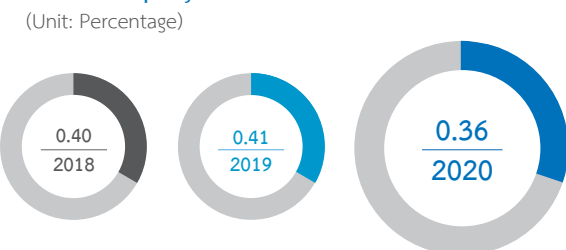
Revenue



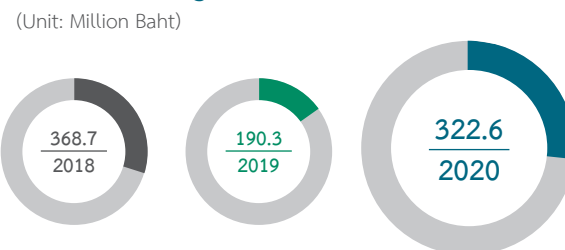
Financial Cost



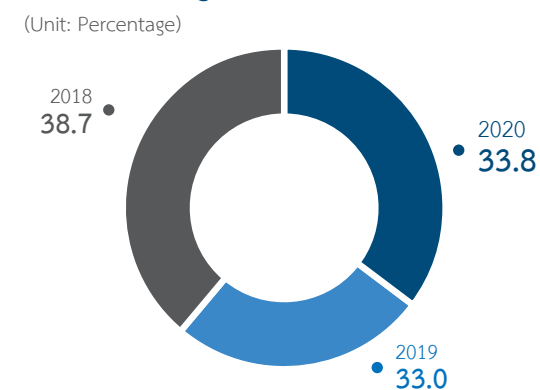
Debt to Equity Ratio (Time)



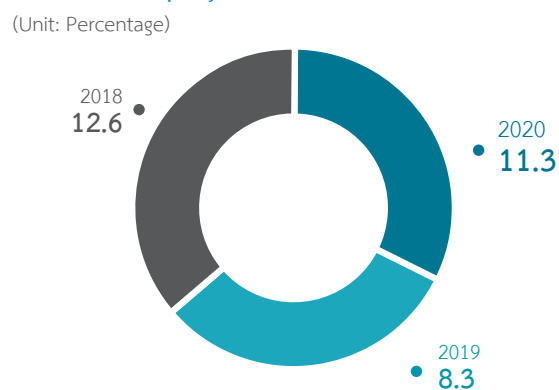
Interest Coverage Ratio (Time)



Net Profit Margin to Total Revenues



Return on Equity (R.O.E)



Board of Directors



Air Chief Marshal Dr. Nopporn Chandawanich
Chairman of the Board

Age 78 Years

Date of Appointment as a Director

December 1, 2009

Education/Training

- Doctor of Philosophy Degree in Engineering Mechanics, Michigan State University, USA
- Graduated from the Thai National Defense College of Thailand
- Certificate form Thai Institute of Directors Association (IOD), Directors Certification Program (DCP) Class 138/2010

Expertise

- Civil Engineering
- Corporate Governance

Percentage of Shareholding

- Held personally: 2,000,000 shares (0.0976%)
- Held by Spouse or Minor Children: 7,925,000 shares (0.3869%)

Relationship with Company's Executives (s)

Spouse of Mrs. Suvalai Chandawanich,
Father of Mrs. Peerayaluck Tangsunawan,
Mr. Suthiporn Chandawanich, and Mr. Popporn Chandawanich

Board Member/Management in Listed Company in the present (1)

31 Mar 2018 - Present	Chairman of the Board Nava Nakorn Public Co., Ltd.
2009 - Present	Director Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (1)

1 Jan 2018 - Present	Chairman of the Board Nava Nakorn Electricity Generating Co., Ltd.
2010 - Present	Director Nava Nakorn Electricity Generating Co., Ltd.

5 years Past Experiences and/or Remarkable Positions (3)

8 Aug 2019 - 30 Nov 2020	Director Nok Airlines Public Co., Ltd.
Jul 2016 - 30 Mar 2018	Vice Chairman of the Board Nava Nakorn Public Co., Ltd.
2015 - Apr 2016	Vice Chairman of the Executive Board Nava Nakorn Public Co., Ltd.
2001 - 2016	Director Nava Nakorn International Guarding Security Guard Co., Ltd.
2016 - 2017	Advisor of the Board Nava Nakorn International Guarding Security Guard Co., Ltd.

Other information

Never dishonestly committed and offence against property.
Never entered into any transaction which may cause conflict of interest against the company during in the year.



Police General Somchai Vanichsenee

Director

Vice Chairman of the Board

Chairman of the Nomination and Remuneration Committee

Chairman of the Corporate Governance Committee

Chairman of the Risk Management Committee

Age 78 Years

Date of Appointment as a Director

October 1, 2002

Education/Training

- Master Degree in Public Administration, Chulalongkorn University
- Bachelor Degree in Public Administration, Royal Police Cadet Academy
- Certificate from Thai Institute of Directors Association (IOD)
 - Director Accreditation Program (DAP) Class 6/2003
 - Director Certification Program (DCP) Class 40/2004
 - Audit Committee Program (ACP) Class 6/2005
 - Finance for Non-Finance Directors (FND) Class 8/2004
 - Corporate Governance for Capital Market Intermediaries (CGI) Class 4/2016

Expertise

- Corporate Governance

Percentage of Shareholding

- Held personally: - None -
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

- None -

Board Member/Management in Listed Company in the present (5)

12 Jun 2020 - Present	Chairman of the Risk Management Committee Nava Nakorn Public Co., Ltd.
11 Dec 2018 - Present	Chairman of the Corporate Governance Committee Nava Nakorn Public Co., Ltd.
15 Sep 2016 - Present	Chairman of the Nomination Committee and Remuneration Committee Nava Nakorn Public Co., Ltd.
2009 - Present	Vice Chairman of the Board Nava Nakorn Public Co., Ltd.
5 Apr 2018 - Present	Chairman of the Board NEP Reality and Industry Public Co., Ltd.
2014 - Present	Chairman of the Board Plan B Media Public Co., Ltd.
2011 - Present	Independent Director and Chairman of the Audit Committee Plan B Media Public Co., Ltd.
2009 - Present	Director NEP Reality and Industry Public Co., Ltd.
2002 - Present	Director Nava Nakorn Public Co., Ltd.
2006 - Present	Independent Director Phuket Fantasy Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (1)

2010 - Present	Director Nava Nakorn Electricity Generating Co., Ltd.
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5 years Past Experiences and/or Remarkable Positions (1)

2009 - 4 Apr 2018	Vice Chairman of the Board NEP Reality and Industry Public Co., Ltd.
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Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mr. Nipit Arunvongse Na Ayudhya
 Vice Chairman of the Board
 Member of the Corporate Governance Committee
 Member of the Risk Management Committee

Age 60 Years

Date of Appointment as a Director

January 1, 2001

Education/Training

- Bachelor Degree in Architecture, Chulalongkorn University
- Bachelor Degree in Architecture, University of Minnesota, USA
- Certificate from Thai Institute of Directors (IOD), the Directors Certification Program (DCP)

Expertise

- Architecture
- Corporate Governance

Percentage of Shareholding

- Held personally: 4,300,000 shares (0.2099%)
- Held by Spouse or Minor Children: - None -

Relationship with Company's Executives (s)

- None -

Board Member/Management in Listed Company in the present (2)

1 Aug 2020 - Present	Vice Chairman of the Board Nava Nakorn Public Co., Ltd.
12 May 2020 - Present	Member of the Risk Management Committee Nava Nakorn Public Co., Ltd.
22 Jan 2563 - Present	Member of the Corporate Governance Committee Nava Nakorn Public Co., Ltd.

1 Jan 2001 - Present	Director Nava Nakorn Public Co., Ltd.
2018 - Present	Chairman of the Nomination and Remuneration Committee NEP Realty and Industry Public Co., Ltd.
1991 - Present	Director NEP Realty and Industry Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (12)

Apr 2020 - Present	Chairman of the Board AVX Innovative Co., Ltd. Chairman of the Board Casa Development (Holding) Co., Ltd. Chairman of the Board Prime Material Co., Ltd. Chairman of the Board Casa Property Co., Ltd. Member of the Executive Board CAC (Dynoflex) Group Co., Ltd.
24 Apr 2020 - Present	Chairman of the Board REN Korat Energy Co., Ltd.
21 Apr 2020 - Present	Director REN Korat Energy Co., Ltd.
20 Nov 2020 - Present	Director Thai Thanan Co., Ltd.
10 Jan 2018 - Present	Director Klongluang Development (Pathumthani) Co., Ltd.
2010 - Present	Director Nava Nakorn Electricity Generating Co., Ltd.
2010 - Present	Chairman of the Board CASA Co., Ltd.
2002 - Present	Director ACH Construction Cost Consultant Co., Ltd.
2001 - Present	Director Sumisho Global Logistics (Thailand) Co., Ltd.

5 years Past Experiences and/or Remarkable Positions (2)

1 Jan 2001 - 31 Jul 2020	Chief Executive Officer Nava Nakorn Public Co., Ltd.
17 Sep 2018 - 14 Jan 2019	Acting Chief Executive Officer NEP Realty and Industry Public Co., Ltd.

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mr. Prinya Waiwatana
Independent Director
Chairman of the Audit Committee

Age 73 Years

Date of Appointment as a Director

March 31, 2018

Education/Training

- Bachelor Degree in Accounting, Chulalongkorn University
- Certificate from Thai Institute of Directors Association (IOD)
 - Role of the Compensation Committee (RCC) Class 10/2010
 - Monitoring the System of Internal Control and Risk Management (MIR) Class 2/2008
 - Director Certification Program (DCP) Class 72/2006
 - Director Accreditation Program (DAP) Class 35/2005
 - Audit Committee Program (ACP) Class 9/2005

Expertise

- Accounting and Financing
- Corporate Governance

Percentage of Shareholding

- Held personally: - None -
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

- None -

Board Member/Management in Listed Company in the present (5)

Jul 2020 - Present	Independent Director Nok Airlines Public Co., Ltd.
25 Feb 2020 - Present	Chairman of the Audit Committee Nava Nakorn Public Co., Ltd.
21 Jan 2020 - Present	Member of the Audit Committee Nava Nakorn Public Co., Ltd.
31 Mar 2018 - Present	Independent Director Nava Nakorn Public Co., Ltd.
2010 - Present	Independent Director and Member of the Good Governance Committee Samart Corporation Co., Ltd.
2010 - Present	Independent Director, Chairman of the Risk Management Committee, Member of the Investment Committee and Member of the Nomination and Remuneration Committee AIRA Capital Public Co., Ltd.
2005 - Present	Independent Director, Chairman of the Audit Committee, Chairman of the Good Governance Committee and Member of the Nomination and Remuneration Committee Thai Steel Cable Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present

- None -

5 years Past Experiences and/or Remarkable Positions:

- None -

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mrs. Suvalai Chandawanich

Director

Member of the Nomination and Remuneration Committee

Age 74 Years

Date of Appointment as a Director

January 26, 2001

Education/Training

- Bachelor Degree in Accounting, Thammasat University

Expertise

- Accounting and Financing
- Corporate Governance

Percentage of Shareholding

- Held personally: 7,925,000 shares (0.3869%)
- Held by spouse or minor children: 2,000,000 shares (0.0976%)

Relationship with Company's Executives (s):

Spouse of Air Chief Marshal Dr. Nopporn Chandawanich,
Mother of Mrs. Peerayaluk Tangsunawan,
Mr. Suthiporn Chandawanich, and Mr. Phopporn Chandawanich

Board Member / Management in Listed Company in the present (1)

15 Sep 2016 - Present	Member of the Remuneration and Nomination Committee Nava Nakorn Public Co., Ltd.
2001 - Present	Director Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present

- None -

5 years Past Experiences and/or Remarkable Positions

- None -

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mrs. Leena Charernsri

Independent Director

Member of the Nomination and Remuneration Committee

Member of the Risk Management Committee

Age 75 Years

Date of Appointment as a Director

December 10, 2002

Education

- Bachelor Degree in Accounting, Thammasat University.
- MINI MBA for Development of Executive from Ministry of Finance Class 1
- Chief Executive Officer (CEO), Office of the Civil Service Commission Class 19
- Diploma in Politics and Governance in Democratic Systems for Executives, King Prajadhipok's Institute, Class 6
- Certificate from Thai Institute of Directors Association (IOD)
 - Directors Certification Program (DCP) 2010
 - Directors Audit Committee Program (ACP)

Expertise

- Audit Management
- Accounting and Financing
- Administration Public Sector and Government
- Corporate Governance

Percentage of Shareholding

- Held personally: - None -
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

- None -

Board Member/Management in Listed Company in the present (1)

12 Jun 2020 - Present	Member of the Risk management Committee Nava Nakorn Public Co., Ltd.
11 Dec 2018 - Present	Member of the Nomination and Remuneration Committee Nava Nakorn Public Co., Ltd.
2008 - Present	Independent Director Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present

- None -

5 years Past Experiences and/or Remarkable Positions (2)

16 Jan 2018 - 21 Jan 2020	Chairman of the Audit Committee Nava Nakorn Public Co., Ltd.
22 Dec 2008 - 30 Nov 2017	Chairman of the Audit Committee Nava Nakorn Public Co., Ltd.
2002 - 2008	Director and Member of Nomination and Remuneration Committee Nava Nakorn Public Co., Ltd.
2013 - 2015	Member of the Internal Audit Committee Office of the National Broadcasting and Telecommunications Commission

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



General Somdhat Attanand
Independent Director
Member of the Audit Committee

Age 77 Years

Date of Appointment as a Director

December 10, 2016

Education/Training

- Bachelor Degree in Science, Chulachomklao Royal Military Academy
- Certificate from Thai Institute of Directors Association (IOD)
 - Director Accreditation Program (DAP) Class 53/2006
 - Director Certification Program (DCP) Class 90/2007
 - Audit Committee Program (ACP) Class 14/2006
 - Finance for Non - Finance Directors (FND) Class 29/2006
 - Monitoring the System of Internal Control and Risk Management (MIR) Class 1/2007
 - Role of the Chairman Program (RCP) Class 20/2008

Expertise

- Administration in Audit
- Corporate Governance

Percentage of Shareholding

- Held personally: - None -
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s):

- None -

Board Member/Management in Listed Company in the present (3)

10 May 2016 - Present	Independent Director and Member of the Audit Committee Nava Nakorn Public Co., Ltd.
24 Feb 2015 - Present	Chairman of the Board, Independent Director and Member of the Audit Committee Salee Colour Public Co., Ltd.
2012 - Present	Chief Advisor PENA HOUSE Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present

- None -

5 years Past Experiences and/or Remarkable Positions (2)

2012 - 10 May 2016	Advisor Nava Nakorn Public Co., Ltd.
2012 - 23 Feb 2015	Independent Director and Member of the Audit Committee Salee Colour Public Co., Ltd.

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mrs. Chuanpis Chaimueanvong

Independent Director

Member of the Audit Committee

Member of the Corporate Governance Committee

Age 72 Years

Date of Appointment as a Director

November 7, 2017

Education/Training

- Master Degree in Business Economic, Thammasat University
- Certificate from Thai Institute of Directors Association (IOD)
 - Director Accreditation Program (DAP) Class 13/2017
 - Director Certification Program (DCP)

Expertise

- Administration in Audit
- Corporate Governance

Percentage of Shareholding

- Held personally: - None -
- Held by spouse or minor children: - None -
- Finance

Relationship with Company's Executives (s) :

- None -

Board Member/Management in Listed Company in the present (1)

11 Dec 2018 - Present	Member of the Corporate Governance Committee Nava Nakorn Public Co., Ltd.
7 Nov 2017 - Present	Independent Director and Member of the Audit Committee Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present

- None -

5 years Past Experiences and/or Remarkable Positions (2)

13 May 2016 - 6 Nov 2016	Advisor Nava Nakorn Public Co., Ltd.
2005 - 12 May 2016	Independent Director Nava Nakorn Public Co., Ltd.
2012 - 2017	Director Star Sanitaryware (Thailand) Public Co., Ltd.

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Ms. Warangkana Devahastin
Director

Age 50 Years

Date of Appointment as a Director
February 22, 2006

Education

- Master Degree in Marketing, Sasin Graduate Institute of Business Administration Chulalongkorn University.
- Bachelor Degree in Business Administration (International Hotel & Tourism Industry Mgmt. School) Hawaii Pacific University, USA

Expertise

- Corporate Governance

Percentage of Shareholding

- Held personally: 28,810,700 shares (1.4065%)
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

Niece of Mrs. Suvalai Chandawanich

Board Member/Management in Listed Company in the present (1)

2006 - Present	Director Nava Nakorn Public Co., Ltd.
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Position in Non - Listed Company/Organization/Institution in the present (6)

10 Nov 2004 - Present	Director Rangsit Industrial Estate Co., Ltd
26 Jan 1996 - Present	Director Navanakorn Property Development Co., Ltd. Director Chumnumsup Co., Ltd.
22 Oct 1992 - Present	Director K.V. International Development Co., Ltd.
4 Sep 1992 - Present	Director Anyapattana Co., Ltd. Affiliated Company of K.V. Group

5 years Past Experiences and/or Remarkable Positions (1)

1996 - 2013	Managing Director Nava Nakorn Medical Co., Ltd.
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Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mr. Suthiporn Chandawanich

Director

Member of the Risk Management Committee

Chief Executive Officer

Age 46 Years

Date of Appointment as a Director

July 10, 2019

Education/Training

- Bachelor Degree in Mechanical Engineering, Washington University, USA
- Bachelor Degree in Mathematics, Maryville University, USA
- Master Degree in Finance Webster University, USA
- MBA Webster University, USA
- Training course in Effective Budgeting

Expertise

- Engineering
- Financing

Percentage of Shareholding:

- Held personally: 22,799,055 shares (1.1130)
- Held by spouse or minor children: 142,700 shares (0.006)

Relationship with Company's Executive (s)

Son of Mrs. Suvalai Chandawanich
and Air Chief Marshall Dr. Nopporn Chandawanich
Brother of Mrs. Peerayaluk Tangsunawan,
and Mr. Phopporn Chanawanich.

Board Member/ Management in Listed Company in the present (2)

1 Aug 2020 - Present Chief Executive Officer
Nava Nakorn Public Co., Ltd.

12 May 2020 - Present

Member of the Risk Management Committee

Nava Nakorn Public Co., Ltd.

26 Feb 2020 - Present

Director

NEP Realty and Industry Public Co., Ltd.

10 Jul 2019 - Present

Director

Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (4)

21 Apr 2020 - Present

Director

REN Korat Energy Co., Ltd.

20 Nov 2019 - Present

Director

Thai Thanan Co., Ltd.

26 Apr 2018 - Present

Director

Nava Nakorn Electricity Generating Co., Ltd.

10 Jan 2018 - Present

Director

Klongluang Development (Pathumthani) Co., Ltd.

5 years Past Experiences and/or Remarkable Positions (3)

10 Jul 2019 - 31 Jul 2020

Managing Director

Nava Nakorn Public Co., Ltd.

Sep 2016 - 31 Aug 2020

Deputy Managing Director-Operating
Nava Nakorn Public Co., Ltd.

2018 - 25 Feb 2020

Advisor of the Board
NEP Realty and Industry Public Co., Ltd.

Sep 2016 - Feb 2018

Acting Vice President of Industrial
Water Processing Department
Nava Nakorn Public Co., Ltd.

2009 - Aug 2016

Vice President of - Business
Development

Nava Nakorn Public Co., Ltd.

2003 - 2009

Vice President of Maintenance
Department

Nava Nakorn Public Co., Ltd.

13 Dec 2018 - 3 Oct 2019

Director

Navanakorn Smart Energy Co., Ltd.

2010 - 31 May 2013

Deputy Managing Director

NEP Realty and Industry Public Co., Ltd.

Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.



Mrs. Perayaluk Tangsunawan

Director

Managing Director

Deputy Managing Director - Management

Age 47 Years

Date of Appointment as a Director

March 1, 2015

Education/Training

- Bachelor Degree in Business Management, New Hampshire College, USA

Expertise

- Corporate Governance

Percentage of Shareholding

- Held personally: 22,553,805 shares (1.1011%)
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

Daughter of Mrs. Suvalai Chandawanich and Air Chief Marshal Dr. Nopporn Chandawanich
Older sister of Mr. Suthiporn Chandawanich, and Mr. Popporn Chanawanich

Board Member/Management in Listed Company in the present (1)

23 Feb 2021 - Present	Company Secretary Nava Nakorn Public Co., Ltd.
1 Aug 2020 - Present	Managing Director Nava Nakorn Public Co., Ltd.
1 Mar 2015 - Present	Director Nava Nakorn Public Co., Ltd.
2002 - Present	Deputy Managing Director - Management Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (2)

13 Dec 2018 - 3 Oct 2019	Director Navanakorn Smart Energy Co., Ltd.
10 Jan 2018 - Present	Director Klongluang Development (Pathumthani) Co., Ltd.

5 years Past Experiences and/or Remarkable Positions (1)

2008 - 2015	Director NEP Realty and Industry Public Co., Ltd.
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Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.

Nava Nakorn's Executive



Mr. Suthiporn Chandawanich
Chief Executive Officer

Age 46 Years

Date of Appointment as a Director
July 10, 2019

Education/Training

- Bachelor Degree in Mechanical Engineering, Washington University, USA
- Bachelor Degree in Mathematics, Maryville University, USA
- Master Degree in Finance Webster University, USA
- MBA Webster University, USA
- Training course in Effective Budgeting

Expertise

- Engineering
- Financing

Percentage of Shareholding

- Held personally: 22,799,055 shares (1.1130)
- Held by spouse or minor children: 142,700 shares (0.006)

Relationship with Company's Executive [s]

Son of Mrs. Suvalai Chandawanich
and Air Chief Marshall Dr. Nopporn Chandawanich
Brother of Mrs. Peerayaluk Tangsunawan,
and Mr. Phopporn Chanawanich.

Board Member/ Management in Listed Company in the present [2]

1 Aug 2020 - Present	Chief Executive Officer Nava Nakorn Pubic Co., Ltd.
12 May 2020 - Present	Member of the Risk Management Committee Nava Nakorn Pubic Co., Ltd.
26 Feb 2020 - Present	Director NEP Realty and Industry Public Co., Ltd.
10 Jul 2019 - Present	Director Nava Nakorn Pubic Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present [4]

21 Apr 2020 - Present	Director REN Korat Energy Co., Ltd.
20 Nov 2019 - Present	Director Thai Thanan Co., Ltd.
26 Apr 2018 - Present	Director Nava Nakorn Electricity Generating Co., Ltd.
10 Jan 2018 - Present	Director Klongluang Development (Pathumthani) Co., Ltd.

5 years Past Experiences and/or Remarkable Positions [3]

10 Jul 2019 - 31 Jul 2020	Managing Director Nava Nakorn Pubic Co., Ltd.
Sep 2016 - 31 Aug 2020	Deputy Managing Director-Operating Nava Nakorn Pubic Co., Ltd.
2018 - 25 Feb 2020	Advisor of the Board NEP Realty and Industry Public Co., Ltd.
Sep 2016 - Feb 2018	Acting Vice President of Industrial Water Processing Department Nava Nakorn Pubic Co., Ltd.
2009 - Aug 2016	Vice President of - Business Development Nava Nakorn Pubic Co., Ltd.
2003 - 2009	Vice President of Maintenance Department Nava Nakorn Pubic Co., Ltd.
13 Dec 2018 - 3 Oct 2019	Director Navanakorn Smart Energy Co., Ltd.
2010 - 31 May 2013	Deputy Managing Director NEP Realty and Industry Public Co., Ltd.



Mrs. Perayaluk Tangsunawan
Managing Director
Deputy Managing Director - Management

Age 47 Years

Date of Appointment as a Director

March 1, 2015

Education/Training

- Bachelor Degree in Business Management, New Hampshire College, USA

Expertise

- Corporate Governance

Percentage of Shareholding

- Held personally: 22,553,805 shares (1.1011%)
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

Daughter of Mrs. Suvalai Chandawanich
 and Air Chief Marshal Dr. Nopporn Chandawanich
 Older sister of Mr. Suthiporn Chandawanich,
 and Mr. Popporn Chanawanich

Board Member/Management in Listed Company in the present (1)

23 Feb 2021 - Present	Company Secretary Nava Nakorn Public Co., Ltd.
1 Aug 2020 - Present	Managing Director Nava Nakorn Public Co., Ltd.
1 Mar 2015 - Present	Director Nava Nakorn Public Co., Ltd.
2002 - Present	Deputy Managing Director - Management Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (2)

13 Dec 2018 - 3 Oct 2019	Director Navanakorn Smart Energy Co., Ltd.
10 Jan 2018 - Present	Director Klongluang Development (Pathumthani) Co., Ltd.

5 years Past Experiences and/or Remarkable Positions (1)

2008 - 2015	Director NEP Realty and Industry Public Co., Ltd.
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Mr. Vaurapope Charusorn
Assistant to Chief Executive Officer

42 Years

Education/Training

- Bachelor Degree Economics International Business, Valdosta State University, USA
- Training course in The Safety Officer in Management Level
- Training course in Effective Budgeting
- Training course in Awareness to IMS for ISO9001:2008 & ISO14001:2004
- Training course in Professional QMR/EMR Role & Responsibility
- Training course in Management for Labour Law

Percentage of Shareholding

14,911,100 shares (0.7279%)

Relationship with Company's Executive (s)

- None -

Experiences previous 5 years

2 Jan 2020 - Present	Assistant to Chief Executive Officer Nava Nakorn Public Co., Ltd.
13 Dec 2018 - 3 Oct 2019	Director Navanakorn Smart Energy Co., Ltd.
Sep 2016 - 1 Jan 2020	Vice President of Business Development Department Nava Nakorn Public Co., Ltd.
Jul 2015 - Aug 2016	Acting Vice President of Administrative Department Nava Nakorn Public Co., Ltd.
Nov 2014 - Aug 2016	Vice President of Human Resource Department Nava Nakorn Public Co., Ltd.
2011 - 2015	Manager - Sales Division (Europe) Nava Nakorn Public Co., Ltd.



Mrs. Monluedee Sookpantararat
Deputy Managing Director - Financial

56 Years

Education/ Professional Qualification

- Bachelor's Degree in Accounting with 2nd class honors, and major in Accounting, Thammasat University
- Master Degree in Accounting, Thammasat University
- Graduate Diploma in Auditing, Thammasat University
- Certified Public Account (CPA), Thailand License no.4020
- Arbitrator to the Panel of Arbitrators of the Thailand Arbitration Center (THAC) (since 3 January 2018)
- Arbitrator of Thai Arbitration Institute: TAI, Court of Justice (since January 2018)
- ASEAN Chartered Professional Accountant (ASEAN CPA) (since 12 October 2017)
- Training of Thai Institute of Directors Association
 - Director Certification Program (DCP 31/2003)
 - Director Diploma Award (Fellow Member) Class 11/2003
 - Director Accreditation Program (DAP 34/2005)
 - Audit Committee Program (ACP 23/2008)

Other Relevant Training in 2020

- KPMG Webinar, Topic: Are you ready to close FY2020? Important tax points to know before closing, KPMG Phoomchai Audit Ltd.
- SET Online seminar Re "COVID-19: Impact on Accounting & Financial Reporting" through Live Channel, The Stock Exchange of Thailand (SET)
- SET Online seminar Re "COVID-19: Financial Management Strategies for the new normal getting ahead of the pandemic crisis" through Live Channel, The Stock Exchange of Thailand (SET)

Percentage of Shareholding

- None -

Relationship with Company's Executive (s)

- None -

Experiences previous 5 years

2016 - Present	Independent Director, Chairman of the Audit Committee and Member of the Risk Management Committee Silicon Craft Technology Public Co., Ltd.
2015 - Present	Independent Director and Chairman of the Audit Committee ASN Broker Public Co., Ltd.
2014 - Present	Deputy Managing Director - Financial Nava Nakorn Public Co., Ltd.
2013 - Present	Independent Director and Member of the Audit Committee Plan B Media public Co., Ltd.
2007 - Present	Independent Director and Member of the Audit Committee Asiasoft Corporation public Co., Ltd.
2000 - Present	Visiting Lecturer, Faculty of Accountancy Bangkok University
1992 - Present	Visiting Lecturer, Faculty of Commerce and Accountancy Thammasat University
1997 - 2011	Director and Chief Financial Officer Group Wave Entertainment Public Co., Ltd.
1987 - 1996	Audit Manager EY Office Limited



Mr. Popporn Chandawanich
Deputy Managing Director - Operating
Vice President of Civil Department

44 Years

Education

- Bachelor Degree Music Business Management, Berklee College of Music, USA.

Percentage of Shareholding

22,046,905 shares (1.0763%)

Relationship with Company's Executive (s)

Son of Mrs. Suvalai Chandawanich
and Air Chief Marshal Dr. Nopporn Chandawanich
Young brother of Mrs. Peerayaluk Tangsunawan
and Mr. Suthiporn Chandawanich

Experiences previous 5 years

1 Sep 2020 - Present	Deputy Managing Director - Operating Nava Nakorn Public Co., Ltd.
2009 - Present	Vice President of Civil Department Nava Nakorn Public Co., Ltd.



Mr. Nutnarut Suriyapanuwat
Vice President of Sales
and Marketing Department

51 Years

Education/Training

- Bachelor Degree in Mechanical Engineering RMIT University
- Bachelor Degree in Industrial Engineering Monash University
- Training course in Effective Budgeting
- Training course Project Feasibility Study and Cash Flow For Real estates

Percentage of Shareholding

- None -

Relationship with Company's Executive (s)

- None -

Experiences previous 5 years

2005 - Present	Vice President of Sales and Marketing Department Nava Nakorn Public Co., Ltd.
2000 - 2004	Sales and Marketing Manager Kabinburi Industrial Zone limited



Mrs. Onanong Naowaratkoolchai
Vice President of Accounting and Finance Department

47 Years

Education/Professional

- Bachelor Degree in Accounting, Thammasat University
- Master Degree (MBA), Kasetsart University
- Certified Public Accountant (CPA), Thailand, registered no.6310
- Arbitrator of Thai Arbitration Institute: TAI, Court of Justice (Since January 2018)
- ASEAN Chartered Professional Accountant (ASEAN CPA) (Since 12 October 2017)

Other Relevant Training in 2020

- KPMG Webinar, Topic: Are you ready to close FY2020? Important tax points to know before closing, KPMG Phoomchai Audit Ltd
- SET Online seminar Re “COVID-19: Impact on Accounting & Financial Reporting” Through Live channel, The Stock Exchange of Thailand (SET)
- SET Online seminar Re “COVID-19: Financial Management Strategies for the new Normal Getting ahead of the pandemic crisis” through Live channel, The Stock Exchange of Thailand (SET)

Percentage of Shareholding

- None -

Relationship with Company's Executive (s):

- None -

Experiences previous 5 years

1 Mar 2015 - Present	Vice President of Accounting and Finance Department Nava Nakorn Public Co., Ltd.
Oct 2020 - Present	Deputy Managing Director - Accounting and Finance Nava Nakorn Electricity Generating Co., Ltd.
2014 - Feb 2015	Senior Manager Accounting Department Metro Systems Corporation Public Co., Ltd.
2002 - Jul 2013	Assistant CFO, and Company secretary WAVE Entertainment Public Co., Ltd.
1996 - 1999	Assistant Auditor Pricewaterhouse Coopers ABAS Limited.



Mr. Veerachai Chutimakorn

Vice President of Environment Department

56 Years

Education/Training

- Bachelor Degree in Education, Prince of Songkla University
- Master Degree in Business Engineering Management, Rajamangala University of Technology Thanyaburi
- Training course in Supervision Wastewater Treatment Activated Sludge #2
- Training course in Mini MBA form University of the Thai Chamber of Commerce #1
- Training course in Solid waste management and hazardous waste
- Training course in Environmental Manager of Industrial Works
- Training course in Effective Budgeting
- Training course in The Water Footprint Assessment
- Training course in CSR for Corporate Sustainability

Percentage of Shareholding

- None -

Relationship with Company's Executive (s)

- None -

Experiences previous 5 years

2005 - Present	Vice President of Environment Department Nava Nakorn Public Co., Ltd.
2004 - 2005	Manager - Maintenance and Control System Division Nakorn Public Co., Ltd.
2000 - 2003	Chief - Maintenance and Control System Division Nava Nakorn Public Co., Ltd.



Mrs. Sureerat Sroysoontorn
Vice President of Internal Audit Department

66 Years

Education/Training

- Bachelor Degree in Business Administration, Bangkok University
- Diploma of Internal Audit, Institute of Internal Audit of Thailand
- Training Course from The Stock Exchange of Thailand
 - Strategic CSR Management
 - Supply Chain and Stakeholder Engagement Course
 - Corporate Social Initiatives for Sustainable Development Course
 - Sustainability Risk and Materiality Analysis Course
 - CSR Evaluation and Data Management Course
 - Sustainability Reporting Course
 - Understanding C symbol and Back Door Course
 - Social Investment Course
 - Smart Disclosure Program Course
 - Using Set Portal System Course
- Training “Implementing BSC and KPI technologies as a strategy tool Course”, Technology Promotion Association (Thailand-Japan)
- Training “Growing awareness of energy conservation in the workplace course”
- Training “Business sector standards Anti-corruption bribery course”
- Training “Facilitation and Efficiency Development of the Customs Department Course” Thai Institute of Directors Association

- Training “Investment confident and health care course” Krungthai Asset Management Public Co., Ltd.
- Training “Update accounting standards course” KPMG Phoomchai Audit Co., Ltd

Percentage of Shareholding

53,000 shares (0.0025%)

Relationship with Company’s Executive (s)

- None -

Experiences previous 5 years

2007 - Present	Vice President of Internal Audit Department Nava Nakorn Public Co., Ltd.
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Mr. Pipat Pongsuk

Vice President of Industrial Water Processing Department

56 Years

Education/Training

- Diploma Vocational Certificate, King Mongkut's Institute of Technology Ladkrabang
- Bachelor Degree in Science, Rajabhat Rajanagarindra University Chachoengsao, Thailand
- Complete in TLCA Executive Development Program (EDP Class 7), Thai Listed Companies Association
- Complete in Integrated Water Management for Executive Course Class 3, Thai Waterwork Association (TWWA)

Percentage of Shareholding

- None -

Relationship with Company's Executive (s)

- None -

Experiences previous 5 years

Feb 2018 - Present	Vice President of Industrial Water Processing Department Nava Nakorn Public Co., Ltd.
1994 - 2017	Vice President of Maintenance Department Assistant Vice President of Operation Department Manager - Maintenance Division Eastern Water Resources Development and Management Public Co., Ltd.



Mr. Pojana Saithong

Vice President of Business Development Department

Age 41 Years

Education/Training

- Master degree in Economic, Kasetsart University
- Bachelor degree in Economic, Kasetsart University
- Training course in Financial Management for Executives from Chulalongkorn University

Percentage of Shareholding

- None -

Relationship with Company's Executives (s)

- None -

Experience Previous 5 years

2020 - Present	Vice President of Business Development Department Nava Nakorn Public Co., Ltd.
2009 - 2019	Manager of Project Department Silachai Surasth Co., Ltd.



Mr. Pichai Niyomthai

Vice President of Management Department
Nakhon Ratchasima Project

Age 56 Years

Education/Training

- Bachelor degree Engineering Rajamangala University of Technology Thanyaburi, Thailand, 1994.
- Training course in the safety officer in management level
- Training course in effective budgeting
- Training course in environment manager of industrial work
- Training course in CSR for Corporate Sustainability

Percentage of Shareholding

- None -

Relationship with Company's Executives (s)

- None -

5 years Past Experiences and/or Remarkable Position

2019 - Present	Vice President of Office Management Nakhon Ratchasima Project Nava Nakorn Public Co., Ltd.
2009 - 2019	Manager of Environmental and Public Work Division Nakhon Ratchasima Project Nava Nakorn Public Co., Ltd.
2006 - 2009	Engineer Project of Nakhon Ratchasima Project Nava Nakorn Public Co., Ltd.



Mrs. Perayaluk Tangsunawan
Company Secretary

Age 47 Years

Date of Appointment as a Director
March 1, 2015

Education/Training

- Bachelor Degree in Business Management, New Hampshire College, USA

Expertise

- Corporate Governance

Percentage of Shareholding

- Held personally: 22,553,805 shares (1.1011%)
- Held by spouse or minor children: - None -

Relationship with Company's Executives (s)

Daughter of Mrs. Suvalai Chandawanich
and Air Chief Marshal Dr. Nopporn Chandawanich
Older sister of Mr. Suthiporn Chandawanich,
and Mr. Popporn Chanawanich

Board Member/Management in Listed Company in the present (1)

23 Feb 2021 - Present	Company Secretary Nava Nakorn Public Co., Ltd.
1 Aug 2020 - Present	Managing Director Nava Nakorn Public Co., Ltd.
1 Mar 2015 - Present	Director Nava Nakorn Public Co., Ltd.
2002 - Present	Deputy Managing Director - Management Nava Nakorn Public Co., Ltd.

Position in Non - Listed Company/Organization/Institution in the present (2)

13 Dec 2018 - 3 Oct 2019	Director Navanakorn Smart Energy Co., Ltd.
10 Jan 2018 - Present	Director Klongluang Development (Pathumthani) Co., Ltd.

5 years Past Experiences and/or Remarkable Positions (1)

2008 - 2015	Director NEP Realty and Industry Public Co., Ltd.
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Other information

- Never dishonestly committed and offence against property.
- Never entered into any transaction which may cause conflict of interest against the company during in the year.

Anti-Corruption Policy

Nava Nakorn Public Limited Company is committed to conducting business with integrity, transparency and fairness, adhering to the good corporate governance. In 2018, NNCL has joined the “Private Sector Collective Action against Corruption” to show our distinctive intention and determination against all kinds of corruptions. In this regard, the meeting of the Collective Action Committee No. 3/2018 On Monday, November 5, 2018, approved the Nava Nakorn Public Company Limited as a member of the Thai Private Sector Collective Action Coalition Against Corruption. The certificate will be valid for 3 years from the date of approval.

To emphasize that NNCL is strongly against corruption, to ensure that all decisions and business transactions will be executed with transparency and to be guideline to all directors and employees, the Company has arranged a written guideline called ‘Anti-Corruption Policy’ to serve as an apparent guideline in performing business.

Definition

Corruption means any types of bribery; an offering, giving, promising, giving, accepting or demanding inappropriate benefits as an incentive (money, gift, loan, reward, incentive, banquet or other benefits etc.) in order that a particular person will commit an illegal action or against the morality; the abusive use of power based on position, duties and/or the use of information received from performing one’s duty in any approach that bring about benefit to oneself and/or other person in order to acquire money, assets, other inappropriate benefits or advantages directly and indirectly; any actions that are in conflict or against morality. Exception shall be applied in case of laws, regulation, statement, standard, custom, or business traditions enable to do so.



Anti-Corruption Policy

Directors, Management Team, and NNCL employees are prohibited from operating or accepting every type of corruption both in direct or indirect manner covering every business and related department. The Anti-corruption Policy is needed to be reviewed regularly, including with a possible revision of such policy and strict implementation provision in order to accord with business changes, regulation, standard, and laws.

Scope and Responsibilities

1. The Board of Directors is responsible for determining the policy, monitoring, and forming an effective system supporting Anti-corruption act in order to affirm that the Management Team intensively concerns, emphasizes, and cultivates Anti-corruption mindset as the company's culture.
2. The Audit Committee is responsible for revision of financial and accounting reports in line with accounting standard and to ensure the efficient and appropriate internal control system.
3. Chief Executive officer and Managing Director are responsible for determining Anti-corruption system, promoting, and encouraging Anti-corruption manner conveyed to all staff and related parties. This also includes reconsideration on system or regulation in order to best adjust with business changes, regulation, standard, and laws.
4. The Audit Committee is responsible for auditing in business transactions whether they are accurate and complied with policy, and internal control system, complying to the law and regulations of the Approval Authority in order to assure that the internal controls are sufficient and suitable for probable risk in corruption. This shall be directly reported to the Audit Committee.

Guidelines

1. The Board of Directors, Management Team and all employees must follow the Anti-Corruption Policy and NNCL Code of Conduct by avoiding involving with any course of corruption in direct or indirect manner.
2. NNCL staff shall not be negligent in any corruption conditions involved directly with NNCL. All staff must notify such act to supervisors or responsible person, including collaborate with investigation. Any queries or questions are needed to be consulted by the supervisor or a responsible person who monitors the NNCL Code of Conduct compliance provided in particular channels.
3. The Company shall provide fairness and safeguard staff who denies or informs corruption cases relating to NNCL by applying Protection Policy for appellant or persons who incorporate with Anti-corruption information as stated in the Whistleblower Policy.

4. NNCL concerns the importance of dissemination, knowledge sharing, and communications with other people who involve or affect NNCL so that those parties shall conform effectively to the Anti-corruption guideline.
5. This Anti-corruption Policy covers to Human Resource Management process starting from recruitment, promotion, training, evaluation, and benefits provided to staff. Every supervisor in every level must communicate to staff for clear understanding.
6. To stress the attention on processes which incur a high risk in corruption, the Board of Directors, the Management Team, and the NNCL staff must conform carefully in the following courses of action. ANNUAL REPORT 2016 30
 - 6.1 Gifts, banquet, giving, delivering or accepting gifts must be complied with the NNCL Code of Conduct.
 - 6.2 Granting contribution or receiving the aid must be transparent and in accordance with stipulated laws by confirming that such transaction shall not be claimed as a bribery act.
 - 6.3 Business Relation All types of bribery or illegal payments are prohibited in all business transactions. Such implementation must be proceeded transparently and in alignment with related laws and regulations.

Dissemination of Anti-Corruption Policy

1. The Company shall post the Anti-corruption Policy at all of the bulletin boards of NNCL.
2. The Anti-Corruption Policy is published through communication channels of the Company such as website, Annual Statement (form 56-1) and Annual Report (56-2).
3. The Anti-Corruption Policy is included in the employee's handbook.
4. All employees are required to sign in the form and affirm that they have acknowledged the content of the NNCL Code of Conduct and the Anti-Corruption Policy. The said form, upon being signed, is a confirmation that they have read the document and agreed to comply to regulations therein. An employee cannot claim that they have not read the content or signed in the acknowledgement form as a reason not to comply to the regulations.
5. The revocation of one of the articles in the NNCL Code of Conduct or Anti-Corruption Policy shall be approved by the Board of Directors and disclosed immediately.

Political Contribution Policy

NNCL remains neutral in politics, non-alignment movement and not providing fund or other support to any particular political party directly and indirectly.

Political Contributions means provision of financial support or in-kind such as giving goods or services, advertising or promoting political party, buying tickets to the event with purpose to funding or to donating money to an organization that having close relation to a political party, representing a company to participate in political campaign etc.

The Company supports politics under democratic system and deems that employees have right and duty as a Thai citizen as stipulated by law, and that they may participate or support political activities individually. All employees are prohibited to use their position in the Company or bring the Company's asset to contribute or proceed in any activities.

1. Charitable donation

The charitable donation in monetary or asset must be disclosed, and proceeded with transparency, and accuracy in line with law.

Such donation shall not be referred to as a bribery. Charitable donations must be made on behalf of the Company and being approved by authorized person. The donations must be made to an organization or agency such as foundations, public organizations, temples, educational institutions, clinics etc. for social, educational or public benefit, having no reciprocity, with a tracking scheme in place to ensure the reliability and accountability.

2. Sponsorships

Sponsorships means a money paid to or received from customers, trading partners and business partners based on reasonable ground, with objective of business, brand or corporate reputation.

Such Sponsorship is beneficial to the goodwill, public relations, business relation and opportunity. Sponsorship must be made openly, transparently and legally, with tracking scheme that with a tracking scheme in place to

ensure that requesting person has actually implemented the projects as proposed, that the sponsorship is a part of project success, that the project bring about benefit to society or that the sponsorship is in accordance with CSR objective.

Sponsorships must be made in request form, specifying name of receiving party, purpose of sponsorship, with all required documents which shall be submitted to an authorized person of the Company for approval in accordance with procedures specified.

3. Gifts/hospitality fee and other expenses

With well aware that building good relation with business alliances is a crucial factor leading to continual success, the Company has formulated the policy to prohibit directors and staff to accept, directly or indirectly, any gifts from stakeholders of the fields under their responsibility, such as government officers, government agency, private agency and business partners in order to gain inappropriate benefits and to lead to omission of their own duties. Exception shall be applied in case of giving or receiving gifts by appropriate occasion or opportunity such as giving gift in local or traditional custom, trading custom where the value of such gift shall not exceed the certain amount or exceed the amount as acceptable by the government officer.

Expenses for banquet and other expenses relating to compliance to business contract is permitted but to the appropriate and reasonable extend and scope and shall be auditable.

Reporting and complain filing

The committee of the board have set policy and process in dealing with such matter including action or, lag thereof, displaying an unethical, illegal, fraudulent activity performed by the employee and other beneficiary. The scope also includes financial and accounting misconduct in addition to the bias internal oversight and governance. Having these measures in place will foster an environment for stakeholders to inspect and notify a misconduct more effectively and efficiently.

Definition

Whistleblower is an employee or individual with business involvement

Auditing body is the director of internal audit or individual within the auditing department

Staking matter

An action or, lag thereof, displaying an unethical, nonconformant, illegal, fraudulent wrongdoing that create both, direct and indirect effect to the company resulting in an undesirable outcome in financial and non-financial aspect.

Communication channels

1. Email at whistleblower@navanakorn.co.th
2. Web form on www.navanakorn.co.th
3. Post mail addressing

Chairman of the Audit Committee

Nava Nakorn Public Company Limited
999 moo 13 Phaholyothin Rd, Klong Nueng,
Klong Luang, Pathumthani 12120

Protection program

- Accuser, accuse, and accusation will be kept secret
- Only vital information will be release
- Damaging party will be properly compensated
- Safety aspect is a responsible of the inline superior. Management of resources must be balanced with safety throughout the investigation.

Truth seeking

- **Evidence collection**
Auditing body is in charge of collecting evidence and present the finding to the Managing Director
- **Data filtering and investigation**
Investigation team will be appointed by the Managing Director to carry out such process which includes
 1. The President of Administration Department
 2. A direct line superior of the whistleblower who carries no conflict of interest with the matter
 3. A direct line superior of the accused who carries no conflict of interest with the matter
 4. The management team An observer from the auditing body

Procedure boundary

The President of Administration Department is responsible for presenting the summary of facts finding to the Managing Director for further proceeding and corrective action.

In dealing with an impact to reputation and financial position or an involvement of the management individual, the accusation will be presented to the committee of the board by the auditing body for further evaluation.

During the committee of the board meeting 9/2016 held on October 20, 2016; a procedure in managing an assistance of political campaign and nonprofit donation in addition to the whistleblower protection policy was established under an anti-corruption policy. This span include financial support including gifts, event sponsoring and expenses reimbursement.

Policies and Overall of the Business Operation



1. Policy and Overall Business

Nava Nakorn Public Company Limited, located in 2 locations of Nava Nakorn Industrial Estate and Nava Nakorn Industrial Zone in Nakhon Ratchasima, consisting of 4 main businesses as follows:

1. Land and real estate development
2. Utility investment
3. Our services investment
4. Energy investment

Nava Nakorn Industrial Estate, Pathum Thani

Land Development Most of the land development for industrial use are all sold out. On the other hand, we receive purchasing request of new lands from customers regularly. In proportion, the new purchases were mostly from existing customers who would like to expand their factories, indicating the positive growth of our customers. At the same time, there are new customers interested in selling the land of the company. That customers are still interested in the area of the company in Investment is ongoing.

Utility

Electricity As for utility, the construction of a 125 MW Navanakorn Electricity Generating Co., Ltd (NNEG) (a joint venture between Navanakorn PLC. and Ratchaburi Holding PLC. and GPSC (PTT subsidiary) has been completed and started supplying power to Electricity Generating Authority of Thailand: EGAT and tenants in Navanakorn Pathumthani Industrial Estate since June 2016. NNEG generated a satisfactory profit since the first month of operation.

In addition, income of NNEG were increasing as we received more and more inquiry from factories within the Industrial Estate regarding supplying power and steam for industrial use. The capacity is now almost reach the maximum point.

In February of 2019, NNEG has decided to build phase 2 of the Co-Gen power plant to support the demand of electricity and steam from customers within the industrial zone. Phase 2 has building additional 60 megawatts of electricity and 10 tons/hrs. of steam interns, generating more continuous revenue for the company. As of December 2019, approximately 85% of the second power plant has been built and is expected to be commercial operation date (COD) in 2020.

Project to Sell Tap Water to the Provincial Waterworks Authority

It is a project that Nava Nakorn Co., Ltd. sells tap water to the Provincial Waterworks Authority. The Nava Nakorn Industrial Water Plant still has a sufficient production capacity and can support water sales to the Provincial Waterworks Authority in front of the promotion zone. Currently, the project has received a license for pipe jacking under Phaholyothin Road and it is in the process of preparing for pipe jacking to distribute the water supply.

Telecommunication

Underground Optic Fiber Network: Nava Nakorn together with ALT Telecom Public Company Limited is divided into 2 phases:

Phase 1: Factory Zone

Phase 2: Commercial and Community Zones

Currently, in the factory area (Phase 1), operators in the area have moved to the central network. In addition, demolition of communication cables from the factory zone has been completed, remaining some finishing work. For commercial and community zones (Phase 2), they are in the process of preparing to organize the main road in order to minimize the impact on the telecommunication usage of the residents of the community.

Communication Tower Project: It is operated under a joint venture company, Tai Tanan Company Limited, between Nava Nakorn Public Company Limited and ALT Telecom Public Company Limited, providing steel structure towers to the communication operators. The construction of 8 towers has been completed and in service.

Utilities The industrial water plant has also improved the main water supply pipe network to increase stability and efficiency in providing services to customers in the area of the industrial promotion zone. As for wastewater treatment, it is in accordance with the standards of the Royal Irrigation Department and the Ministry of Industry before being released into the river. In the civil work, damaged roads were repaired and improved in order to facilitate the transport and traffic of residents and factories within the promotion zone, etc.

Services NNCL services which include cleaning, waste management have been improved. The problem of remaining garbage was solved while the Company earned more income. As a result, the scenery and health of residents in Nava Nakorn Industrial Estate have been leveraged as a whole. The Company carried on developments to communities and the public as to upgrade the well-being standard within.

In 2020, the company created an environmental quality improvement project for Community and commercial zone within Nava Nakorn Industrial Estate. This project is created to develop and improve the community's environment. For better quality and residents in the community as result to better quality of life and there is no environmental impact on the community around the project.

Moreover, the company provides 2 parking, which are Thai Thani Community Parking and Navanakorn 10 road parking to organize industrial estate area and problem-solving of traffic and increase the parking space to surrounding area

Energy A solar energy pilot project was formed in Nava Nakorn Pathumthani Industrial Zone to be used as a developmental platform for a larger scale electrical grid called The Smart Grid. The Smart Grid will be the stepping-stone for the Smart City concept that Nava Nakorn is moving towards. The pilot project can also provide financial insight in operating this particular industry prior to the actual commercial application that Nava Nakorn gearing to pursue in the future.

1. Installing a solar roof system with power generation capacity of 719 kilowatts on the roof of the industrial water plant. At present, the power a license for power paralleling has been granted.
2. Installing a solar roof system with power generation capacity of 45.60 kilowatts on the roof of the civil building. It's pending for Infinity Co., Ltd. to apply for an exemption and license for power paralleling.
3. Installing a solar floating system with power generation capacity of 61.60 kilowatts at a pond at the head office in Pathum Thani. Now, it is in the process of testing the power system

Nava Nakorn Industrial Zone, Nakhon Ratchasima

Land Development As previously informed about the completion of the 800 rai of land in Phase 3, in which the sale has been started, now, parts of the land are sold for factories more and more. On the other hand, our existing customers purchased more land to expand their production and to construct new factories. Overall, the situation is similar as in Navanakorn Pathumthani. The project receive contacts and visits from prospective customers, but none of them postponed to make a decision due to the same reason as aforesaid. Nevertheless, the Company carried on seeking different approach for land development. For instance, the land adjunct to Mittraparp road is now under the survey and negotiation as to build resting point for drivers. Additionally, the resting point may have petrol stations, accommodations, restaurants and souvenirs shops etc.

Services According Nakhon Ratchasima area is only for entrepreneurs without communities, therefore provide cleanliness services for good hygiene, transportation for traffic safety as well as meeting rooms renting, Security, etc. together with prevention of environmental impacts.

Utility As for public utility, the main issue in Nakhon Ratchasima is water resource. Navanakorn Nakhon Ratchasima has already prepared large 4 water reservoirs, with total capacity over 1,700,000 million cubic meters which exceeds demand for production in each year. However, due to drought crisis in 2016, the Company is aware of the risks that may occur in the future. Hence, the Company planned to expand the construct more water reservoir, launch campaigns among factories on water-saving and recycle in order to ease the risk of water scarcity. In addition, major improvement was done to the

industrial water production system with the aim to increase the stability and efficiency of the overall system. The in-bound pumps were replaced with a larger units while improving the water supply quality helps minimize shortage of useable fresh water in the industrial zone.

Electricity There is a power plant project of REN Korat Energy Company Limited, a joint venture between Nava Nakorn Public Company Limited, Raj Group Public Company Limited and PEA ENCOM International Company Limited, generating power with initial size of 30 megawatts, located at the Nava Nakorn Industrial Estate, Nakhon Ratchasima Province. Its main customer is AVX (Thailand) Co., Ltd. The project is in the process of 1.) Power plant design; 2.) Preparation of Environmental Impact Assessment (EIA) report by REN Korat Energy Company Limited. Its commercial operation date (COD) is fixed in June 2023. However, Nava Nakorn is moving forward to seek factory customers within Nava Nakorn Nakhon Ratchasima Industrial Estate, who are interested in using high-quality and stable electricity so that in the future, REN Korat Energy Co., Ltd. plans to increase its power generation capacity to meet the demand.

Energy-Installation of solar power generation systems There was a trial run in the Nava Nakhon Pathum Thani Industrial Promotion Zone and it was found that it could reduce the cost of electricity. Currently, it has been operated at Nava Nakorn Nakhon Ratchasima Industrial Estate as follows:

1. Installing a solar roof system with power generation capacity of 22.80 kilowatts on the roof of the garage of Nakhon Ratchasima office.
2. Installing a solar floating system with power generation capacity of 61.60 kilowatts in a pond of Nakhon Ratchasima wastewater treatment plant.
3. Installing a solar floating system with power generation capacity of 61.60 kilowatts on the roof of Nakhon Ratchasima Water Plant, pending for Infinity Co., Ltd. to apply for an exemption and license for power paralleling.

Communication The Bang Pa Inn-Nakhon Ratchasima Motorway or Motorway 6th which scheduled to be in service in 2020 provides great logistical advantage for Nava Nakorn Nakhon Ratchasima Industrial Zone as it is located 1 kilometer away. The new Motorway is designed reduce traffic congestion on Mittaphab and Paholayothin Rd. as it runs parallel to the two

main highways. This was done by connect the existing East Outer ring Rd. in Adyyudaya province and spanned to Nakorn Ratchasima province near Lum Ta Klong reservoir. The entire length is 196 kilometers or 2 hours of travel Using this motorway, it will take only 127 minutes, at a distance of 196 kilometers, linking Bangkok and the central region to the center of the Northeast, namely Nakhon Ratchasima Province and other cities in the Northeast to be closer to each other, supporting a link to neighboring countries such as Cambodia, Laos, Vietnam and southern China.

2. Past Important Improvement

Nava Nakorn Electricity Generating Company Limited

In 2009, the Company has become a business alliance in the power plant project as a small power producer with Ratchaburi Electricity Generating Holding Public Company Limited and PTT Public Company Limited.

In 2010, the Company registered the establishment of Nava Nakorn Electricity Generating Company Limited (NNEG).

In 2010, The Shareholder Agreement for the joint venture of Nava Nakorn Electricity Generating Company Limited (NNEG) with PTT Public Company Limited and Ratchaburi Electricity Generating Holding Public Company Limited in the shareholding rate at 30% and 40% respectively. However,

In 2011, Nava Nakorn Electricity Generating Company Limited had the start-up authorized capital at 2,000,000 Baht as divided into 200,000 ordinary shares of 10 Baht per share.

On December 31st, 2013, the Company paid the shares of 120,600,000 Baht, with the paid-up capital of 402,000,000 Baht as divided into 40,200,000 shares of 10 Baht per share.

On December 31st, 2014, the Company has paid the shares of 300,538,000 Baht, with the paid-up capital of 1,002,000,000 Baht as divided into 100,200,000 shares of 10 Baht per share.

On December 31st, 2015, the Company has paid the shares of 300,538,000 Baht, with the paid-up capital of 1,002,000,000 Baht as divided into 100,200,000 shares of 10 Baht per share.

On December 31st, 2016-2017, the Company has paid the shares of 457,438,000 Baht, with the paid-up capital of 1,525,000,000 Baht as divided into 152,500,000 shares of 10 Baht per share.

On December 31st, 2018, the Company has paid the shares of 464,938,150 Baht, with the paid-up capital of 1,550,000,000 Baht as divided into 155,000,000 shares of 10 Baht per share.

On September 8th, 2020, the Company has paid the shares of 135,000,000 Baht, with the paid-up capital of 2,000,000,000 Baht as divided into 200,000,000 shares of 10 Baht per share.

3. Overall of The Company's Business Operation, subsidiaries, associate, and relate companies

The subsidiaries, joint companies and associated companies of Nava Nakorn Public Company Limited has operated the business of real estate development which aims to improve the projects in the industrial promotion zone, NEP Realty and Industry Public Company Limited of being an associated company which conducts the production and sale business of packed manufactured of jute and plastic. At present, the company holds the internal share of 256,150,000 shares, calculated as 12.5% of the paid-up capital.

The investment in associated companies most of which conduct a business related to the support of services to habitants and entrepreneurs within the company's industrial promotion zone, with the following detail of business operation:

Nava Nakorn International Guarding Securityguard Company Limited

Established in October 2001, the company carries out the business of security protection within the area of Nava Nakorn industrial promotion zone. At present, the paid-up capital is at 6.3 million Baht; by the end of the year 2002, the company held the shares of 100.00% of the paid-up capital, but in March 2003 the company decided to sell the investment of Nava Nakorn International Guard Company Limited at the number of 40,500 shares, or calculated as 81.00% of the paid-up capital

to outsiders at that time because such company always had turnover loss; plus the company had no sufficient expertise in operating such business, resulting in the fact that at present the company remains the shareholding in such company of 15.08% of the paid-up capital

Sumiso Global Logistics (Thailand) Company Limited

Formerly Nava Nakorn Distribution Center Company Limited, established in 1989, to conduct the business of cargo service to companies located in the area of Nava Nakorn industrial promotion zone. At present, the company has the paid-up capital of 180.00 million Baht, holding the shares of 1.71% of the paid-up capital.

Nava Nakorn Electricity Generating Company Limited (NNEG)

NNEG is a small power producer (SPP) which uses the production process of electricity and steam by ways of natural gas as fuel, with the production power of approximately 125 megawatts and the production power of steam at 30 tons per hour; the client according to the contract being the Electricity Generating Authority of Thailand and the clients from industrial factories within Nava Nakorn industrial promotion zone in Pathumthani Province. Nava Nakorn Electricity Generating Company Limited to start the commercial operation on 3 June 2016. At present, the company has the paid-up capital of 2,000,000,000 Baht, holding the shares of 29.99% of the paid-up capital that is the total sum of 600,000,000 Baht.

Thai Thanan Company Limited

Thai Thanan Company Limited is a Telecommunications Business by having the first type of internet service license (Providing internet services without its own network) from the National Broadcasting and Telecommunications Commission. At present, the company has the paid-up capital of 2,500,000 Baht, holding the shares of 51% of the paid-up capital that is the total sum of 991,892.37 Baht.

R E N Korat Energy Company Limited. (REN)

REN is a cogeneration independent power supply business. At present, the company has the authorized capital 100,000,000 Baht, paid-up capital of 25,750,000 Baht, holding the shares of 35% of the paid-up capital that is the total sum of 9,012,500 Baht.

Nature of Business

Income structure

The total income structure of Nava Nakorn Public Company Limited for the years of 2018 - 2020 can be divided according to the characteristics of operation as follows:

Unit: Million Baht

Detail	2020		2019		2018	
	income	%	income	%	income	%
Income from sale of real estate development projects						
- Income from land sale of Nava Nakorn Industrial Zone Pathum Thani	53.26	5.11	-	-	129.75	13.39
- Income from land sale of Nava Nakorn Industrial Zone Nakhon Ratchasima	220.39	21.16	-	-	70.00	7.22
Income from services	630.32	60.52	633.24	81.74	632.81	65.30
Income from rent*	30.58	2.94	29.84	3.85	30.24	3.12
Other incomes**	107.00	10.27	111.61	14.41	106.22	10.96
Total income	1,041.55	100.00	774.69	100.00	969.02	100.00

Remark : The main total incomes of the company are income from services at the average of 60.52%, income rent at the average of 2.94% and the other income at the average of 10.27%.

* The income from rent is that incurred from the rent of lands and locations.

** Other incomes = government grants, areas and infrastructure utilisation, interest income and other income

Year	Other incomes
2018	the main items of government grants, comprised of income from government grants of Baht 39.94 million, income from providing infrastructure Baht 36.72 million.
2019	the main items of government grants, comprised of income from government grants of Baht 33.61 million, income from providing infrastructure Baht 40.83 million.
2020	the main items of government grants, comprised of income from government grants of Baht 24.64 million, income from providing infrastructure Baht 45.84 million.

Navanakorn's potentiality to deliver over **10,800** m³ daily

We are capable of producing fine quality water to deliver to the Provincial Waterworks Authority at a quantity of over 10,800 m³ per day. Such capacity will result in advantages to communities around Navanakorn Pathum Thani. The high rate capacity indicates our potential and the support to communities to ensure they have sufficient water resources.



Nava Nakorn Industrial Estate Pathumthani



1. Nava Nakorn Industrial Estate (Pathumthani)

Nava Nakorn Industrial Estate Pathumthani has the total land area of 6,485 rais which is divided into Industrial area of 4,148 rais and unsold area of 180 rais. The company aims to develop land for sale consistently and improve its management to meet the requirement of the investors and government agency under TIS/ ISO 9001:2015 for development land and services in infrastructures and facilities from Management System Certification Institute (Thailand), MASCI and national accreditation system of the national Accreditation Council of Thailand in 2002.

1.1 The Estate is developed into 4 zones

1. Industrial Zone:

The general industrial zone covers approximately 4,148 rais and accounts for 60% of total estate area with more than 212 plants. At present, there are approximately 87 rais available for sale in this zone.

2. Commercial and residential Zone:

The Company allocated areas to develop into the commercial and residential zones on the

approximate area of 641 rais which accounts for 10% of the total estate area. At present, there are 5,000 residents and about 92 rais available for sale.

3. Free Zone:

The Company has designated an area about 137 rais which accounts for 4% of the estate area on the Northeastern part of the Pathumthani Estate as Free Zone (FZ). Those who are investing in this Free Zone can receive special tax privileges. At present, all the land for sale was sold out.

4. Infrastructure and green Zone:

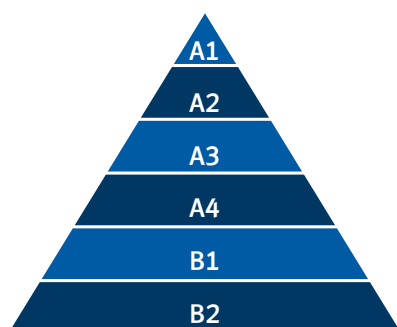
The area of infrastructure and green zone of 2,279 rais which accounts for 35 of total estate area was sold out. Conclusion of the Special Privileges under Nava Nakorn Industrial Estate (Pathumthani).

The benefits of land buyers in Nava Nakorn industrial estate Pathumthani

1.2 Special Privileges from BOI (Zone 1)

Providing benefits according to the new strategy (BOI)

(Activity-based Incentives)



Defined benefits based on the priorities of the business sector

(Merit-based Incentives)

1. Additional benefits to improve competitiveness.
2. Additional benefits to spread prosperity to the region.
3. Additional benefits for the development of the space industry. (Excluding tax increase one year)

Determine additional benefits to encourage investment. Or spend on things that will benefit the country. Or the industry as a whole more.

2. Facilities and Infrastructure

2.1 Roads

Roads can be divided into 11 types according to the width ranging from 9-32 meters. The roadways are connected making a network of roads on Phaholyothin road at 46 th kilometers. The roads, either asphalt concrete or steel reinforced concrete was repaired after damaging from the last year flooding as shown details below. Currently, in 2019, there is an ongoing road maintenance plan where damaged road surface will be both repair and completely redone using asphalt and reinforce concrete as follows:

In 2020 For The road is repair as follow:

1. Nava Nakorn 4 Road (The Asphalt road is under repair.)



2. Nava Nakorn 4/1 Road



3. Nava Nakorn 5/2 Road



4. Nava Nakorn 24 Road



2.2 Rainfall Drainage

Rainfall systems in Nava Nakorn Industrial Estate is made of concrete under V-drain and U-drain system along the road with a length of 45 kilometers and capacity of 400,000 cubic meters. This helped connect as a network and in 2019, convey water to the canal inside the best Rainwater will be drain into internal canals and only be pump out of the industrial zone into external canals.

1. Nava Nakorn 5/2 Road



2.3 Drainage canal within Nava Nakorn Pathum Thani Industrial Promotion Zone

At the same time, in order to build confidence and to assure the quality of treated wastewater from Nava Nakorn Central Wastewater Treatment System, the Company has constructed a polishing pond with a length of 45 kilometers and capacity of 1,200,000 cubic meters for treated wastewater from the Company's central wastewater treatment system. This polishing pond is to support of effluent for final treatment before releasing into public water sources. This treatment of wastewater in the polishing pond uses a natural process of sedimentation through physical process. It is also killing some germs with UV rays that require sunlight to help eliminate. This will ensure the final quality of the effluent before releasing into public water sources outside the project. It is considered one of the measures in caring for the environmental quality of the Company.

2.4 Wastewater Treatment Systems

Nava Nakorn Industrial Estate (Pathumthani) improved wastewater treatment system by construction the new facility which was extended from previous wastewater treatment plant. The new phase was operated in April 2009 and received a permit from the Department of Industrial Works, Ministry of Industry, to build the central wastewater treatment plant, and be classified as the 101-plant number. The plant is intended to collect wastewater from industrial and commercial zones to be treated until the quality of the wastewater meets the standards set by Ministry of Industry. The previous wastewater treatment system was the "Conventional Aeration Activated Sludge". Meanwhile, the extended phase was set as Oxidation Ditch Activated Sludge system. Both work around the clock, 24 hours a day. This should help handle a maximum capacity of 46,000 cubic meters of wastewater per day. At present, there are 28,780 cubic meters of wastewater flowing into a waste water system or about 62.57 % of the maximum capacity.

Average wastewater quality of central wastewater treatment systems Nava Nakorn Industrial Promotion Zone, Pathum Thani (Compared to the standard of the Royal Irrigation Department and the Ministry of Industry)

Wastewater quality standards	Royal Irrigation Department standards	Ministry of Industry	2020	2019	2018
Acidity Alkalinity (pH)	6.5 - 8.5	5.5 - 9.0	6.93	7.23	6.94
Biochemical Oxygen Demand (BOD) (milligram/litre)	< 20	< 20	2	2	2
Chemical Oxygen Demand (COD) (milligram/litre)	-	< 120	25	25	29
Suspended Solids (SS) (milligram/litre)	< 30	< 50	4	4	5

At the same time, in order to build confidence and to assure the quality of treated wastewater from Nava Nakorn Central Wastewater Treatment System, the Company has constructed a polishing pond for treated wastewater from the Company's central wastewater treatment system. This polishing pond is a 2.50-meter deep earth pond to support 50,000 cubic meters of effluent for final treatment before releasing into public water

sources. This treatment of wastewater in the polishing pond uses a natural process of sedimentation through physical process. It is also killing some germs with UV rays that require sunlight to help eliminate. This will ensure the final quality of the effluent before releasing into public water sources outside the project. It is considered one of the measures in caring for the environmental quality of the Company.

In addition, the Company has installed a remote pollution monitoring system (Online Monitoring System) to transmit signals of quality of the treated effluent to the Department of Industrial Works 24 hours. This is what the Company is required by the Department of Industrial Works to strictly comply with. It will send signals of BOD, COD, electricity used in the treatment system and flow rate to monitor that the Nava Nakorn wastewater treatment system is operated 24 hours a day and quality of the treated water meet the standards.

The Company also controls the quality of the effluent of various factories within the industrial promotion zone to be released into the wastewater collection pipe to Nava Nakorn Central Wastewater Treatment Plant to meet the standard of effluent water as specified by the Company. In the event that quality of wastewater a company does not meet the standard provided, the said factory has to conduct a preliminary wastewater treatment to meet the specified standards before draining into the Nava Nakorn central wastewater treatment system. If any factory releases the wastewater with any parameter exceeding the Company's standard, the Company will charge for wastewater treatment fee 2-6 times higher than the normal rate based on amount of pollutants of the wastewater that the factory have released.

In addition to providing wastewater treatment services to industrial factories and communities within the project area, the Company also provides sample collection and testing of industrial wastewater quality within the project by the Company's analytical laboratory, including environmental consulting services and issuing a letter of consent for acceptance of wastewater to industrial plants for use in applying for permission to set up a new factory, application for permission to expand a factory or renewal of license to operate the factory as well.

2.5 Wastewater Discharge System

Wastewater discharge systems in Nava Nakorn Industrial Estate is a closed system where it is separated from rainwater drainage system, which is an opened U-drain system. The width of wastewater discharge pipes varies from 150, 200, 250, 300, 400,

600, 800, and up to 1,000 millimeters, which can discharge and accommodate wastewater from various activities in the Estate from industrial, residential, and commercial areas. The waste water discharge system is composed of polishing pond and 51 wastewater pump substations around the Estate. These substations will pump wastewater into the Nava Nakorn central wastewater treatment plant.

Nava Nakorn Industrial Zone waste water treatment utilize a sanitary sewer system which is a completely separate unit from the storm sewer system which is uses to drain only rainwater into the internal canals. The sanitary sewer receives waste water from factories, businesses, and communities and direct it to the central waste water treatment plant. Waste water and rainwater are always separated and never mixed. In addition, a monthly assessment of discharged water is conducted, ensuring quality falls within the governed range. There is a daily water quality measurement that has been treated, which results in the standard criteria of the Ministry of Industry.

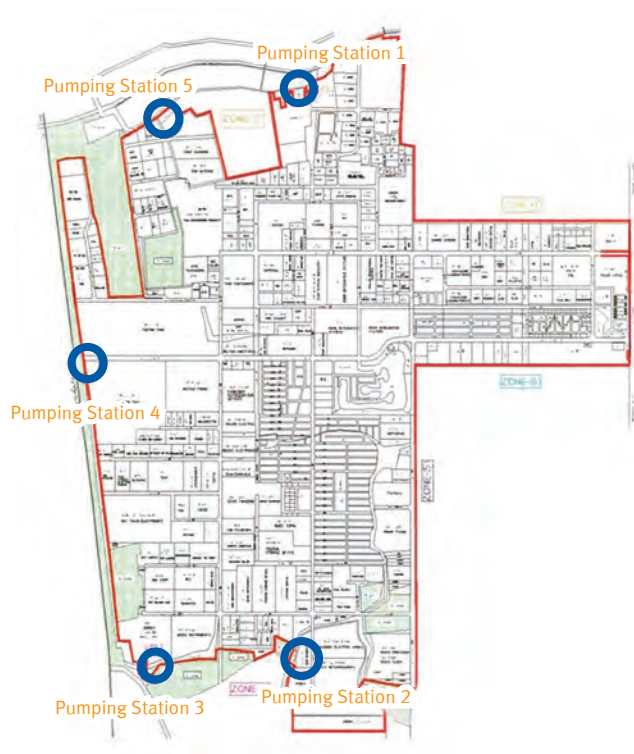
2.6 Flood Prevention Systems

Nava Nakorn Industrial Estate has the following flood prevention systems:

1. **Flood protection wall** : with 20.6 Kilometers long of wall protection which piling with corrugated concrete sheet pile (CCSP) 1 meter wide and 6-15.5 meters long and elevating the Nava Nakorn 5 road to the same level of CCSP, this should help protect the possible flooding in the future.
2. **Drainage Canal** : Inside Nava Nakorn Industrial Estate, there is a man-made canal in the area of 300 rais, which can accommodate about 1,200,000 cubic meters of water. In the rainy season, it can hold rainfall sufficiently. Water will be later taken and released outside the Estate by the many flood prevention-water pump substations.
3. **Flood Prevention-Water Pump Stations**: Pumping water out of the Company's stations, pumping stations, consisting of five pumping stations 1 and

5 at the north end of the project. And second and third pumping station at the south end of the project. And pumping station at the west end of the four projects are also temporary pumps to prevent flooding. Efficient pumps includes 1,497,120 cubic meters / day There are also water pumps for draining water but the company has mobile pumping capacity is 86,400 cubic meters / day. The total efficiency of the pump is 1,406,400 m³ / day, with the following details:

The location of the pumping station of Nava Nakorn Industrial Estate



Number of pumps and drainage efficiency

Pumping station	Number of pumps	Drainage efficiency (m ³ /h)
1	7	17,500
2	5	12,500
3	5	12,500
4	2	5,000
5	3	7,500
Total	22	55,000 (1,320,000 m ³ /day)

Pumping station 1: seven 75 KW pumps with capacity of 2,500 m³/h responsible for klong six drainage



Pumping station 2: five 75 KW pumps with capacity of 2,500 m³/h responsible for wang ta pod canal drainage



Pumping station 3: five 75 KW pumps with capacity of 2,500 m³/h responsible for mae lad canal drainage



Pumping station 5: three 75 KW pumps with capacity of 2,500 m³/h responsible for premium zone resting pond Drainage



Pumping station 4: two 75 KW pumps with capacity of 2,500 m³/h responsible for klong 10 drainage



4. Procedures in draining water from internal canals and resting ponds are as follow

- Summer (December-May) maintain the depth of 1.2m of water
- Rainy season (June-November) maintain the depth of 0.7-1m of water

* In the case of possible flash flood, the water level will be carefully maintain to support such risk. There are specifically trained personnel stationing at each pumping station to monitor and maintain appropriate water level. In addition, each pumping station is equipped with generator and sub-switching circuit to supply electricity for necessary operations in the case of power loss.

2.7 Industrial Water Systems

The industrial water processing plant started providing service since June 2007. It is located on about 39 rais of land inside Nava Nakorn Industrial Estate Pathumthani. Water from this plant is for industrial purpose and provides to the industrial zone. The plant gets water from Chao Praya River at Song Phi Nong Temple through a 900-millimeter HDPE water pipe, stretching

Water quality

Water quality index Month/Year	pH (Standard 6.5-8.5)	Color (Standard <5) Pt-Co	Taste	Odor	Turbidity (Standard < 5) NTU
Jan/2020	7.8	4.54	NO	NO	0.24
Feb/2020	8	<3.00	NO	NO	0.32
Mar/2020	8	2.75	NO	NO	0.32
Apr/2020	7.9	<3.00	NO	NO	1.06
May/2020	8.2	<3.00	NO	NO	0.83
Jun/2020	8	<3.00	NO	NO	0.25
Jul/2020	7.8	4.85	NO	NO	0.23
Aug/2020	7.8	4.12	NO	NO	0.39
Sep/2020	7.8	4.61	NO	NO	0.30
Oct/2020	7.6	4.81	NO	NO	<0.50
Nov/2020	7.9	4.40	NO	NO	1.00
Dec/2020	7.7	1.32	NO	NO	0.77

2.8 Water Systems

Water is from the Provincial Waterworks Authority or PWA. Nava Nakorn had made a buy/sell contract with PWA to resell water to residential and commercial zones inside the Nava Nakorn Industrial Estate Pathumthani. The main PWA water pipe passes through Nava Nakorn Route 1 and Route 5 Roads. Nava Nakorn laid out connecting pipes from the main PWA water pipe to transport water through out the residential and commercial zones. Currently, the water system services in the estate comes from 2 sources;

1. The industrial water processing plant by the Company to serve all needs of the investors with a capacity of 75,000 cubic meter per day.
2. Water from the Provincial Waterworks Authority or PWA connecting pipes from the main PWA water pipe to transport water throughout the estate.

In 2020, The average clients' demand was at 1,321,084.75 cubic meters per month or 43,432.92 per day which accounts for 57.91% of the total capacity. As a result, the water processing plant has no limitation off stretched capacity as there is more room to cope with expansion of the existing and any future factories.

The company has been operating of water loss project. The operating results of water loss were an average of 10.50% which according to company's target the loss of water operations.

Development Project

• Water Supply Pipe Systems

The company has a project to improve the main water distribution to increase the stability and efficiency in providing services to customers in the industrial promotion zone. By changing the equipment that has been in use for a long time, such as drainage door and some water supply pipes that have been deteriorated. In 2020, an improvement in the part of the Nava Nakorn 5 Road was completed, representing 50 percent of the water supply pipes and equipment in the area. The improvement project is planned is conducted continuously every year.

The company has implemented a water pipe-laying in Nava Nakorn Industrial Promotion Zone (Pathum Thani) by laying HDPE water pipes of 500 mm. in diameter and 400 mm in length approximately 5 kilometers. The company was implementing water

pipe-laying project for support the expansion of increasing demand for water in the industrial zone that expected to be completed by 2020. Supplying water has been joined successfully to the existing water supply system in March 2020.

The Company gives precedence to safety of lives and security of properties of the customers. Therefore, the existing fire sprinkler system has been improved to be ready for use in the event of an emergency. And the Company also approved the project to install additional fire hydrants to cover the area as the long-term project (3 years). The fire hydrants will be installed in the area 15 more points per year, totaling 45 points of installations in 3 years. For operation in 2020, 15 points of installation have been completed.

- **Water production system**

From the 2020 project, the pulsator system was improved for sedimentation stability by considering a new design to create a roof frame to protect against external factors affecting the sedimentation. This is expected to be completed by 2021. Nava Nakorn Pathum Thani Industrial Promotion Zone, in 2018 and 2019, could reduce the electricity cost by 60% of street lighting cost. Nava Nakorn Nakhon Ratchasima Industrial Estate installed on 18 October 2019. From October to December 2019, on average, it could reduce electricity cost by 69% of the street lighting cost.

2.9 General Waste Management Systems

Nava Nakorn Industrial Estate, composing of residential houses, dormitories, shops, and factories, is required to have general waste management systems in compliance with the Factory Act B.E. 2535 (No. 2) of the Department of Industrial Works, Ministry of Industry, Re: Disposal of Wastes or Unusable Materials B.E. 2548. For non-hazardous waste or unusable materials from office, residential housing, and canteen areas in the factories inside Nava Nakorn Industrial Estates, the Company assigned J. Rattakan Company Limited and JPN Recycling Partnership to manage and eliminate waste or unusable materials systematically. In waste management, the contractor will take all the waste (Community and industry) disposal by landfill to the waste pits, Bang Pa-in West Matt Apartment Company Limited, Chiang Rak Noi Sub-district, Bang Pa-In District, Phra Nakhon Si Ayutthaya Province

2.10 Electrical Systems

1. There are four power substations of Provincial Electricity Authority (PEA) and one power substation of Electricity Generating Authority of Thailand (EGAT) in Nava Nakorn Industrial Estate. The high voltage distribution feeder circuits systems are designed with complete load distribution and designed to be able to connect to Bang Pa-in Power Substation in case of electromotive force is unstable or power failure.
2. The improvement of group circuit in the estate should allow the power distribution and transmission system to serve specific needs of various customers efficiently. In addition, the electrical interruption in one area should not impact others thanks to a specific circuit plan that helps locate the default area and allow a company to fix the problem quickly.
3. Under the department of Alternative Energy Development and Efficiency, the registration of the clients based on the quantity of use such as the big firms which require more utilities should help control and use energy efficiently.

We improved the system of street lighting by changing LED lighting to reduce energy consumption and save electricity bill, the result as follows:

Nava Nakorn Pathum Thani Industrial Promotion Zone, in 2018 and 2019, could reduce the electricity cost by 60% of street lighting cost.

4. Nava Nakorn Nakhon Ratchasima Industrial Estate installed on 18 October 2019. From October to December 2019, on average, it could reduce electricity cost by 69% of the street lighting cost.
5. Installation of the generator number five stations pumping for emergency power backup in case of power failure. And to prevent flooding in the area. (Finished)

2.11 Internal telecommunications Systems

Industrial Estate (Pathumthani) the telecommunication network system is set to serve strong demand in various services such as telecommunication system, hi-speed internet and fiber cable optic as shown detail below,

1. The telephone network is serviced by TOT Public Company Limited and True Corporation Public Company Limited.
2. The mobile network under 3G and 4G by True Corporation PCL, Advance Info Services and Total Access Communication Public Company Limited.
3. Fiber Optic Cable by CAT Telecom Public Company Limited and United Information Highway Company Limited.
4. High speed internet by True Corporation PCL and Triple T internet Company Limited (3BB), and TOT Public Company Limited.

All the services provider accommodate a quality of services as follows:

1. Accommodate the determined Quality of Services.
2. Has monitoring system which will alert clients if there is problem in order to timely resolving any issue.
3. Specific team is assigned in providing analysis and problem solving to customers.

2.12 Security Systems

CCTV system that the company has chosen to use is of quality meeting international standards and also increased safety in life and security of property, as well as preventing and investigating any potential threats to occur.

1. In Nava Nakorn Industrial Zone, 100 CCTVs are installed around the project.
2. Within the area of the water production plant and the pumping station, there are 41 CCTVs are installed.
3. The Company hired Nava Nakorn Security Guard Company Limited, a security service company providing services of security and provision of 24-hour security personnel. At present, there are approximately 148 persons of security guards and supervisors working within the project. The Company will regularly supervise and monitor security standards. Within the Nava Nakorn Pathum Thani Industrial Promotion Zone, three are also traffic lights installed in 3 points throughout the project as follows:
 1. At the way to the Nava Nakornu-turn grade-separated bridge
 2. TOSTEM factory intersection
 3. Abbloom Intersection

2.13 Natural Gas Systems

The Company, in cooperation with PTT Public Company Limited, laid out pipelines to supply natural gas to industrial customers inside the Nava Nakorn Industrial Estate. Natural gas is a cheap and clean source of energy which has no impact on the environment. It is therefore a major factor for those who operate in the industrial estates and also a major factor in attracting customers into the estate. At present, PTT Plc. is servicing natural gas supply to requested factories. The Company also earns a pro rata on the volume usage according to the rate negotiated. Furthermore, the Company also earns rental revenue from renting out area for testing systems and gas distribution stations.

3. Key strength of Nava Nakorn Industrial Estate

1. Location near Bangkok and Don Mueang Airport, easy to travel and transportation
2. Complete with related systems such as Industrial Water Systems, waste water treatment systems and Power Plants in the industrial estate as a result the entrepreneurs trust in investment.
3. Many Labors in the industrial estate, which is a key factors in operating industrial factories.
4. “One Stop Service”, supported investment convenient and easy to make decisions
5. Government projects that will occur in the near future in Pathum Thani Province, such as the Red-Line BTS, and TOLLWAY expansion projects, etc.
6. Center of Electronic Industry and Food Industry.

4. Provision of utilities

The Company is the sole provider of utilities in the Navanakorn Industrial Promotion Zone. The Company has service income in each year on average 68% of total revenue, which can be divided into 4 types of service business groups:

4.1 Industrial water service

The Company provides industrial water service covering areas of industrial zone and residential zone in the Nava Nakorn Industrial Promotion Zone. The Company will charge water service fees to operators in the industrial zone based on water consumption in each month by multiplying the water consumption by the industrial water rate per unit, which is a progression rate, that is, a low unit rate will apply for small amount of water

consumption and a higher unit rate will apply for bigger amount of water consumption. In addition, the Company also charges a monthly water meter maintenance fee based on the size of the water meter. The Company has water service income, accounting for about 60% of the total service income.

4.2 Wastewater treatment service

The Company charges a fee for disposal of wastewater only from the factory operators in the industrial promotion zone, dormitory operators, commercial operators and residential community. The wastewater quantity is set to be 80 percent of the water consumed by the operators each month multiplied by the wastewater treatment service rate per unit, which is a fixed rate. At present, the Company has charged a wastewater treatment service fee to the industrial operators at rate of 8 - 45 baht/cubic meter (depending on dirtiness of the factory wastewater) and charges the wastewater treatment service fee to the dormitory operator at rate of 8 baht/cubic meter with details of the wastewater treatment service rates as follows:

Operator type	Wastewater treatment service rate (Baht/m ³)
1. Industrial plants	8 - 45 (Depending on the soiling of wastewater)
2. Dormitory operators	6 / 8*
3. Commercial operators	6
4. Residential Community	3

Note: * Dormitory-type buildings that request permission from 1 April 2010 onwards, wastewater treatment fees will be charged at rate of 8 baht/m³

However, the Company has set a standard for the wastewater that industrial operators can emit from their establishments. The Company will inspect the quality of wastewater. If any operator releases the wastewater of quality exceeding the specified criteria, the Company will charge the wastewater treatment fee to be 2-6 times the normal wastewater treatment rate (8 baht/cubic meter), which is also a constant rate. In 2020, there were 22 factories that released wastewater exceeding the standard set by the Company out of 225 factories that the Company charges for wastewater treatment services.

The Company assigned the Company's environmental department to inspect and follow up on remediation. For the first nonconformance found, the Company will send a notice requesting for improvement of effluent quality within 15 days. And if there is still the nonconformance in the 2nd inspection, the Company will charge additional service fee according to the conditions or may suspend the wastewater treatment service. The Company earns the wastewater treatment service fee accounted for approximately 16% of the total service income.

4.3 Community service

The Company charges community service fees both in the industrial promotion zone and residential area. In the industrial zone, it will charge based on usage of the area multiplied by the monthly community service fee rate, which is a fixed rate. In the residential area, the Company will classify the residents into groups such as shopping malls, commercial buildings, houses, flats and dormitories, etc. The monthly community service fee will be collected at the specified rate of each group as the fixed rate. The Company also charges a service fee for installing utility equipment in the project area, such as installation of cell phone towers, ATMs and public telephones, etc.

4.4 Sewage collection service

4.4.1 Sewage collection rate within the industrial promotion zone remain unchanged at 50 baht/drum (200 liters)/time.

4.4.2 Sewage collection rates for the residential area are as follows:

- Dormitories, rental houses, apartments: Charged at flat rate of 50 baht per room, accounting for 80% of total number of rooms.
- Commercial group: Adjusted from 20 baht/building to 200 baht/building.
- Residential houses: Adjusted from 20 baht/house to 100 baht/house.

5. Parking lot service

Within the Nava Nakorn Pathum Thani Industrial Promotion Zone, there are many factories conducting large businesses and there is a large number of residents with many cars and motorcycles to be used in the area as well. As a result, there is insufficient parking space and it causes traffic encroachment for parking and causes various effects such

as traffic jams, inconvenient transport and may cause an accident to life and property.

The Company has therefore built parking lots for communities and factories to rent in order to organize traffic and improve quality of life of the residents and those who come to work in the area, including

1. Temporary parking lot on Nava Nakorn 1 Road to support parking of shuttle buses for employee transfer, trucks, trailers waiting for carrying goods from factories or delivery of goods but unable to enter the factories.
2. Parking lot at Thai Thani 23 Lane to provide parking service for residential areas
3. Parking lot on Nava Nakorn 10 Road to provide parking service to factories.

6. Using the routes

Within the Nava Nakorn Pathum Thani Industrial Promotion Zone, there are routes and traffic services that are ready, safe and convenient for various transportations, with registration of vehicles that use the route for business, trucks, vehicles purchasing old stuff to control load weight, smuggling to illegally move items outside the project, etc.

Flood Wall at Nava Nakorn Pathum Thani Industrial Promotion Zone

From the great flood in 2011, in order to build confidence for the industrial operators within the Nava Nakorn Industrial Zone, Nava Nakorn Public Company Limited therefore constructed a full flood prevention system, including improving ridges and construction of permanent flood wall in special design and technology from Japan, improving the pumping station and water pumps to have sufficient capacity to drain the water according to the rules set by the government.

To design the permanent flood wall, the Company estimated from real conditions to increase capability of the system according to the opinions of foreign experts and also added value to define an additional form to maximize investor confidence. The construction form the Company used is to press a Corrugated Concrete Sheet Pile (CCSP), 10 meters long, into the soil on the improved ridge with a Vibro Hammer for a depth of 9 meters for protection.

It also can prevent water from seeping into the underground, which is the cause of ridge collapse as well. The top part of the wall is covered with a concrete in the form of a Cap Beam with a height of 50 cm, including the height of the wall 1.5 m above the existing ridge (5.50 m above sea level). Between the CCSPs, there is a special rubber, Elastic Vinyl Chloride, to prevent water flowing through the joints between the sheets and to prevent the damage of such rubber from the heat of the sun and UV rays. The Company further invested by using polyurethane silicone sealant to cover the joints with special rubber both outside and inside the flood wall throughout the entire length of the wall.

The Company constructed a permanent flood wall around the entire project, a distance of 20.6 kilometers, with access routes opened, but in the event of a flood, the Company will close all access routes to industrial zones by using STOP LOG gate, an innovation from abroad, remaining only one main access route to prevent any interruption of the logistics system. In this regard, the Company will raise up the road level (ramp) with a road surface height of 5.50 meters above mean sea level or equivalent to that of the flood wall.

A 2018 survey revealed that some part at the south was damaged due to excavation of the outside area. The Company has made a design and completed repairing as scheduled in 2019 and it is regularly inspected and maintained.



Nava Nakhon Industrial Zone (Nakhon Ratchasima)



1. Nava Nakhon Industrial Zone (Nakhon Ratchasima)

In 2002, the Company expanded into a new industrial zone in order to secure a new source of revenue and provide more options to the investors who decided to situate their factories in the Company's industrial zone to gain benefit from the Board of Investment (BOI). The Company acquired the land in Soong-nern district, Nakhon Ratchasima province, to develop into a new industrial zone, named "Nava Nakorn Industrial Zone (Nakhon Ratchasima)". The project is located in the BOI zone 3, where the maximum privilege is given. The area has a high potential, as it is located at the center of the North-eastern logistics and well-equipped with basic infrastructure, i.e. road, electricity, telephone (fiber optic cable), and production materials (labor and agricultural products). The size of the project was initially 1,175 rais and, with the additional 728 rais bought in year 2003 -2005, increased to 1,900.95 rais in 2005, with the salable areas of 1,318.41 rais. There are sold areas 833.93 rai and approximately 465.93 rais available for sale.

Nava Nakorn Industrial Zone, Nakhon Ratchasima is announced the industrial estate zone as per notification of the Ministry of Industry (2005) dated 20 June 2005, as a new industrial zone which property management and public utility system is in accordance with ISO 9001:2015 and ISO 14001:2015. A wastewater treatment and industrial water supply system for the plant. And attention to quality of life and the environment in a radius of 5 km.

The strengths of Nava Nakorn Industrial Zone, Nakhon Ratchasima managed with care and attention to quality check thoroughly. The policy of the executive of Nava Nakorn Public Company Limited has set a target. Promote the Nava Nakorn Industrial Estate is an investment in the industrial zone level of industrial investment in the Nakorn Industrial Zone joined the Green industry Project and has been certified by the Ministry of Industry as Green Industry Level 3 (Green System). With systematic environmental governance management, regular assessment and review for improvement, the Company received Certificate of Green Factory: Silver Level from the Office of the Permanent Secretary, Ministry of Natural Resource and Environment and the project was awarded the CRS-DIW AWARD and Environmental Governance Project from the Department of Industry. Such reward and certificates reflects determination of the Company to conduct its business in line with policy of quality and environment which has been set as "customers satisfaction and care to environment are our priority".

1.1 Nava Nakorn Industrial Zone (Nakhon Ratchasima)

1.1.1 Industrial zone

The industrial zone covers the area of 1,318.41 rai, or 69.36% of the total area. (Currently, there are factories in more than 26 factories. The sales areas are approximately 465.93 rai in this zone.)

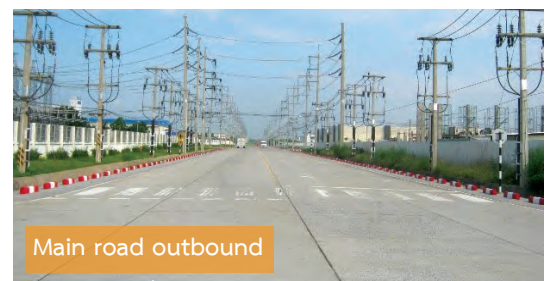
1.1.2 Infrastructure and Green zone

The infrastructure and green zone covers the area of 582.54 rai or 30.64% of the total area.

Front Industrial



Road and Utility System Phase 1



Road and Utility System Phase 2



Road and Utility System Phase 3



2. Infrastructure

2.1 Road network in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

- Main road is connected to Mittaphab road km. 231
The main road in the industrial zone is 4-lane road with road marks at 40 m. and 30 m.

- The secondary road is 2-lane road with road marks at 30 m. and 26 m., which is reinforced concrete with 2-meter asphaltic concrete shoulders.

There is a revision of the development plan for selling the AVX plot of land, where it is required for construction of road with utilities. The C12/1 road and C13 have been completed.

Nava Nakorn Nakhon Ratchasima C12/1 Road



Nava Nakorn Nakhon Ratchasima C13 Road



2.2 Water drainage and flood prevention system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Nava Nakorn Industrial Zone (Nakhon Ratchasima) will construct soil dam surrounding the project area to protect the flood from outside. Also, the industrial zone will post the project territory and set up the water drainage system, i.e. drainpipe, reservoir, and gutter along both sides of the road, to collect rain and 4 water pumping stations around the project to drain the water to the public canal outside the project.

2.3 Wastewater treatment system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Nava Nakorn Industrial Zone (Nakhon Ratchasima) has placed wastewater collection pipes, made from HDPE (PN.4), 1.5-3.0 m deepseated along both sides of the road and one 1.6 m x 1.6 m wastewater reservoirs at every 40 meters to collect all the wastewater from the factories in the industrial zone. Since wastewater released in different factories in the Industrial Zone are different content, therefore, the Company has

supervised that wastewater released from factories must be in accordance with the regulations set forth and informed companies since the beginning of factory construction. In case the wastewater intensity exceeding the limit specified, the factory must conduct its own primary wastewater treatment prior releasing to the central wastewater treatment systems as per notification of the Ministry of Industry. In case where the quality of wastewater is not passed the control criteria, the factory must retain the wastewater until the examination and remedy will be completed. The Nava Nakorn Nakhon Ratchasima has conducted the test on underground water, surface water, noise quality in the building and air quality within scope of 5 kilometer. Monitoring report is conducted and submit to Office of Natural Resources and Environmental Policy and Department of Industrial Works every 6 month. Together with Setting Bod on line to report to the Department of Factory can track and check it at any time.



2.4 Industrial water processing system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Nava Nakorn Industrial Zone (Nakhon Ratchasima) has prepared one 1mn cubic meter reservoir on the 60 rai area and 500K cubic meter reservoir on 42 rai area and 400K for cubic meter reservoir 24 rai are collecting raw water and set up a raw water pumping station to pump water from Lamtaklong Dam via the project's 13.5 km. water pipe to the project's raw water reservoir to be processed into industrial water for use in the project. At the completion of 3 phases, the full capacity of the industrial water processing system will be at 20,000 cubic meter per day. However, at present, the system is running at only 5,000 cubic meter per day, with the water quality in line with the Metropolitan Waterworks Authority's standard.



2.5 Waste disposal system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Nava Nakorn (Nakhon Ratchasima) chooses the logistics services and the industrial and hazardous waste disposal services from the companies approved by the Ministry of Industry (factory type 101 and 105). Moreover, the project is in cooperation with companies specializing in separating the industrial waste (factory type 106) for recycling in order to maximize the usage of natural resources and reduce waste. The project has set aside the area of over 1K sqm for waste seating room. Together with the campaign to manage waste management according to government policy.

2.6 Electric system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Electricity Authority (PEA), set up a 2x50MVA power sub-station in the project to provide both 22KV and 115KV electricity. At present, the total electricity demand in the industrial zone is about 25 MW or 25% adequately served by the plant.

2.7 Communication system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Communication system in Nava Nakorn Industrial Zone (Nakhon Ratchasima) is provided, with the various forms of services as follows

1. TT&T provides telephone and fax services
2. 3BB provides telephone, fax, high-speed internet, and high-speed data with leased line services
3. Communication network in the industrial zone is linked by fiber optic cables in order to provide high-speed telephone and communication services
4. The system is compatible to various types of networks, such as IP-VPN (3BB leased line to connect data among branches) and data communication through internet services (3BB internet leased line), with various speed of communication from 64K bps to 100M bps.

5. The system makes it possible for an intra-organization communication.
6. Service quality guaranteed by 3BB
7. The monitoring system will alert the customers should any anomaly arise in that the customers can resolve the problem on a timely manner.
8. System specialists are available for analyze and resolve any problem that may arise.
9. The system also provides CAT internet broadband, intranet, CCTV system, and other telecommunication services.
10. The system provides internet access via UIH, fiber optic cable, and leased wireless.
11. TOT broadband telecommunications system Enterprise Systems Data communication system, CCTV system. And other telecommunication services.
12. Sympony operated fiber optic. Leased line service, wireless and services internet. Sympony operated fiber optic. Leased line service, wireless and services internet.
13. TRUE Universal's operated fiber optic. Leased line service, wireless.
14. AIS's operates a fiber optic Leased line service, wireless.

2.8 Security system in Nava Nakorn Industrial Zone (Nakhon Ratchasima)

Nava Nakorn Industrial Zone (Nakhon Ratchasima) provides 24-hour security service and 24-hour CCTV to maintain high security standard in the project. Also, fire extinguishers are available along the road, surrounding the project, at every 150 m distant.

3. Summary of key attributes of Nava Nakorn Industrial Zone (Nakhon Ratchasima)

1. Maximum privilege from BOI zone 3.
2. Locating near the center of communication within and outside of the country. Ready to be a part of AEC
3. Locating near the business center the Both Skilled labor abundance.
4. Minimal construction costs given that the area is rock based.
5. 5-year 10% discount granted for electricity usage.
6. Convenient transportation.
7. Infrastructure availability, i.e. power sub-station, industrial water, telecommunication services, roads, flood prevention system, waste treatment system, and security system.
8. 2 mn cubic meter raw water reservoir.
9. Nakhon Ratchasima province is the 2nd most population in Thailand and the labor center of the northeastern region
10. Convenient transportation due to the Bang Pa-in - Nakhon Ratchasima motorway
11. "One Stop Service", supported investment that is convenient and easy to make decisions

Risk Factors



1. Competitor Risk

At present, the government emphasizes on the eastern region, with the Eastern Economic Corridor (EEC) project providing the most benefits to the economic regulations of the three provinces: Chachoengsao, Rayong and Chonburi cause the most investor interested in their areas before Nava Nakorn Industrial Zone. The EEC area is mainly the automotive and chemical industry which is different from Nava Nakorn, mainly the electronics food and medical equipment industry etc.

In addition, the project also has utilities that are support with the aforementioned industries. Whether it is an industrial water system that is enough for demand and an Emergency Water System, Electricity System from the Electricity Authority of Thailand and the Electricity Authority at Nava Nakorn Zone which are all factors of production with the result that investors more interested Nava Nakorn Industrial Promotion Zone.

2. Economic Risk

At present, the economic downturn and politics are continuously involved in investment. Thai politics that has just on elections and facing global economic problems that obviously slow down. As a result, the bank has slowed down lending and higher interest rates, causing many businesses are currently in trouble. Nava Nakorn have lean the focus on improving the infrastructures that can be used to generate recurring income in addition to expanding into the network of current clients for potential customers.

3. Natural Disaster Risk

Uncontrollable external factors such as: Floods-posts risk to industrial, commercial, and residential area within the industrial zone Drought-posts risk to the Nava Nakorn directly as the production of industrial water and waste water treatment is the core business of the company Risks from these factors are minimized by having the Permanent Flood Protection Wall which is the main component of the total flood protection system. There are also a cooperative effort from local government agencies and private bodies in sharing information and providing support to Nava Nakorn with an aim to protect the area from flooding or drought.

Risks from these factors are minimized by having the Permanent Flood Protection Wall which is the main component of the total flood protection system. There are also a cooperative effort from local government agencies and private bodies in sharing information and providing support to Nava Nakorn with an aim to protect the area from flooding or drought.

4. Mismanagement Risk

Having over 212 manufacturing facilities and the population over 150,000, the problem sometime escaped unnoticed and can cause negative reputation to the company. A refined management policy is in affect with the goal to identify such issue while creates transparency making sure all involving parties are operating harmoniously together.

5. Risks in acquiring additional land in the original project to develop for sale

For the company business, one of the main businesses is the development, sale and lease of land. Both for industrial purposes and commerce. Thus, it is necessary that the company must find more land to replace the area that has been sold. Therefore, the company has these main following policies:

5.1 Nava Nakorn Industrial Estate Pathumthani

Now, the area is over 6,500 rai and more than 212 factories, including a population of over 150,000 people working and living. Which make the area quite crowded and having sufficient growth plus the growth of its city and Infrastructure that grew to Pathum Thani district including the red line Sky train and elevated expressways that are being built and expected to arrive in Nava Nakorn in the nearly future. Thus causing the land around which is a large space that is difficult to find and expensive price. The company itself has about 180 rai in the stock, most of which are prime areas and have high value and they are not suitable for industrial development then company has plans to develop the most remaining areas for commercial or residential purposes. Which will provide a better return and generate more regular income for the company. For industrial land, there is still an opportunity to expand further but will have higher costs. Therefore, in order to select a factory to come, it is wise to choose a factory that will provide a high return in terms of using the company's utilities in the long run.

5.2 Nava Nakorn Industrial Estate, Nakhon Ratchasima

There are approximately 465 rai of land available for sale. There is still an opportunity to expand and make profits for the company in the future. For the expansion in other areas, it would be considered in suitable areas for transportation and utilities including having to consider the government's promotion policy such as promoting the creation of a small, specialized settlement in the form of a "Cluster" rather than building a large settlement "Mix Use" which will have a lower cost investment.

6. Liquidity risk

Real estate development business is a business that uses high investment capital. Unfortunately due to the severe events, it may caused liquidity crisis and the company focus on investment project with acceptable risk and possible feasibility study. In case of sourcing of fund, it would be suitable and sufficient source of fund as well as suitable funding cost. The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. The company had adequacy credit line of working capital, in case of the severe events had occurred.

7. Interest rate risk

Interest rate risk will affect the results of the Group's operations and its cash flows. Fluctuated interest rates may increase the Company's financial costs and reduce return on investments though decreasing of profits as well as affecting future business expansion. However, the company had managed free cash flow along with approved investment policy by Board of Directors and made decision based on suitable and maximizing return at that time.

General Information



Information

Company

**Nava Nakorn
Public Company Limited**

Symbol	NNCL
Website	www.navanakorn.co.th
Register No.	0107545000322
Authorized Capital	2,048,254,862 Baht
Paid-up Capital	2,048,254,862 Baht

Nature of Business Property & Construction

Head Office 999 Moo 13, Phaholyothin Road,
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Pathumthani 12120
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Fax. 66-(0)2529-2171

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Amphur Soongnuen,
Nakhon Ratchasima 30170
Tel. 66-(0)4400-0111-3
Fax. 66-(0)4433-5478

Project The Nava Privacy

999 Moo 13, Phaholyothin Road,
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Pathumthani 12120
Tel. 66-(0)2529-2203, 66-(0)2529-2746,
66-(0)2529-0600
Fax. 66-(0)2529-1889
E-Mail: thenavaprivacy@navanakorn.co.th

The Securities Registrar

Company Thailand Securities Depository
Company Limited
Head Office 93 Ratchadaphisek Road, Dindaeng,
Bangkok 10400, Thailand
Tel. 66-(0)2009-9000
Fax. 66-(0)2009-9991
SET Contact Center 66-(0)2009-9999

The Auditor

Auditor's Name Ms. Nareewan Chaibantad
Certified Public Accountant
Registration No. 9219
Company KPMG Phoomchai Audit Company
Limited
Office 50-51 Empire Tower
1 South Sathorn Road, Bangkok
10120
Tel. 66-(0)2677-2000
Fax. 66-(0)2677-2222

Related Parties

Joint Venture Company

Nava Nakorn Electricity Generating Company Limited

Industry	Small Power Plant
Shareholder	Nava Nakorn Pcl. Hold 29.99%
Head office	111 Moo 20, Phaholyothin Road, Klong Nueng, Klong Luang, Pathumthani 12120
Tel.	66-(0)2024-8804-06
Authorized Capital	2,000,000,000 Baht
Paid-up Capital	2,000,000,000 Baht

Thai Thanan Company Limited

Industry	Telecommunications Business by having the first type of internet service license (Providing internet services without its own network) from the National Broadcasting and Telecommunications Commission
Shareholder	Nava Nakorn Pcl. Hold 51%
Head office	999 Moo 13, Phaholyothin Road, Klong Nueng, Klong Luang, Pathumthani 12120
Tel.	66-(0)2529-0031-5
Fax.	66-(0)2529-2176
Authorized Capital	10,000,000 Baht
Paid-up Capital	2,500,000 Baht

R E N Korat Energy Company Limited.

Industry	Combined-Cycle Power Plant
Shareholders	Nava Nakorn Pcl. Hold 35%
Head Office	72 Ngam Wong Wan Road, Bang Khen, Mueang Nonthaburi, Nonthaburi
Tel.	66-(0)2529-0031-5
Fax.	66-(0)2529-2176
Authorized Capital	100,000,000 Baht
Paid-up Capital	25,750,000 Baht

Security Navanakorn International Guarding Company Limited

Industry	Security
Shareholder	Nava Nakorn Pcl. Hold 15.08%
Head office	101/98 Moo 20, Phaholyothin Road, Klong Nueng, Klong Luang, Pathumthani 12120
Tel.	66-(0)2529-2176
Authorized Capital	6,300,000 Baht

Sumiso Global Logistics (Thailand) Company Limited

Industry	Business of Cargo and Warehouse Service
Shareholder	Nava Nakorn Pcl. Hold 1.71%
Head office	55/20 Moo 13, Phaholyothin Road, Klong Nueng, Klong Luang, Pathumthani 12120
Tel.	66-(0)2529-2361
Authorized Capital	180,000,000 Baht

Capital Structure

1. Company's Asset Share capital

As of December 31, 2020, the Company reported its authorized share capital of Baht 2,048,254,862 composing of 2,048,254,862 common shares at a par of one Baht and registered 2,048,254,862 issued and paid-up share capital at a par of one Baht.

The Company's paid-up share capital changed during the last five year as shown below.

Year	Increased share capital (Million Baht)	After the capital increase (Million Baht)	Reason	Ratio and Exercise price
2011	71.36	1,521.41 (Jan 10, 2012)	Working capital	The holders of NNCL-W2 and ESOP-W1 exercised their right to buy a common share for the period of 1-4 at one Baht per share
2012	13.00	1,522.71 (Jan 10, 2013)	Working capital	The holders of NNCL-W2 exercised their right to buy a common share for the period of 5-8 at one Baht per share
2013	23.07	1,545.78 (Jan 8, 2014)	Working capital	The holders of NNCL-W2 exercised their right to buy a common share for the period of 9-12 at one Baht per share
2014	13.59	1,559.37 (Jan 8, 2015)	Working capital	The holders of NNCL-W2 exercised their right to buy a common share for the period of 13-16 at one Baht per share
2015	488.88	2,048.25 (Jan 7, 2016)	For repay BE, Loans, Liabilities and Working capital	The holders of NNCL-W2 exercised their right to buy a common share for the period of 17-20 (the last exercise) at one Baht per share.

Year
2015 - 2018 Changing items of the capital of the company
There was no change in the company's capital item.

2019 **As of 31 August 2019**
At the Board of Directors' meeting of the Company held on 13 August 2019, the Board of Directors approved the share re-purchase program not more than 4.15%, or 85 million shares, of the Company's shares then in issue. The purpose of the program is to manage the Company's excess liquidity. The maximum amount approved for share purchase under the program is Baht 150 million. The Company may purchase the shares through the Stock Exchange of Thailand during the period from 28 August 2019 to 27 February 2020. The shares purchased may be resold after 6 months but within 3 years from the date of purchase

As of 31 December 2019
The Company has been completed period of the share repurchase program, which had the shares totaling 37.0 million shares, comprising 1.8% of the Company's issued and paid-up share capital, at a total cost amount of Baht 76.8 million. As at 31 December 2019, the Company appropriated treasury shares reserved from its retained earnings amount of Baht 76.8 million.

As of 27 February 2020
The Company has already repurchased shares for the amount of Baht 149.7 which was 70.7 shares or 3.45 % of the total issued shares.

2. Shareholders

2.1 The Company's Top 20 Shareholders

as of the latest closing of register on December 31, 2020 compared with shareholders of register on December 31, 2019 as follows:

No.	Name of Shareholders*	Shareholding		Shareholding	
		(December 31, 2020)		(December 31, 2019)	
		Number of share	%	Number of share	%
1	Mr. Taweechat Julangkul	506,006,000	24.704	506,006,000	24.704
2	NEP Realty and Industry Public Company Limited	256,150,000	12.506	245,950,000	12.008
3	Mr. Nattaphol Julangkul	182,234,800	8.897	182,234,800	8.897
4	Ms. Srangluck Chandawanich	144,803,805	7.070	144,803,805	7.070
5	Ms. Rattaporn Chandawanich	101,723,505	4.966	101,723,505	4.966
6	Thai NVDR Company Limited	73,545,200	3.597	65,106,100	3.179
7	Nava Nakorn Public Company Limited**	70,690,900	3.451	55,221,600	2.696
8	Mrs. Hathairat Julangkul	65,934,600	3.219	5,913,300	0.288
9	Mr. Veerachai Dejamornthan	43,285,400	2.113	99,681,500	4.867
10	Rangsit Industrial Estate Limited	31,100,000	1.518	31,100,000	1.518
11	National Housing Authority	30,000,000	1.465	30,000,000	1.465
12	Ms. Warangkana Devahastin Na Ayudhya	28,810,700	1.407	28,810,700	1.407
13	Mr. Waranyu Devahastin Na Ayudhya	24,810,720	1.211	25,310,720	1.236
14	Mr. Pordej Chandawanich	23,363,655	1.141	23,363,655	1.141
15	Mr. Prasit Rakthaisaentawee	23,101,300	1.128	23,101,300	1.128
16	Mr. Suthiporn Chandawanich	22,799,055	1.113	22,799,055	1.113
17	Mrs. Perayaluk Tangsunawan	22,553,805	1.101	22,553,805	1.101
18	Mr. Popporn Chandawanich	22,046,905	1.076	22,046,905	1.076
19	Mr. Pichai Othayakul	20,000,000	0.976	20,000,000	0.976
20	Mr. Komwich Charusorn	15,898,800	0.776	15,898,800	0.659
Total		1,708,859,150	83.435	1,688,517,250	82.437

Note: * Comparison only top 20 shareholders of register on December 31, 2020

** Nava Nakorn Public Company Limited has repurchases for financial management purposes project starting from August 28, 2019 to February 27, 2020 (within 6 month).

Dividend Policy

Nava Nakorn Public Company Limited has a dividend policy of at least 50.00 % of net profit after tax. However, the payment should be obligated under the condition that there is no impact for the Company's operation. In addition, the payment should not consider as apriority if there are more significant issues such as a big investment.

The Company paid dividend during the last 4 years as follow;

Unit: Million Baht

2021 (2020 Operation Result)	2020 (2019 Operation Result)	2019 (2018 Operation Result)	2018 (2017 Operation Result)
217	158	184	163

Note:

- During 2018, The Company paid dividend for the fiscal year 2017 at 0.08 per share or Baht 163 million
- During 2019, The Company paid dividend for the fiscal year 2018 at 0.09 per share or Baht 184 million
- During 2020, The Company paid dividend for the fiscal year 2019 at 0.08 per share or Baht 158 million
- During 2021, The Company paid dividend for the fiscal year 2020 at 0.11 per share or Baht 217 million

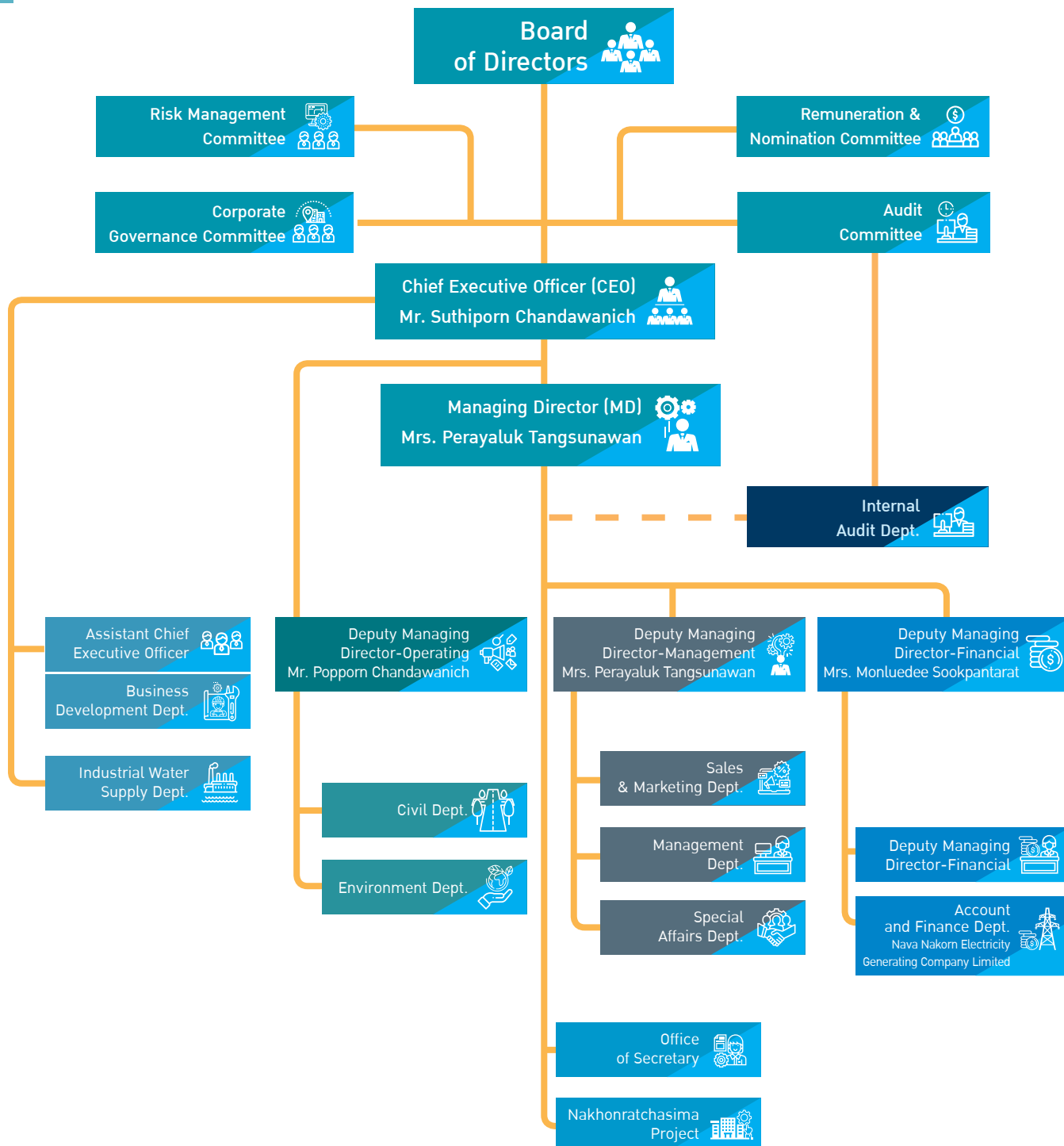
Director Remuneration Policy

On 10 October 2002, the Company appointed a Remuneration Committee to consider compensations to directors and related persons to each director to be comparable with those in the same industry. The Remuneration Committee will propose for approval of the annual remuneration of directors, in cash and in kind, to the shareholders' meeting on the next occasion every year. The Company will not pay any other remuneration in terms of monetary and other compensation to directors and related persons than the remuneration approved by the shareholders' meeting. And to pay remunerations in accordance with the resolution of the shareholders' meeting, the Company will require the Finance Department to report the remuneration of directors to the Remuneration Committee and to the Audit Committee annually.

Monthly remuneration	Year 2021 (Proposed Year)	Year 2020
Chairman of the Board	310,000	310,000
Vice Chairman	160,000	160,000
Company Directors	30,000	30,000
Chairman of the Audit Committee	50,000	41,350
Audit Committee	40,000	38,100
Monthly remuneration for Sub-committee's Meeting	Baht/Meeting	Baht/Meeting
Chairman of the Nomination and Remuneration Committee		
Chairman of the Corporate Governance Committee	20,000	20,000
Chairman of the Risk Management Committee		
Committee Member		
Committee Member	10,000	10,000
Committee Member		
Annual bonus is mainly based on performance		

Organizational Structure

NAVA NAKORN PUBLIC COMPANY LIMITED



Building sustainable revenue will lead the company toward prosperity and growth.

Our gratification and another progress of Navanakorn regarding our business escalation bring about a sustainable return in the long-term. In return, our commitment does not linger here, but Navanakorn will strive to make this boundary a place of happiness for all residents.



Corporate Governance

Corporate Governance Policy

It has conducted written guidelines for good governance concerning organization structure, roles and responsibilities, and practices of the company's board by focusing on risk management, transparency, accountability so that the board, management, and employees can follow accordingly. Key substances of the guidelines are:

1. Corporate Governance Policy

The board practices good governance following guidelines set by the Stock Exchange of Thailand. It lays out clear duties and responsibilities with constant supervision and monitoring. Moreover, it also stipulates constant improvement of its business procedures and human resources development.

2 Rights and equality of shareholders

The Board of Directors recognizes the fundamental rights of shareholders as investors and as the owner of the company as follows

- Encourage shareholders to have the right to participate in making decisions on important matters of the company such as the company gave the shareholders an opportunity to vote on the agenda, to consider every agenda with an important consideration agenda, including the appointment of directors' consideration of directors' remuneration appointment of auditor's, determination of the remuneration of the auditor Approving financial statements, etc.
- The company sent the notice of the meeting together with the information for the meeting to shareholders and registrar not less than 7 days before the meeting. Also publish the newspaper to inform the meeting for at least 3 consecutive days before the meeting date including revealing details of the essence of the

meeting and the opinions of the Board of Directors in each agenda clearly.

- In the event that shareholders cannot attend the meeting by themselves, The Company allows shareholders to appoint an independent director or any person to attend the meeting on their behalf by using the proxy form provided by the company which sent to the shareholders together with the meeting invitation letter.
- Before the meeting started, the company explained the voting method and vote counting method for shareholders to acknowledge. The Board of Directors allows shareholders to freely express their opinions, suggestions and votes as well as being able to exercise the right to vote for the board and receive clear information as well acting to supervise, see and improve to meet the general standard.
- During the meeting, The Chairman allocated appropriate time and encouraged shareholders to ask questions and express opinions on various issues related to the company equally by the Board of Directors, especially the President Sub-committee, Chief Executive Officer, Representative from the auditor and related Executives attended the meeting and answer questions from shareholders on all issues.
- After the shareholders' meeting, the company has completed the minutes of the meeting within 14 days from the date of the meeting, in which the minutes of the meeting were presented with accurate and complete information and disclosed on the company's website. So that the shareholders can determine accuracy.

3. Roles of various stakeholders

There is a supervision and management system by respecting the rights and fairness to all stakeholders in

business operations, shareholders, employees, partners, customers and creditors. The Board of Directors realize that supports and comments from all stakeholders will be beneficial in the operation and business development of the company and promote cooperation between the company and all groups of stakeholders, including

- Establish clues or complaints from all stakeholders, customers and the general public. In particular, the complaint against the Board of Directors (Whistle Blowing) through a variety of complaints such as postage, phone, fax and email and when receiving company clues, the company has a process of verifying the truth, editing process including the protection of complainants or informants In order to create confidence for the complainant and the whistleblower. In 2020, there were no stakeholders reporting clues or complaints to the company.
- Employees' section on social and environmental issues, has encouraged employees to participate in various activities such as energy conservation days, Safety day of the company and continuous CSR activities in addition the management and employees of the company Has cooperated to participate in such activities
- Setup policies and guidelines for personnel development which clear and concrete picture and Sending personnel to attend training and seminars in order to apply knowledge and develop the company.

4. Disclosure and transparency

The Board of Directors attaches importance to the disclosure of information that is accurate, complete and transparent, both financial and general information reports. According to the regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand As well as other important information that affects the decision-making process of investors and stakeholders. In the year 2020, the company has disclosed the information and transparency as follows.

- The company's focus on investor relations. Which is the main agency to contact, coordinate and provide information of the company with external parties including shareholders, institutional investors, general investors, analysts and related government sectors.
- The Board of Directors has disclosed current information. Significance and disclosure Both Thai and

English Through the website of the Stock Exchange of Thailand Company web-site Annual Report (Form 56-2) and Annual Registration Statement (Form 56-1). The information that the company is complete and in accordance with the guidelines of the corporate governance policy of the company.

5. Leadership and vision

The board is due to set vision, mission, and competitive business policy. It is responsible for business security to ensure balanced and sustainable benefits for all stakeholders as well as to constantly create additional value to shareholders.

6. Conflicts of interest

The board emphasizes on elimination of conflicts of interest among relevant parties, with transparency and fairness as well as full disclosures of the matter. It is also stipulated that any concerned parties, who may have any conflicts of interest, be barred from attending the meeting or abstain from voting.

7. Business ethics

The board promotes business ethics among employees as well as to encourage them to be good citizens and contribute to the public. The executives are to set good examples for the rest of the staffs while the company also aims to encourage employees to strictly follow rules and regulations to ensure business excellence, transparency, and merit.

8. Balance of non-executive directors (Board)

The composition of the Board to determine the appropriate number of directors representing the shareholders, Directors from internal executives and one-third of the number of Independent Directors

9. Combining or separating position

The Chairman and Managing Director are not the same person. By clearly defining the authority and duties of the Managing Director In addition, there is also a selection of management with transparency and independence from major shareholders.

10. Remuneration of the board and management

The company pays remuneration to the board in cash and

fringe benefits, compatible with remuneration paid in the same industry and subject to approval from shareholders. Such remuneration is disclosed in the annual report. In the year 2020, the Company paid remuneration to directors totaled Baht 15 million without exceeding the limits approved by the General Meeting of the Shareholders.

11. Board meeting

The board holds at least 11 meetings each year and sets prior meeting agenda throughout the year. The board of directors will have sufficient information seven days ahead of the meeting, allowing them adequate time to consider and provide discreet opinions on the agenda. Moreover, the management will also attend the meeting to provide information and suggestions. The secretary office will conduct a draft of the meeting, leaving out the board's decision, one day ahead of the meeting. On the meeting date, the secretary office will take minutes of the meeting, indicating the board's decision, suggestion, and arguments of all members in written statement while recording voices during the meeting for later verification. After the meeting ends, the secretary office will prepare the minutes and verify decision on each agenda of the meeting. It will take 3-5 day to complete the minutes and will propose to the board for ratification at the following meeting. The board may seek amendment in parts of the minutes of the previous meeting. The management will then file the minutes as well as keeping it in the digital file, which can be examined by the board or relevant parties.

12. Subcommittee

Subcommittees on specific issues will help study details and screen works as necessary. The subcommittees, including the Audit Committee Remuneration Committee and Nomination Committee, are obliged to report their performance to the Board within the specified timeline and each member of the committees will hold a 3-year 2-year term and 3-year term respectively.

13. Internal control and internal audit

The company promotes an efficient internal control and audit system while maintaining operation flexibility with systematic risk management method.

14. Reports by the Board

The board prepares Statements of financial position and Statement of comprehensive income at the end of accounting period in the form of an annual report and proposes to shareholders at a meeting as stipulated by law. Moreover, it also conducts a report explaining the financial statements along with report by the auditor in the annual report. The board has assigned the Audit Committee to supervise and improve the company's financial statements to ensure that they are up to date and meet generally accepted accounting standard.

15. Relationship with shareholders

Nava Nakorn PCL emphasizes the promotion of knowledge, understanding, and maintaining good relationship with investors, shareholders, analysts, and other relevant institutions both domestically and abroad. The company's Investor Relation Department acts as a center to disclose accurate, transparent, and up to date financial and business information to all stakeholders. It aims to bolster confidence corporate image as a listed company with good governance and a board that runs business effectively for the utmost benefit of shareholders. It also clarifies any queries from outsiders, including investors, analysts, local and foreign shareholders, to ensure complete, accurate, and equitable information.

The company has sent interested board members to attend the "Director Certification Program of the Thai Institute of Directors" to ensure they understand their roles, duties, and responsibilities as a board member. At present, eight board members have completed the training program.

To communicate with investors, the company provides its data and information to all stakeholders through financial statements and other reports filed to the Stock Exchange of Thailand via its website www.navanakorn.co.th

Contact person, Investor Relation Department:

Mr. Tawichakorn Muangsri

Tel : +66 2529 0031 ext. 227 and 302

Fax : +66 2529 2176

E-mail : ird@navanakorn.co.th

The good Smart City is based on a robust foundation.

The heart of a smart city is to build up strength from the inside. Once every project is successfully completed, that means the foundation is rigid. Upon this, the journey toward Smart City will not be too far beyond our reach, and we can accomplish it.



Corporate Social Responsibilities: CSR

1. Energy Conservation Project 2020

Rational Criterion

As the Company had considered the uses of the energy, so that the Company had to gain awareness and consciousness in the uses of all kinds of energy appreciably, including the plans to control the usage of all sources of energy effectively and efficiently. For instance, the waste of the energy will be examined by the specific tools and materials.

The results of the Energy Conservation Project 2020 are as followed:



The results of the Energy Conservation Project 2020

11.12
Million Baht/Year



Operating Results
of 2016-2019

11.74
Million Baht/Year



Operating Results
of 2019

Goals
30%



Operating Results
of 2020

2.1 Energy Conservation Project (Nava Nakorn Pathum Thani)

The Solar Cell project is aimed to reduce the costs of electricity, which leads to the cost reduction in operation. This project is brought to the Smart City, and the benefits of this project are listed as followed:

- Green energy
- Renewable Energy

- Supporting to the Energy Conservation in order to prevent global warming problems
- Backup power source when encountering with the disaster (flooding)

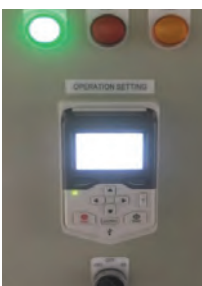
2.1.1 Solar Cell Floating (Center) Project



2.1.2 Solar Cell Rooftop (Civil) Project



2.1.3 VDS Project (Industrial Water Supply Department)



2.1.4 Replacing and Maintaining Air Conditioner Project



2.2 Energy Conservation Project (Nava Nakorn Nakhon Ratchasima)

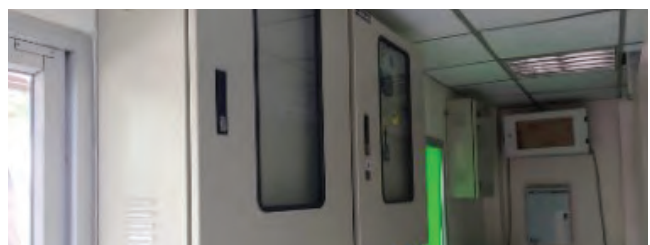
2.2.1 Solar Cell Rooftop (Parking Lots) Project



2.2.2 Solar Cell Floating (A Pond at Industrial Water Supply Department) Project Currently in the process of installing



2.2.3 Cell Floating (Clarifier at Environment Department) Currently in the process of installing



2.3 The Corporate Social Responsibilities Activities and the Supports of the Company

The Company foresees the importance of the uses of energy wisely. Therefore, the Company cooperates with the communities and the environment in many ways, for example, creating awareness for the Company's employees and the communities in terms of the cleanliness and cooperating with the community, institute, the government sector, and the factories in the area. For this reason, the Company had created the activities to cooperate with other sectors in the area as below:

Nava Nakorn Pathum Thani

Activity	How to make Bio-Fermented Water
Venue	East Thai Thani Community, West Thai Thani Community, Bor Dor Thor Community, and Na Mueang Community
Date	March 2020 - July 2020
Operation	The representatives from Environment Dept. went on the fieldworks to teach how to make bio-fermented water.
Benefits	1. Gain awareness for the people in the community in helping each other 2. To express the responsibility to the community and environment 3. To use for the wastewater treatment 4. To conserve the environment in the area
Cooperated Agency	Environment Department of Nava Nakorn



Activity	Environmental Governance
Venue	Nava Nakorn Pathum Thani (Environment Department)
Date	February 2020 - September 2020
Operation	1. To approve the project and appoint the working group 2. To set the policies for Environmental Governance 3. To operate the activities together with the documents for evaluation
Benefits	1. To publicize the Company's information to the community 2. To express the responsibility to the community and environment 3. To create the good image for the community
Cooperated Agency	Working group of the Environmental Governance of the Company



Activity	The Meeting with the Communities
Venue	Nava Nakorn Public Company Limited
Date	Bi-monthly
Operation	CEO, Vice President of the Departments or the representatives together with the representatives from Thakhleng Town Municipality, community boards, and the representatives from all communities
Benefits	1. To pay attention to the problems and concerns in the communities in order to find the ways to solve 2. To inform the operation of the Company and to get advices from the communities 3. To bond the relations between the Company and the communities
Cooperated Agency	The executives from communities, government sector, and etc.



Nava Nakorn Nakhon Ratchasima

The Company had joined the project of Industrial Promotion to be responsible for the society to live with the communities peacefully. The Company held the projects within 5 km. from the Company in order to train and give out knowledge about community, village, school, temple, and the types of communities such as occupations, OTOP goods for everyone who were in the project. In addition, the Company also prepared the activities that the factories needed to cooperate with the communities so that it will lead to the sustainability of the Green Project.

Industrial Promotion Project for Corporate Social Responsibilities

Department of Industrial Works managed the activities for the industries to be responsible for the communities by creating the project of Corporate Social Responsibility, Department of Industrial Works: CSR-DIW since 2018. Nowadays, there are a thousand of factories that have applied the CSR-DIW in their businesses which they are accepted from the communities. For improving the factory zone, and Commercial and Community Zones in order to be one part of the society, the project always had to be promoted. Moreover, the factories which operate specifically in the CSR field, will be promoted as the CSR specialists.

Objectives:

1. To promote the operation of CSR and Sustainable Development for industrial operators
2. To promote and prepare the readiness for the industrial operators in order to apply the Corporate Social Responsibility, Department of Industrial Works: CSR-DIW into ISO 26000: Social Responsibility
3. To promote the industrial operators who received the CSR-DIW Award from 2008 - 2015 to continuously operate the CSR-DIW
4. To point out the cooperation between the industrial operators who received the award of the Corporate Social Responsibilities of the operators to the society from 2008 - 2015 in the form of Network to exchange the knowledge, experiences, expertise in CSR-DIW.
5. To promote the industrial operators to have knowledge about Green System in order to be in the 3rd level in Green System

Benefits

- An honour and the image of the Company
- Certificate of Green System
- Benefits from Brand Positioning
- Be able to bring the CSR-DIW to operate continuously
- Paths to ISO 26000
- Paths to the development in all standards of the system
- Gain the Green System in which the Company is responsible for the society

Internal Control

In the meeting of the Board of Directors No. 1/2021 on January 12, 2021 with the board of directors and the audit committee attended the meeting. The Audit Committee evaluated the company's internal control systems in 5 key elements: 1) Internal Control 2) Risk assessment 3) Operation Control 4) Information Technology and Communication Systems 5) Monitoring system By questioning the information from the management and the internal audit department, it was found that the company has provided sufficient and appropriate regulations and personnel. Efficiency and effectiveness from operations Reliability of financial reports Accurate, transparent, shows financial status and results of operations in accordance with generally accepted accounting principles. Including the compliance with relevant laws and regulations therefore, proposed to the board of directors to acknowledge that the company has sufficient internal control.

Furthermore, the Audit Committee and the company's auditor, Mrs. Nareewan Chaibantad from KPMG Phoomchai Audit Ltd., haven't found any significant flaws in internal control system from auditing and evaluating the company's accounting reports for the year 2020.

Part 1 Organization and Environment Internal Control

The company arranged a good organization structure and circumstances, with clear division of roles and responsibilities. It also prepared concise written regulations in financial, procurement, and general administration to prevent any malpractices and be fair with its trading partners. The company determines Code of Conduct for executives and employees, Key Performance Indicator for motivation and provide appropriate reward.

Part 2 Risk assessment

The company assigned each division to evaluate risk factors that might affect the company's operation risk. Should any divisions find any risks that could damage the company; it would instantly inform the board. Moreover, the company also set measures to track and manage risks in the operational level to inform its staff and roll out the measures so that the company is alerted of any potential risk in a timely manner.

Part 3 Operation control

The company clearly set duties, responsibilities, procedures, and ceiling of budget approval for each level of board and management. It clearly separated duties and responsibilities, with accounting department responsible for booking account while the financial department responsible for revenue collection. The roles of issuing invoice and collection of revenues are clearly divided so as the roles of debt collection, filing of land deeds and the improvement of land information system, and the booking of effect from differences in land sales income and utilities income. In addition, the company also has clear and concise procedures in dealing with transactions that involve major shareholders, board, management or related persons. These procedures are in accordance with regulations of relevant authorities.

Part 4 Information Technology and Communication Systems

To propose an agenda for the board's consideration, the company will submit an invitation letters along with meeting agenda and related documents to the board members at an average of not less than 7 days prior to the meeting date. The company takes minutes on any notes or opinions mentioned by the board in any agenda and file all accounting and related documents in order. The management applied generally accepted accounting standard that suits types of the company's business. The company also invested to develop information technology in relation to the accounting system so that the Accounting Department can conclude accounting data and quickly report to the management. The company determines to have appropriate and effective communication of information. As well as providing communication channels for various people to safely report and complain cheating or corruption in the company (Whistle-blower).

Part 5 Monitoring systems

The company assigned management in various departments to join management meetings to constantly update progress in their departments and inform reasons that the fail to meet specified targets or budgets. Moreover, the company also has Internal Audit department to conduct internal auditing practices of each department and report to the Audit Committee and the company's board periodically and track progresses in fixing any flaws. In auditing the company's financial statements ended December 31, 2020, Mrs. Nareewan Chaibantad, an auditor at KPMG Poomchai Audit Ltd., has provided her opinion on the auditing report without any conditions.

Internal Audit Director

During 7/2007 meeting dated 8 August 2007, the Audit Committee had appointed Ms. Sureerat Sroysoontorn as the Internal Audit Director to be active on 1 September 2007, due to her prior 10 years' experience as an Internal Auditor for listed companies and received training certificates for Internal Audit training from Thailand Internal Audit Association, Fundamental Provident Fund from Provident Fund Association and CSR for Corporate Sustainability P01-P06, Social Investment Course, Training "Implementing BSC and KPI technologies as a strategy tool Course", Technology Promotion Association (Thailand-Japan), Training "Growing awareness of energy conservation in the workplace course", Training "Business sector standards Anti-corruption bribery course", Training "Facilitation and Efficiency Development of the Customs Department Course", Training "Investment confident and health care course" Krungthai Asset Management Public Co., Ltd, Training "Update accounting standards course" KPMG Phoomchai Audit Co., Ltd and training with from The Stock Exchange of Thailand such as Smart Disclosure Program Course, Understanding C symbol and Back Door Course, Training "The Committee of Occupational Safety, Health and Work Environment of the Workplace.", Training "360° Leadership Development", Seminar SETLink, The Stock Exchange of Thailand etc. And possess the genera understanding in the Company's affairs.

Moreover, nomination, appointment, or dismissal of the Company's Internal Audit Director must pass the approval of (or agreeable by) the Audit Committee, regardless of the qualification of the Internal Audit Director.

Report of the Audit Committee

Dear Shareholders of Nava Nakorn Public Company Limited

The Audit Committee of Nava Nakorn Public Company Limited consists of three independent directors who is completely qualified as stipulated in the audit committee charter, in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), with the Vice President Internal Audit Department's secretary.

In 2020, the Audit Committee held 5 meetings. All members of the Audit Committee is required to attend the Meeting with senior executives, auditors, and internal auditors as appropriate, details of which can be summarized as follows;

- Reviewed the quarterly and annually financial statements, of the year 2020 the Audit Committee has asked and listened to the explanation from the management and auditors for the accuracy and completeness of financial statements, and the adequacy of disclosure, which the Audit Committee had the same opinion as the external auditors that such financial statements are accurate, as appropriate in accordance with generally accepted accounting standards.
- Reviewed completeness of the internal control system by considering from the internal audit results including evaluation of the internal control results in compliance with the regulations of Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as, is of the opinion that the Company's operations system was adequate, appropriate and effective.
- Considered the mission, scope of work, duties and responsibilities, independency, manpower and budget of the Internal Audit Department, as well as considered review of the Internal Audit Charter to be appropriate, up to date and comply with the internal audit guidelines manual of the Stock Exchange of Thailand, and approved the audit plans each year.
- Considered the selection and rumination of the auditors in 2020 by considered performance, independence, qualifications, abilities and experience in the Industrial estate business. The Audit Committee to propose the Board of Directors to propose

the Annual General Meeting of Shareholders for approval to appoint the auditor from KPMG Phoomchai Co., Ltd. it is appropriate to propose the appointment as follows:

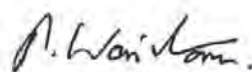
1. Ms. Nareewan Chaibantad, Certified Public Accountant No. 9219
2. Ms. Vilaivan Pholprasert, Certified Public Accountant No. 8420
3. Ms. Vipavan Pattavanvivek, Certified Public Accountant No. 4795

with the remuneration in the amount of Baht 2,400,000 Baht, Joint venture 1 company 200,000 baht and other expenses not more than 7% of compensation.

- In the previous year, the Company has connected transaction and types of business support with regular programs there are no transactions that may lead to conflict of interest in compliance with the regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

In summary, the performance of the Audit Committee in 2020 has followed the operation of the company by using knowledge, ability and Independent in according to the duties and responsibilities specified in the charter commented that the Company disclosed financial and operation information correctly, had appropriate and effective internal control systems, complied with laws, disclosed the connected transactions correctly, performed duties in compliance with the Good Corporate Governance principles with adequacy, transparency and reliability.

On behalf of The Audit Committee



(Mr. Prinya Waiwatana)

Chairman of the Audit Committee

February 23, 2021

Connected Transaction

Nava Nakorn (PCL) had connected transactions with companies or individuals that may generate conflicts of interest during 2020 and 2019 as detailed below:

Transaction	Counter party	Relationship	Transaction Size (THB MN)		Rationality
			2020	2019	
Revenues from utilities services	NEP Realty and Industry PCL	A major shareholder owning 12% and share board of directors	0.54	0.64	Market price
Revenues from utilities services	Nava Nakorn Electricity Generating Co., Ltd.	Joint venture, the Company invests 29.99% shareholding and common directors	49.28	44.13	Market price
Revenue from use the infrastructure			39.37	39.74	As agreed upon
Management Income			4.26	3.01	As agreed upon
Dividend income			-	119.98	By declared
Management Income	Thai Thanan Co., Ltd	Related party, the Company invests 51.00% shareholding and common directors	0.45	-	As agreed upon
Rental Income			0.48	-	As agreed upon
Interest Income			0.09	-	Interest rate 5.31 per years
Management Income	R E N Korat Energy Co., Ltd.	Related party, the Company invests 35.00% shareholding and common directors	0.25	-	As agreed upon
Revenues from utilities services	Security Navanakorn Guard Co., Ltd. (Formerly Nava Nakorn International Guard Co., Ltd.)	Related party, the Company invests 15.08% shareholding and common directors	-	0.01	As agreed upon
Rental Income			-	0.12	As agreed upon
Security fee			-	3.38	Interest rate 5.31 per year
Revenues from utilities services	Sumisho Global Logistics (Thailand) Co., Ltd. (Formerly Navanakorn Distribution Centre Co., Ltd)	Related party, the Company invests 1.71% shareholding and common directors	0.91	0.94	Market price
Dividend income			1.19	1.77	By declared

The company has outstanding balance from trading and other transactions with related parties as appeared in the 2020 financial statements below:

Details	Types of transactions	Counter parties	Size (THB mn)
Account Receivable	Revenues from utilities services	NEP Realty and Industry PCL.	0.04
		Sumisho Global Logistics (Thailand) Co., Ltd. (Formerly Navanakorn Distribution Centre Co., Ltd	0.07
		Nava Nakorn Electricity Generating Co., Ltd.	4.77
		Total	4.88
Unbilled Service income	Revenues from utilities services	Nava Nakorn Electricity Generating Co., Ltd.	0.35
		Thai Thanan Co., Ltd.	0.05
		R E N Korat Energy Co., Ltd.	0.25
		Total	0.65
Short-term loans	Short-term loans	Thai Thanan Co., Ltd.	7.90
		Total	7.90
Other current payables	Unearned Rent Revenue	Thai Thanan Co., Ltd.	0.48
		Total	0.48
Deferred income	Revenue from providing use the infrastructure based on contact term of 25 years and 23 years	Nava Nakorn Electricity Generating Co., Ltd.	334.90
		Total	334.90
Deposits	Deposits from customers for utilities-related parties	Nava Nakorn Electricity Generating Co., Ltd.	0.030
		NEP Realty and Industry PCL	0.007
		Security Nava Nakorn International Guarding Co., Ltd.	0.002
		Thai Thanan Co., Ltd.	0.160
		Total	0.199

Summary of the Audit Committee's opinion on connected transactions

The Audit Committee has examined connected transactions between the company and connected companies or connected persons in 2020 and came up with an opinion that the financial aid item was considered to be reasonable, fair, and not causing any damages to the company. Should the company need to engage in future connected transactions; the Audit Committee will examine and provide opinion on the reasonability of engaging in such transactions as well as fairness of pricing and conditions. It will also ensure that connected persons must not take part in the decision making process to engage in such transactions and strictly follow relevant rules, announcement and laws.

Policies and guidelines on future connected transactions

Nava Nakorn (PCL) has no policy to engage in connected transaction. But should there be any necessity and that the transaction generates utmost benefits to the company, it will concisely consider the reasonability as well as fairness of pricing and conditions indifference to engaging in transactions with external parties. The company has set procedures for connected transactions as follows:

1. The corporate secretary will take care of transactions with persons which might generate conflicts of interest and will suggest practical guidelines to comply with relevant rules, regulations, and announcement and inform the Audit Committee and Independent directors soon as the transaction take place.
2. The engagement in any connected transaction must go through approval process in hierarchy order, complying with rules and announcements of the Securities and Exchange Commission and the Stock Exchange of Thailand on information disclosure and operation of listed companies concerning connected transactions BE 2003 and relevant announcement.

3. To seek opinion from external experts on the rationality and fair price (if necessary).
4. The transaction must be examined by the Internal Audit Department and the Audit Committee, who will consider proper procedures in seeking approvals and relevant regulations while ensuring disclosure and provide complete and accurate opinion on the transactions and propose to the board for further consideration.
5. To consider the connected transaction with any board member, the member with potential conflicts of interest must not take part in the consideration and/or approve the transaction. Managing Director and the board has no authority to approve the connected transaction and/or gain and disposal of assets as stipulated in regulations of the Stock Exchange of Thailand.
6. Follow procedures and steps required before engaging in the connected transaction.
7. The Corporate Secretary will take care of the transaction to ensure it is conducted as being approved.
8. The Audit Committee will take care and randomly audit the approval of connected transactions to ensure it follows resolutions of the board and/or shareholders' meeting. It will also have to disclose the result of the random audit in the Audit Committee's Corporate Governance report.

Management Discussion and Analysis

a) Operation Result

Business Overview

Nava Nakorn PLC engages in property development of Nava Nakorn Industrial Zone PathumThani and Nava Nakorn Industrial Zone Nakhon Ratchasima. Main incomes are from 2 sources which are income from services (recurring income) and income from sales of land provided within the Company's projects.

In 2020, income from services and rent portioned 63% of total income. Service income is stable and consistent and has been growing accordingly to the area sold, number of companies, employees and project residents. For this reason, the Company focuses on generating more income from service provision on public utility. Details of changes and major factors that affect the Company's business operation recently are: government's measures which aim to stimulate economy and support investment such as measures which aim to support investment among medium and small size entrepreneurs; low interest rate which encourages more investment and consumption; economic continually grows creating confidence among local and international investors to extend their production and investment. Furthermore, the Company has improved its internal management within the industrial estate and received Certification of Quality Management from the Thai Industrial Standards Institute/ISO 9001:2015



for property development and fundamental public utility in Industrial Estate Zone from the National Accreditation Council which creates more credibility in the Company's management system. All the mentioned factors support the Company's capability to generate profit to shareholders for all these years.

Overall operation business of the Company is described as follows:

The Company reported the operating results for the year ended December 31, 2020 with the net profit of the Company of Baht 352.4 Million which operating profit results increase by Baht 96.8 million or 38 % compared with the year 2019 of Baht 255.6 Million which with the major reasons as follows:

1. Net profit

In year 2018 - 2020, the Company reported the operating results for the year of Baht 374.7, 255.6 and 352.4 million respectively.

The Company reported the operating results for the year 2020 with the net profit of the consolidated financial statements of Baht 352.4 million which operating profit results decreased by Baht 96.8 million or operating profit results decreased by 38% compared with the previous year which generated the net profit of the consolidated financial statements of Baht 255.6 million, effect from recurring income generated from customer's utilities usage and Share of profit of investment in a joint venture - NNEG in this year, including recognition of the revenue from land sales in this year.

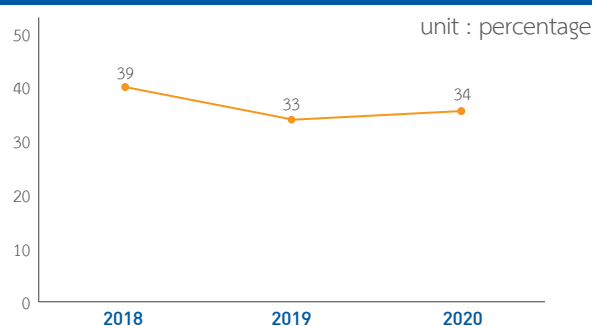
In addition, the revenue from use of space and infrastructure was recognized in the amount of 45.8 million baht. It is increased due to recognition of prepaid compensation from the full term of space and infrastructure use contract - RATCH Cogeneration Company Limited in amount of 2.4 million baht, which is a deferred income item of 0.2 million baht per month (the amount of compensation under the contract is 50 million baht for a period of 19 years from 21 October 2019). And the revenue from the space use contract for transmission line, piping and infrastructure - RATCH Cogeneration Company Limited was recognized in amount of 1.5 million baht (0.25 million baht per month from 1 July 2020).

And it is increased due to recognition of revenue from the space use contract for transmission line, piping and infrastructure - Nava Nakorn Electricity Generating Co., Ltd., in amount of 1.4 million baht (0.7 million baht/ month from 1 November 2020).

The Company continues to improve its organizational structure and development of public utility services to be more efficient and to increase flexibility in providing services to customers more thoroughly and continuously. This also helps reduce operating costs and increase the Company's income.

Net Profit Margin to total revenues (%) of Year 2020 was 34% compared with the previous year of 33%, increased by 3%.

Net Profit Margin to total revenues (%)

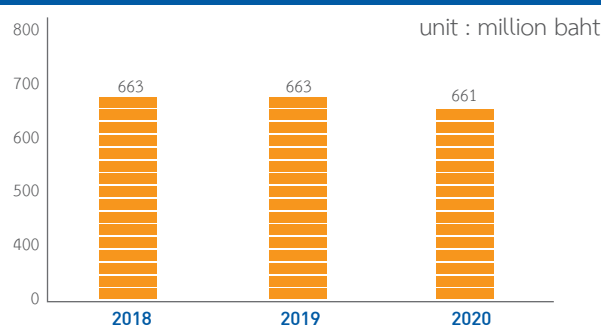


2. Revenue from sale of real estate development projects, Revenue from rendering of services, Rental income and other income

2.1 The Company had revenue from rendering of services and rental income (recurring income)

for the year ended December 31, 2020 of Baht 660.9 million, compared with the previous year, there were revenue from rendering of services and rental income amounting to Baht 663.1 million decreased by 2.2 million bath or 0.3%

Rendering of services, Rental income (Recurring Income)



2.2 Sale of real estate development projects

In 2020, there was the income from selling the lands of Baht 273.6 million, compared to 2019 which was none of sale of real estate development project. The information during 2018 - 2020 is as followed:

Sale of Real Estate Development Projects	2018		2019		2020	
	Million Baht	Increase (Decrease) %	Million Baht	Increase (Decrease) %	Million Baht	Increase (Decrease) %
Total	199.7	471	-	-	273.6	100
Major Customer ¹	70.0	-	-	-	220.4	-

Remarks : ¹In 2018 income from sale of real estate development projects totally 4 customers, with major customer of Thai Mitsuwa Co., Ltd. was 70 million THB.

In 2020 income from sale of real estate development projects totally 2 customers, with major customer of AVX (Thailand) Co., Ltd. was 220 million THB.

2.3 Income from government subsidies

In 2020, the Company recognized a revenue from government subsidies amounting to 24.6 million baht, declining from 2019 since the government subsidies income are gradually recognized over the useful life of the flood wall system. In this year, some system works had reached the end of useful life such as drainage work, canal dredging work, etc., resulting in a decrease in the revenue recognition as well.

2.4 Revenue from infrastructure use and other income

In 2020, the Company had revenue from space and infrastructure use in the amount of 45.8 million baht, increased due to the full-term revenue from land and infrastructure use contract - RATCH Cogeneration Co., Ltd. in amount of 2.4 million baht, which is a deferred income item of 0.2 million baht/month (the amount of compensation under the contract is 50 million baht for a period of 19 years from 21 October 2019) and recognized a revenue from the space use contract for transmission line, piping and infrastructure - RATCH Cogeneration Co., Ltd., amounting to 1.5 million baht (0.25 million baht/month from 1 July 2020).

And it is increased due to recognition of revenue from the space use contract for transmission line, piping and infrastructure - Nava Nakorn Electricity Generating Co., Ltd., in amount of 1.4 million baht (0.7 million baht/ month from 1 November 2020).

3. Cost of Sale of real estate development projects, Cost of rendering of services and Gross Profit

In year 2018 - 2020, the Company reported total costs for the year of Baht 437.0, 332.9 and 545.0 million and gross profit of Baht 425.8, 330.1 and 389.6 million respectively.

3.1 Cost of sales of real estate development projects

The cost of sales of real estate development projects for the year 2020 is 233.0 million baht and gross profit is 40.6 million baht, with gross profit margin of 15%.

3.2 Cost of rendering of services

During the year 2020, the Company had cost of rendering of services of Baht 312.0 million together

with gross profit of Baht 348.9 million whereas the same period of the previous year, the Company had cost of rendering of services of Baht 332.9 million together with gross profit of Baht 330.1 million. Gross profits margin increased of Baht 18.8 million.

Gross profit margin - rendering of services and rental income increased from 50% in 2019 to 53% in 2020, compared to the same period of the previous year.

Unit: % of sale of real estate,
rendering of service and rental income

Gross profit Margin	2018	2019	2020
- Sales of real estate	52	0	15
- Rendering of services and Rental income	48	50	53
Total	45	50	42

From the above table, cost of sale of real estate fluctuating due to cost of sale of each plot of real estate not equal. Therefore, the increase/decrease of gross profit margin of sale of real estate is depends on cost of each real estate.

Gross profit margin - rendering of services and rental income increased compared to the same period of the previous year, because of the overall managing costs were continuously proceeded to decrease by management team.

4. Selling expenses and administrative expenses

Selling expenses and administrative expenses for year 2020 was Baht 218.6 million compared with the previous year which was Baht 221.4 Million, decreased by Baht 2.7 million or 1%, along with total revenue as mentioned above.

However, the overall managing expenses were continuously proceeded to decrease by management team since year 2015.

5. Depreciation

For year 2020, the Company had depreciation expenses of plant & equipments and Investment Properties of Baht 155.1 million compared with the previous year which was Baht 172.0 million, decreased due to effects from reduction in fully depreciation of assets.

6. Finance costs

For year 2020, the Company had finance costs of Baht 1.8 million, compared with the previous year which was Baht 2.2 million, decreased of Baht 0.4 million or 20%.

In overall, finance costs decreased due to the Company had continuously made its financial restructuring since November 2014 to present by reforming loan from financial institution with high interest rate to issuing Bill of Exchange that had lower interest rate, negotiation to meet lower interest rate and fee and repayment for interest bearing debts.

7. Share of profit (loss) of investment in a joint venture

The Company had an investment in a joint venture - Nava Nakorn Electricity Generating Company Limited (NNEG) with Ownership interest at 29.99%. Interests in joint ventures are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. The Company's share of the profit or loss of equity-accounted investees are accounted for using the equity method, calculated by net profit(loss)-NNEG with Ownership interest at 29.99% as "Share of profit (loss) of investment in a joint venture" in Financial statements in which the equity method is applied.

NNEG had commenced Commercial Operation Date in June 2016 and commenced commercial operation in the extended phase from 31 October 2020 respectively.

For year 2020, the Company had recorded Share of profit (loss) of investment in a joint venture - NNEG of Baht 88.7 million (calculated by profit-NNEG - COD phase of Baht 294.1 million X 29.99%, according to IFRS 11 : Joint Arrangements) decreased from the same period of previous year due to it had minor maintenance.

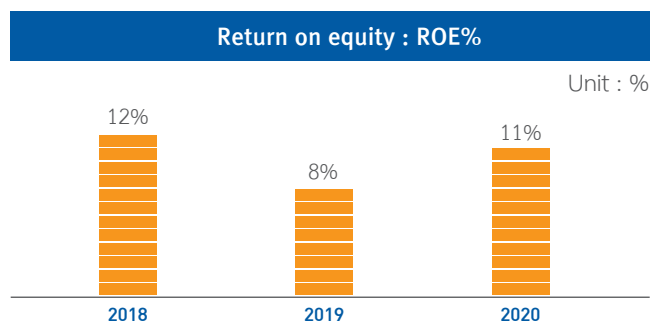
While in 2019, the Company recognized its share of profit (loss) from investment in a joint venture - NNEG in accordance with Financial Reporting Standard No. 11 on Joint Arrangements under the equity method in 2019, amounting to 41.8 million baht (calculated from the net profit (loss) of NNEG of 139.6 million baht, which is a result of commercial operations (COD) x 29.99%) since NNEG had downtime cost for planned and unplanned maintenance.

8. Income tax expenses

In 2020, the Company had recorded income tax expenses of Baht 16.7 million, increased by Baht 12.3 million or 281%. Comparing with 2019, the income tax expenses was Baht 4.4 million which was according to the net profit.

9. Return of equity

In 2018 - 2020, the Company's return of equity were 12.6%, 8.3% and 11.2% respectively, by the year 2020, the Company's return of equity is decreasing, due to decreasing of profit generated from business turnover as mentioned above.



b) Liquidity

1. Cash Flows

Cash flow during years 2018 - 2020 are as follows:

Unit : Million THB

Item	2018	2019	2020
Net profit	374.7	255.6	352.4
Net cash received from (used in) operating activities	626.1	405.9	572.0
Net cash received from (used in) investing activities	(178.3)	(225.2)	(173.2)
Net cash received from (used in) financing activities	(175.9)	(307.1)	(274.8)
Net cash and cash equivalents increase (decrease)	271.9	(126.5)	124.1

As at December 31, 2020, the Group had cash and cash equivalents of Baht 469.9 million, a increase of Baht 124.1 million.

During the year 2020, Net cash received from operating activities was Baht 572.0 million, primarily came from Net cash received from operating activities, offset with cash payments for operating liabilities and reserve for payment along with debt maturity

Net cash used in investment activities of Baht 173.2 million, the main transaction of which is due to payment of shares in a joint venture of Baht 135 million baht and purchase of equipment of Baht 83.8 million.

Net cash used in financing activities was the amount of Baht 274.8 million, primarily came from loan repayment of Baht 36 million, dividend payment of Baht 73.0 million and share repurchase of Baht 158.2 million.

In overall, net cash was generated from operating, recurring income in this year as mentioned above to settle interest bearing debts, operating liabilities. The excess cash was sufficient for NNCL dividend payment.

2. Liquidity Ratio

For the year 2020, the Company's liquidity ratio was 9.9 times increased from 9.5 times in 2019 and liquidity quick ratio in 2020 was 5.3 times, increased from 4.2 times in 2019, shown that the liquidity of the company is maintain improving.

3. Capital expenditure

Currently, the Company has invested in the development of industrial policy.

The Company has a policy of investment in each project before deciding whether to invest in any new projects. The company is studying the possibility of a return worth the investment or not. The financial, social and environmental impact. The decision was correct and more accurate. It will take into account the benefits to be received is the maximum.

c) Financial Position

1. Assets

As at December 31, 2020, the Company had total consolidated assets of Baht 4,292.8 million, decrease by Baht 19.7 million, compared with the December 31, 2019 of Baht 4,312.5 million, mainly caused by

- Cash and cash equivalents, Current investments

cash and cash equivalents, Current investments of Baht 936.8 million, increased of Baht 134.8 million as a result of from excess of working capital after repayment operating liabilities.

- Current assets

Mainly consists of real estate development was Baht 841.4 million, real estate for sale at Pathum Thani and Nakhon Ratchasima.

- Non-current assets

Primarily comprise the property, plant and equipment and investment properties decreased of Baht (81.7) million as a result of its depreciation during the year.

And also investment in joint venture-NNEG of Baht 719.5 million increased of Baht 198.5 million, due to share of profit from joint ventures-NNEG in 2019, according to IFRS 11: Joint Arrangements, under the equity method in 2020, and in this period, there was an adjustment to the impact of implementation of the International Financial Reporting Standard No. 9 (IFRS 9) on Financial Instruments, as well as a capital increase for the extended phase project in the amount of 135 million baht in September 2020 as well.

2. Quality of assets

- Trade receivables

For the year 2020, the Company had net trade receivables of Baht 57.0 million, increased from year 2019 by THB 2.6 million and average collection period was 33 days, likely as previous year.

However, the Company had closely monitored receipt customers. Policy of setting allowance of doubtful debt was considered by an analytical review for both of past collection and capability of payment.

- Real estate development project

For the year 2020, the Company had real estate development projects of Baht 841.1 million Consisting of land developed ready for sale. The inventory turnover ratio is 0.21 because in this year the Company had income from the sale of land.

- **Property, plant and equipment and investment property**

For the year 2020 the Company had property, plant and equipment and investment property of Baht 1,641.0 million decreased from year 2019 by THB (81.7) million because depreciation during year 2019.

- **Investment in a joint venture**

The investment in joint ventures as of 31 December 2020 is in amount of 719.5 million baht, increased by 198.5 million baht due to recognition of profit sharing from investment in a joint venture - NNEG in accordance with Financial Reporting Standard No. 11 Re: Joint Arrangements under the equity method in 2020, and in this period there was an adjustment of impact from implementation of the International Financial Reporting Standard No. 9 (IFRS 9) on Financial Instruments, as well as a capital increase for the extended phase project in the amount of 135 million baht in September 2020 as well.

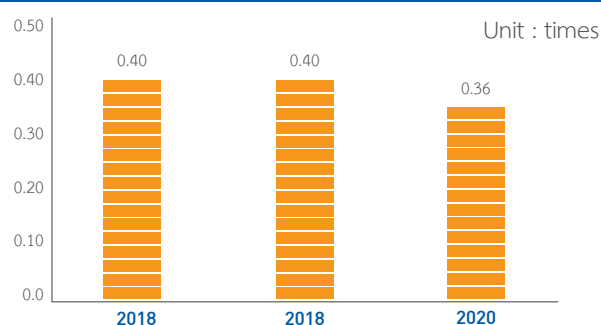
d) Source of fund

The Company's source of fund which received from operating activities, loans from financial institutions as follows:

- **Debt to equity ratio**

In 2020, the Company's debt to equity ratio was 0.36 times, no significantly change from 2019.

Debt to Equity ratio (Time)



- **Shareholders' equity**

The shareholders' equity had shown of THB 3,154.5 million, increased by Baht 82.7 million, compared with the previous year as of December 31, 2019 Baht 3,071.8 million, mainly caused by net profit for the year of Baht 352.4 million, dividend payment year 2020 of Baht 158.2 million and also Treasury shares of Baht 73.0 million. Which has no effect on the increase in shareholders' equity in any way.

- **Liabilities**

As at December 31, 2020, the Company had total consolidated liabilities of Baht 1,138.4 million, decreased by Baht 102.4 million, compared with the December 31, 2019 of Baht 1,240.7 million, mainly caused by loan repayment of interest bearing debts and also payment of operating liabilities with cash flow from operating activities and advance compensation from entering infrastructure utilization agreement as mentioned above.

- **Interest Coverage Ratio**

In 2018-2020, The company's Interest Coverage Ratio were of 368.7%, 190.3% and 322.6% respectively, In the year 2020, the Company's Interest Coverage Ratio was still maintain, due to there were operating profit as mentioned above.

e) Factors that may impact the business operation or financial position in the future

1. Cost of new plot of land may rise in the future

The Company was established in 1971 to operate Businesses in industrial promotion zone, with an initial area of around 5,000 rai. In 2015, the Company is a total area of 6,485 rai and the area 168 rai of land available for sale. As the company gradually acquired new land, each plot has different costs where the land acquired (especially during the beginning of project) earlier would have lower costs than the land acquired later. Therefore, once the Company has sold the land previous acquired, the profit from sale will be reduced as the cost of purchasing new plot of land will cost significantly more. In 2002, the Company acquired 1,175 rai of land in Sungnorn district, NakhonRatchasima and 728 rai during 2003- 31 December 2005, making a total land of 1,903 rai to be developed at Nava Nakorn (NakhonRatchasima) industrial zone.

In each purchase of new plots of land, the Company will conduct a feasibility study before transactions. Key determination factor is the land price, which have to be competitive enough and generate proper return on investment. The Company believes that despite lower gross profit margin in the future, the margin will still be at competitive levels and could constantly generate profit and dividend to shareholders continually.

2. Project Layout

Nava Nakorn (Pathumthani) industrial promotion zone is Thailand's first industrial estate project that has been well established and being continuously expanded. As the Company has in the past sold some plots of land in the industrial zones to general investors, who develop the plots into commercial and residential area, making the current planning of the project less orderly and could be a constraint in selling some plots to investors. However, the Company has currently set a clear master plan of the project and it will consider the planned usage of land plots before selling to investors to ensure the usage fits the location specified in the master plan.

3. The project's ground is lower than adjacent area

The location of the Nava Nakorn industrial promotion zone was originally a basin that set on low ground. Therefore, the Company had to build dyke surrounding the project and develop drainage to prevent floods. As the Company purchase more land to develop, it would need to build additional dykes and drainage, making its land development costs and maintenance expenses for the dykes and drainage relatively higher than its competitors, whose location set on higher grounds and don't have to incur such expenses. However, as the company has completed the building of dykes and internal drainage, it will now book only maintenance expenses and additional costs on additional construction along newly acquired land. Each year, it record around 1- 2 million THB in maintenance expenses of the dykes and drainage, accounting for around 1-3% of total expenses which is considered marginal to overall costs. Therefore, the Company believes this factor will not affect the performance.

Nava Nakorn Public Company Limited

**Financial statements for the year ended
31 December 2020
and Independent Auditor's Report**

Independent Auditor's Report

Independent Auditor's Report

To the Shareholders of Nava Nakorn Public Company Limited

Opinion

I have audited the financial statements in which the equity method is applied and separate financial statements of Nava Nakorn Public Company Limited (the "Company"), which comprise the statement of financial position in which the equity method is applied and separate statement of financial position as at 31 December 2020, the related statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements in which the equity method is applied and separate financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2020 and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards ("TFRSs").

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing ("TSAs"). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements in which the Equity Method is Applied and Separate Financial Statements* section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that is relevant to my audit of the financial statements in which the equity method is applied and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements in which the equity method is applied and separate financial statements of the current period. These matters were addressed in the context of my audit of the financial statements in which the equity method is applied and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of investment properties and property, plant and equipment	
Refer to Notes 4 (g), 4 (h), 4 (k), 10 and 11 to the financial statements	
The key audit matter	How the matter was addressed in the audit
Investment properties are measured at cost less accumulated depreciation and impairment losses. Certain investment properties of the Company which are commercial building and residential building for lease have not been fully occupied. Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Certain property, plant and equipment of the Company have not operated in full capacity. These factors are considered as impairment indicators. In considering the impairment of assets, the management is required to make significant judgment in determining the recoverable amount. The recoverable amount is determined by the value in use which is calculated from discounted future cash flows. This is the area that my audit is concentrated on.	My audit procedures included: • Assessing management's procedures for identify potential impairment and understanding the processes of impairment testing and determining the recoverable amount; • In respect of each asset for which an impairment indicator exists, I obtained the discounted future cash flows. In case that the Company engaged independent property valuer for appraisal, I evaluated the competency, independence and objectivity of independent property valuer by considering of professional qualification and read the term of engagement letters between independent property valuer and the Company. I inquired management and tested calculation and considered the appropriateness of key assumptions. • I have also considered the adequacy of disclosures according to Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements in which the equity method is applied and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements in which the equity method is applied and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements in which the equity method is applied and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements in which the equity method is applied and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Financial Statements in which the Equity Method is Applied and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in which the equity method is applied and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements in which the equity method is applied and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements in which the equity method is applied and separate financial statements, management is responsible for assessing the Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements in which the Equity Method is Applied and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements in which the equity method is applied and separate 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 TSAs 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 in which the equity method is applied and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements in which the equity method is applied and separate 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 Company'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 in which the equity method is applied and separate 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 Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements in which the equity method is applied and separate financial statements, including the disclosures, and whether the financial statements in which the equity method is applied and separate 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 equity-accounted investees of the Company to express an opinion on the financial statements in which the equity method is applied. I am responsible for the direction, supervision and performance of the audit of the financial statements in which the equity method is applied. 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 in which the equity method is applied and separate 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.



(Nareewan Chaibantad)
Certified Public Accountant
Registration No. 9219

KPMG Phoomchai Audit Ltd.
Bangkok
23 February 2021

Statement of financial position

		Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
		31 December		31 December	
Assets	Note	2020	2019	2020	2019
			(in Baht)		
Current assets					
Cash and cash equivalents	6, 23	469,910,951	345,841,516	469,910,951	343,430,117
Other current financial assets	23	466,857,962	456,101,822	466,857,962	456,101,822
Trade accounts receivable	5, 23	56,986,288	54,414,123	56,986,288	54,414,123
Accrued service income	5	17,348,043	20,367,193	17,348,043	20,367,193
Other current receivables	5	7,779,715	14,254,973	7,779,715	16,642,426
Short-term loan to related party	5	7,900,000	-	7,900,000	-
Real estate development for sale	7	841,410,515	1,056,511,003	841,410,515	1,056,511,003
Other current assets		1,976,852	1,555,446	1,976,852	1,555,446
Total current assets		1,870,170,326	1,949,046,076	1,870,170,326	1,949,022,130
Non-current assets					
Fixed deposit at financial institution	23	-	60,000,000	-	60,000,000
Restricted deposits at financial institutions	13, 15, 23	28,017,407	28,006,621	28,017,407	28,006,621
Revenue department receivable		-	1,840,790	-	1,840,790
Investments in joint ventures	8	719,468,080	521,002,153	609,942,533	465,930,042
Other long-term investments	9	3,404,319	3,404,319	3,404,319	3,404,319
Investment properties	10	119,453,816	125,486,093	119,453,816	125,486,093
Property, plant and equipment	11	1,512,466,845	1,600,477,250	1,512,466,845	1,600,477,250
Right-of-use assets	12	12,378,110	-	12,378,110	-
Deferred tax assets	20	25,188,377	21,400,362	25,188,377	21,400,362
Other non-current receivables		2,287,263	1,834,556	2,287,263	1,834,556
Total non-current assets		2,422,664,217	2,363,452,144	2,313,138,670	2,308,380,033
Total assets		4,292,834,543	4,312,498,220	4,183,308,996	4,257,402,163

The accompanying notes form an integral part of the financial statements.

Statement of financial position

Liabilities and equity	Note	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
		31 December		31 December	
		2020	2019	2020	2019
		(in Baht)			
Current liabilities					
Bank overdrafts	13, 23	83,649	36,620	83,649	36,620
Trade accounts payable	23	15,796,142	15,242,113	15,796,142	15,242,113
Other current payables	5, 23	73,087,499	91,740,041	73,087,499	91,716,166
Payables on purchase of equipment	23	2,212,678	12,700,718	2,212,678	12,700,718
Current portion of deferred income from government grants	11	24,643,514	24,643,514	24,643,514	24,643,514
Current portion of deferred income from related party	5	16,373,913	16,373,913	16,373,913	16,373,913
Current portion of deferred income	26	3,564,854	3,564,854	3,564,854	3,564,854
Current portion of long-term loan from financial institution	13, 23	36,000,000	36,000,000	36,000,000	36,000,000
Current portion of lease liabilities (2019: Current portion of finance lease liabilities)	13, 23	5,646,722	5,870,685	5,646,722	5,870,685
Current income tax payable		11,429,892	-	11,429,892	-
Total current liabilities		188,838,863	206,172,458	188,838,863	206,148,583
Non-current liabilities					
Retention payables	5, 23	6,102,384	5,522,192	6,102,384	5,522,192
Other non-current payables		-	142,408	-	142,408
Deferred income from government grants	11	255,566,107	280,209,621	255,566,107	280,209,621
Deferred income from related party	5	318,524,639	334,898,552	318,524,639	334,898,552
Deferred income	26	55,164,620	58,729,474	55,164,620	58,729,474
Long-term loan from financial institution	13, 23	236,022,717	271,993,649	236,022,717	271,993,649
Lease liabilities (2019: Finance lease liabilities)	13, 23	3,670,010	9,316,733	3,670,010	9,316,733
Provisions for employee benefits	14	29,410,218	34,611,934	29,410,218	34,611,934
Deposits from customers for utilities	5	45,058,730	39,146,577	45,058,730	39,146,577
Total non-current liabilities		949,519,425	1,034,571,140	949,519,425	1,034,571,140
Total liabilities		1,138,358,288	1,240,743,598	1,138,358,288	1,240,719,723

Statement of financial position

Liabilities and equity (Continued)	Note	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
		31 December		31 December	
		2020	2019	2020	2019
		(in Baht)			
Equity					
Share capital					
Authorised share capital (2,048,254,862 ordinary shares, par value at Baht 1 per share)		2,048,254,862	2,048,254,862	2,048,254,862	2,048,254,862
Issued and paid-up share capital (2,048,254,862 ordinary shares, par value at Baht 1 per share)		2,048,254,862	2,048,254,862	2,048,254,862	2,048,254,862
Share premium on ordinary shares	16	283,563,867	283,563,867	283,563,867	283,563,867
Retained earnings					
Appropriated					
Legal reserve	16	182,845,291	165,225,038	182,845,291	165,225,038
Treasury shares reserve	15, 16	149,753,862	76,781,522	149,753,862	76,781,522
Unappropriated		639,812,235	574,710,783	530,286,688	519,638,673
Treasury shares	15	(149,753,862)	(76,781,522)	(149,753,862)	(76,781,522)
Equity attributable to owners of the parent		3,154,476,255	3,071,754,550	3,044,950,708	3,016,682,440
Non-controlling interests		-	72	-	-
Total equity		3,154,476,255	3,071,754,622	3,044,950,708	3,016,682,440
Total liabilities and equity		4,292,834,543	4,312,498,220	4,183,308,996	4,257,402,163

The accompanying notes form an integral part of the financial statements.

Statement of comprehensive income

		Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
		For the year ended 31 December		For the year ended 31 December	
	Note	2020	2019	2020	2019
		(in Baht)			
Revenues					
Revenue from sale of real estate	17	273,646,750	-	273,646,750	-
Revenue from rendering of services	5, 17	630,319,066	633,238,905	630,319,066	633,238,905
Rental income	5	30,582,958	29,841,224	30,582,958	29,841,224
Income from government grants	11	24,643,514	33,613,015	24,643,514	33,613,015
Income from areas and infrastructure utilisation	5, 26	45,838,807	40,829,625	45,838,807	40,829,625
Dividend income	5, 8, 9	1,189,398	1,764,756	1,189,398	121,748,794
Other income	5	35,329,759	35,400,565	35,329,759	35,392,189
Total revenues		1,041,550,252	774,688,090	1,041,550,252	894,663,752
Expenses	19				
Costs of sales of real estate	7	233,030,488	-	233,030,488	-
Cost of rendering of services	5	311,958,691	332,941,353	311,958,691	332,941,353
Distribution costs		25,185,904	10,094,028	25,185,904	10,094,028
Administrative expenses		193,424,288	211,264,541	193,424,288	211,325,197
Total expenses		763,599,371	554,299,922	763,599,371	554,360,578
Profit from operating activities		277,950,881	220,388,168	277,950,881	340,303,174
Finance costs		(1,784,942)	(2,229,700)	(1,784,942)	(2,229,700)
Share of profit of joint ventures accounted for using equity method	8	92,960,387	41,837,847	-	-
Profit before income tax expense		369,126,326	259,996,315	276,165,939	338,073,474
Income tax expense	20	16,721,262	4,393,532	16,721,262	4,393,532
Profit for the year		352,405,064	255,602,783	259,444,677	333,679,942
Other comprehensive income					
Items that will not be reclassified subsequently to profit or loss					
Losses on remeasurements of defined benefit plans	14	-	(3,173,855)	-	(3,173,855)
Income tax relating to item that will not be reclassified subsequently to profit or loss	20	-	634,771	-	634,771
Other comprehensive income for the year, net of income tax		-	(2,539,084)	-	(2,539,084)
Total comprehensive income for the year		352,405,064	253,063,699	259,444,677	331,140,858

The accompanying notes form an integral part of the financial statements.

Statement of comprehensive income

	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
	For the year ended 31 December		For the year ended 31 December	
Note	2020	2019	2020	2019
	(in Baht)			
Profit attributable to:				
Owners of the parent	352,405,064	255,602,784	259,444,677	333,679,942
Non-controlling interests	-	(1)	-	-
Profit for the year	352,405,064	255,602,783	259,444,677	333,679,942
Total comprehensive income attributable to:				
Owners of the parent	352,405,064	253,063,700	259,444,677	331,140,858
Non-controlling interests	-	(1)	-	-
Total comprehensive income for the year	352,405,064	253,063,699	259,444,677	331,140,858
Basic earnings per share	0.18	0.13	0.13	0.16

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The accompanying notes form an integral part of the financial statements.

Statement of changes in equity

Consolidated financial statements

	Note	Retained earnings						Equity attributable to owners of the parent	Non-controlling interests	Total equity
		Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Treasury shares reserve	Unappropriated (in Baht)	Treasury shares			
For the year ended 31 December 2019										
Balance at 1 January 2019		2,048,254,862	283,563,867	152,444,899	-	595,551,673	-	3,079,815,301	73	3,079,815,374
Transactions with owners, recorded directly in equity										
<i>Distributions to owners of the Company</i>										
Treasury shares purchased	15	-	-	-	-	-	(76,781,522)	(76,781,522)	-	(76,781,522)
Dividends to owners of the Company	22	-	-	-	-	(184,342,929)	-	(184,342,929)	-	(184,342,929)
Total distributions to owners of the Company		-	-	-	-	(184,342,929)	(76,781,522)	(261,124,451)	-	(261,124,451)
Comprehensive income for the year										
Profit		-	-	-	-	255,602,784	-	255,602,784	(1)	255,602,783
Other comprehensive income		-	-	-	-	(2,539,084)	-	(2,539,084)	-	(2,539,084)
Total comprehensive income for the year		-	-	-	-	253,063,700	-	253,063,700	(1)	253,063,699
Transfer to legal reserve	16	-	-	12,780,139	-	(12,780,139)	-	-	-	-
Transfer to treasury shares reserve	15, 16	-	-	-	76,781,522	(76,781,522)	-	-	-	-
Balance at 31 December 2019		2,048,254,862	283,563,867	165,225,038	76,781,522	574,710,783	(76,781,522)	3,071,754,550	72	3,071,754,622

The accompanying notes form an integral part of the financial statements.

The accompanying notes form an integral part of the financial statements.

Statement of changes in equity

Separate financial statements

	Note	Retained earnings					Total equity
		Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Treasury shares reserve (in Baht)	Unappropriated	
For the year ended 31 December 2019							
Balance at 1 January 2019		2,048,254,862	283,563,867	152,444,899	-	462,402,405	2,946,666,033
Transactions with owners, recorded directly in equity							
<i>Distributions to owners of the Company</i>							
Treasury shares purchased	15	-	-	-	-	-	(76,781,522)
Dividends to owners of the Company	22	-	-	-	-	(184,342,929)	(184,342,929)
Total distributions to owners of the Company		-	-	-	-	(184,342,929)	(261,124,451)
Comprehensive income for the year							
Profit		-	-	-	-	333,679,942	333,679,942
Other comprehensive income		-	-	-	-	(2,539,084)	(2,539,084)
Total comprehensive income for the year		-	-	-	-	331,140,858	331,140,858
Transfer to legal reserve	16	-	-	12,780,139	-	(12,780,139)	-
Transfer to treasury shares reserve	15, 16	-	-	-	76,781,522	(76,781,522)	-
Balance at 31 December 2019		2,048,254,862	283,563,867	165,225,038	76,781,522	519,638,673	3,016,682,440

The accompanying notes form an integral part of the financial statements.

Statement of changes in equity

Separate financial statements

	Note	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Treasury shares reserve (in Baht)	Unappropriated	Treasury shares	Total equity
For the year ended 31 December 2020								
Balance at 1 January 2020		2,048,254,862	283,563,867	165,225,038	76,781,522	519,638,673	(76,781,522)	3,016,682,440
Transactions with owners, recorded directly in equity								
<i>Distributions to owners of the Company</i>								
Treasury shares purchased	15	-	-	-	-	-	(72,972,340)	(72,972,340)
Dividends to owners of the Company	22	-	-	-	-	(158,204,069)	-	(158,204,069)
Total distributions to owners of the Company		-	-	-	-	(158,204,069)	(72,972,340)	(231,176,409)
Comprehensive income for the year								
Profit		-	-	-	-	259,444,677	-	259,444,677
Other comprehensive income		-	-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	-	259,444,677	-	259,444,677
Transfer to legal reserve	16	-	-	17,620,253	-	(17,620,253)	-	-
Transfer to treasury shares reserve	15, 16	-	-	-	72,972,340	(72,972,340)	-	-
Balance at 31 December 2020		2,048,254,862	283,563,867	182,845,291	149,753,862	530,286,688	(149,753,862)	3,044,950,708

The accompanying notes form an integral part of the financial statements.

Statement of cash flows

		Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
		For the year ended 31 December		For the year ended 31 December	
	Note	2020	2019	2020	2019
		(in Baht)			
Cash flows from operating activities					
Profit for the year		352,405,064	255,602,783	259,444,677	333,679,942
<i>Adjustments to reconcile profit to cash receipts</i>					
Income tax expense	20	16,721,262	4,393,532	16,721,262	4,393,532
Finance costs		1,784,942	2,229,700	1,784,942	2,229,700
Depreciation	10, 11, 12	155,137,238	172,028,163	155,137,238	172,028,163
(Reversal of allowance for) impairment loss of trade accounts receivable (2019: <i>Doubtful debts expense</i>)	23	17,410	(87,308)	17,410	(87,308)
Provisions for employee benefits	14	5,539,840	11,387,405	5,539,840	11,387,405
Gain on disposal of equipment		(1,703,964)	(1,742,954)	(1,703,964)	(1,742,954)
Recognised deferred income from government grants to income	11	(24,643,514)	(33,613,015)	(24,643,514)	(33,613,015)
Recognised deferred income to income		(19,938,767)	(17,829,585)	(19,938,767)	(17,829,585)
Loss from the liquidation of subsidiary		-	-	-	112,473
Gain on fair value adjustment		(756,140)	(456,822)	(756,140)	(456,822)
Share of profit of joint ventures accounted for using equity method	8	(92,960,387)	(41,837,847)	-	-
Dividend income		(1,189,398)	(1,764,756)	(1,189,398)	(121,748,794)
Interest income		(7,328,717)	(11,592,120)	(7,328,717)	(11,585,662)
		383,084,869	336,717,176	383,084,869	336,767,075
Changes in operating assets and liabilities					
Trade accounts receivable		(2,589,575)	1,755,155	(2,589,575)	1,755,155
Accrued service income		3,019,150	2,947,498	3,019,150	2,947,498
Other current receivables		628,237	1,317,644	628,237	944,745
Real estate development for sale		215,100,488	(2,951,300)	215,100,488	(2,951,300)
Other current assets		(421,406)	(407,732)	(421,406)	(407,732)
Other non-current receivables		(452,707)	4,386,564	(452,707)	4,386,564
Trade accounts payable		554,029	(5,013,479)	554,029	(5,013,479)
Other current payables		(18,652,396)	41,296,471	(18,652,396)	41,797,614
Retention payables		580,192	288,402	580,192	288,402
Other non-current payables		(142,408)	(854,448)	(142,408)	(854,448)
Provisions for employee benefits paid	14	(10,741,556)	(4,835,782)	(10,741,556)	(4,835,782)
Deposits from customers for utilities		5,912,153	(197,698)	5,912,153	(197,698)
Proceed from compensation for area and infrastructure utilisation		-	50,000,000	-	50,000,000
Net cash generated from operating activities		575,879,070	424,448,471	575,879,070	424,626,614
Income tax paid		(3,837,607)	(18,584,650)	(3,837,607)	(18,584,650)
Net cash from operating activities		572,041,463	405,863,821	572,041,463	406,041,964

The accompanying notes form an integral part of the financial statements.

Statement of cash flows

		Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
		For the year ended 31 December 2020	2019	For the year ended 31 December 2020	2019
	Note	(in Baht)			
Cash flows from investing activities					
Proceeds from sale of other current financial assets		640,000,000	150,000,000	640,000,000	150,000,000
Acquisition of other current financial assets		(650,000,000)	(405,645,000)	(650,000,000)	(405,645,000)
Cash inflow on short-term loan to subsidiary	5	-	-	-	12,200,000
Cash outflow on short-term loan to subsidiary	5	-	-	-	(8,200,000)
Cash outflow on short-term loan to joint venture	5	(7,900,000)	-	(7,900,000)	-
Cash inflow from fixed deposit at financial institution		60,000,000	-	60,000,000	-
Proceeds from liquidation of subsidiary		-	-	2,411,399	-
Restricted deposits at financial institutions		(10,786)	(28,006,621)	(10,786)	(28,006,621)
Acquisition of investments in joint ventures	8	(9,012,490)	(991,892)	(9,012,490)	(991,892)
Cash outflow on paid-up capital of investment in joint venture	8	(135,000,000)	-	(135,000,000)	-
Proceeds from sale of equipment		1,710,224	1,743,832	1,710,224	1,743,832
Acquisition of plant and equipment		(83,852,455)	(58,225,953)	(83,852,455)	(63,553,056)
Acquisition of investment properties		(114,511)	(15,874,740)	(114,511)	(15,874,740)
Dividend received		1,189,398	121,748,794	1,189,398	121,748,794
Interest received		9,774,678	10,003,408	9,774,678	9,998,867
Net cash used in investing activities		(173,215,942)	(225,248,172)	(170,804,543)	(226,579,816)
Cash flows from financing activities					
Increase (decrease) in bank overdrafts		47,029	(920)	47,029	(920)
Payment of lease liabilities (2019: Payment by a lessee for reduction of the outstanding liabilities relating to finance lease)		(5,870,686)	(7,768,167)	(5,870,686)	(7,768,167)
Repayment of long-term loan from financial institution		(35,970,932)	(35,967,079)	(35,970,932)	(35,967,079)
Cash outflow on purchase of treasury shares	15	(72,972,340)	(76,781,522)	(72,972,340)	(76,781,522)
Dividends paid to owners of the Company	22	(158,204,069)	(184,342,929)	(158,204,069)	(184,342,929)
Interest paid		(1,785,088)	(2,230,184)	(1,785,088)	(2,230,184)
Net cash used in financing activities		(274,756,086)	(307,090,801)	(274,756,086)	(307,090,801)
Net increase (decrease) in cash and cash equivalents		124,069,435	(126,475,152)	126,480,834	(127,628,653)
Cash and cash equivalents at 1 January		345,841,516	472,316,668	343,430,117	471,058,770
Cash and cash equivalents at 31 December	6	469,910,951	345,841,516	469,910,951	343,430,117
Non-cash transactions					
Equipment purchased under finance lease liabilities		-	2,514,720	-	2,514,720
Acquisition of equipment for which payment had not been made		(10,488,040)	10,416,692	(10,488,040)	10,416,692

The accompanying notes form an integral part of the financial statements.

Notes to the financial statements

For the year ended 31 December 2020

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 23 February 2021.

1 General information

Nava Nakorn Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 18 May 2004. The Company’s registered head office and branch office as follows:

- Head office : 999 Moo 13, Phaholyothin Road, Tambol Klong Nueng, Amphur Klong Luang, Phatumthani 12120, Thailand
- Branch office : 999/1 Mittraphap Road (Km. 231) Moo 1, Tambol Naklang, Amphur Soongnuen, Nakhon Ratchasima 30380, Thailand

As at 31 December 2020, the Company’s major shareholders were Mr. Taweachat Jurangkool, owned 24.70% of the Company’s share capital and NEP Realty and Industry Public Company Limited, incorporated in Thailand, and owned 12.51% of the Company’s share capital (2019: 24.70% and 12.01%, respectively).

The principal businesses of the Company are the property development and industrial promotion zone projects for trading and leasing, and providing utilities and other facilities services in the industrial promotion zone. Details of the Company’s joint ventures as at 31 December 2020 and 2019 are given in note 8 to the financial statements.

2 Basis of preparation of the financial statements

(a) Statement of compliance

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission.

New and revised TFRS are effective for annual accounting periods beginning on or after 1 January 2020. The initial application of these new and revised TFRS has resulted in changes in certain of the Company’s accounting policies.

The Company has initially applied TFRS - Financial instruments standards which comprise TFRS 9 *Financial Instruments* and relevant standards and interpretations and TFRS 16 *Leases* and disclosed impact from changes to significant accounting policies in note 3 to the financial statements.

In addition, the Company has not early adopted a number of revised TFRS which are not yet effective for the current period in preparing these financial statements. The Company has assessed the potential initial impact on the financial statements of these revised TFRS and expects that there will be no material impact on the financial statements in the period of initial application.

(b) *Functional and presentation currency*

The financial statements are prepared in Thai Baht, which is the Company's functional currency. All financial information has been rounded in the financial statements to the nearest thousand Baht unless otherwise stated.

(c) *Use of judgments and estimates*

The preparation of financial statements in conformity with TFRS requires management to make judgments, estimates and assumptions that affect the application of the Company's accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

(i) *Judgments*

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in note 8 to the financial statements *Classification of the joint arrangement*.

(ii) *Assumptions and estimation uncertainties*

Information about assumption and estimation uncertainties at 31 December 2020 that have a significant risk of resulting in a material adjustments to the carrying amounts of assets and liabilities in the next financial year is included in the following notes:

Note 7	Measurement of real estate development for sale;
Notes 10 and 11	Impairment test: key assumptions underlying recoverable amounts;
Note 14	Measurement of defined benefit obligations: key actuarial assumptions; and
Note 23	Measurement of ECL allowance for trade receivables: key assumptions in determining the weighted-average loss rate.

3 **Changes in accounting policies**

From 1 January 2020, the Company has initially applied TFRS - Financial instruments standards and TFRS 16. Impact on changes in accounting policies are as follows:

<i>Impact on changes in accounting policies</i>	<i>Note</i>	Financial statements in which the equity method is applied	Separate financial statements
		Retained earnings - unappropriated (in thousand Baht)	Retained earnings - unappropriated
At 31 December 2019 - as previously reported		574,711	519,639
<i>Decrease due to:</i>			
Adoption of TFRS - Financial instruments standards			
Classification and measurement of financial instruments	A(1)	(38,507)	-
Impairment losses on financial assets	A(2)	-	-
Adoption of TFRS 16 - net of tax	B	-	-
At 1 January 2020 - restated		536,204	519,639

A. TFRS - Financial instruments standards

The Company has adopted TFRS - Financial instruments standards by adjusting the cumulative effects to retained earnings on 1 January 2020. Therefore, the Company did not adjust the information presented for 2019. The disclosure requirements of TFRS for financial instruments have not generally been applied to comparative information.

These TFRS - Financial instruments standards establish requirements related to definition, recognition, measurement, impairment and derecognition of financial assets and financial liabilities, including accounting for derivatives and hedge accounting. The details of accounting policies are disclosed in notes 4 (c) and 4 (j) to the financial statements. The impact from adoption of TFRS - Financial instruments standards are as follows:

(1) Classification and measurement of financial assets and financial liabilities

TFRS 9 contains three principal classification categories for financial assets: measured at amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL). The classification is based on the cash flow characteristics of the financial asset and the business model in which they are managed. However, the Company may, at initial recognition, irrevocably designate a financial asset as measured at FVTPL. TFRS 9 eliminates the previous classification of held-to-maturity debt securities, available-for-sale securities, trading securities and general investment as specified by TAS 105.

Under TFRS 9, interest income and interest expenses recognised from all financial assets and financial liabilities measured at amortised cost shall be calculated using effective interest rate method. Previously, the Company recognised interest income and interest expenses at the rate specified in the contract.

Under TFRS 9, derivatives are measured at FVTPL. Previously, the Company recognised the derivatives when they were exercised.

(2) Impairment - Financial assets

TFRS 9 introduces the 'expected credit loss' (ECL) model whereas previously the Company estimated the allowance for doubtful account by analysing payment histories and future expectation of customer payment. TFRS 9 requires considerable judgment about how changes in economic factors affect ECLs, which are determined on a probability-weighted basis. The new impairment model applies to financial assets measured at amortised cost, lease receivables, except for investments in equity instruments.

The Company has determined that there was no material impact from the application of TFRS 9's impairment - financial assets requirements at 1 January 2020.

B. TFRS 16 Leases

From 1 January 2020, the Company has initially adopted TFRS 16 on contracts previously identified as leases according to TAS 17 *Leases* and TFRIC 4 *Determining whether an arrangement contains a lease* using the modified retrospective approach.

Previously, the Company, as a lessee, recognised payments made under operating leases and relevant lease incentives in profit or loss on a straight-line basis over the term of the lease. Under TFRS 16, the Company assesses whether a contract is, or contains, a lease. If a contract contains lease and non-lease components, the Company allocates the consideration in the contract based on stand-alone selling price (transaction price). As at 1 January 2020, the Company recognised right-of-use assets and lease liabilities, as a result, the nature of expenses related to those leases was changed because the Company recognised depreciation of right-of-use assets and interest expense on lease liabilities.

On transition, the Company also elected to use the following practical expedients:

- do not recognise right-of-use assets and lease liabilities for leases with less than 12 months of lease term; and
- do not recognise right-of-use assets and lease liabilities for leases of low-value assets.

The Company has determined that there was no material impact from the application of TFRS 16 at 1 January 2020.

4 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements except as explained in note 3 to the financial statements.

(a) Basis of financial statements in which the equity method is applied

The financial statements in which the equity method is applied relate to the Company and the Company's interests in joint ventures.

Interests in equity-accounted investees

The Company's interests in equity-accounted investees comprise interests in joint ventures.

A joint venture is an arrangement in which the Company has joint control, whereby the Company has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in joint ventures are accounted for using the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements in which the equity method is applied include the Company's share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which joint control ceases.

Transactions eliminated on financial statements in which the equity method is applied

Unrealised gains arising from transactions with joint venture are eliminated against the investment to the extent of the Company's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Investments in joint ventures

Investments in joint ventures in the separate financial statements of the Company are measured at cost less allowance for impairment losses.

Disposal of investments in the separate financial statements

On disposal of an investment, the difference between net disposal proceeds and the carrying amount is recognised in profit or loss.

(c) Financial instruments

Accounting policies applicable from 1 January 2020

(c.1) Recognition and initial measurement

Trade receivables and trade payables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset and financial liability (unless it is a trade receivable without a significant financing component or measured at FVTPL) is initially measured at fair value plus transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. A financial asset and a financial liability measured at FVTPL are initially recognised at fair value.

(c.2) Classification and subsequent measurement

Financial assets - classification

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value to other comprehensive income (FVOCI); or fair value to profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cashflows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets - business model assessment

The Company makes an assessment of the objective of a business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Company's management; and
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Company's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Financial assets - assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features; and
- terms that limit the Company's claim to cash flows from specified assets (e.g. non-recourse features).

Financial assets - subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities - classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(c.3) Derecognition

Financial assets

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

(c.4) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Accounting policies applicable before 1 January 2020

Investments in other debt and equity securities

Marketable debt securities held for trading are classified as current assets and are stated at fair value, with any resultant gain or loss recognised in profit or loss.

Equity securities which are not marketable are stated at cost less any impairment losses.

The fair value of financial instruments classified as held-for-trading is determined as the quoted bid price at the reporting date.

Disposal of investments

On disposal of an investment, the difference between net disposal proceeds and the carrying amount is recognised in profit or loss.

If the Company disposes of part of its holding of a particular investment, the deemed cost of the part sold is determined using the weighted average method applied to the carrying value of the total holding of the investment.

(d) *Cash and cash equivalents*

Cash and cash equivalents in the statements of cash flows comprise cash balances, call deposits and highly liquid short-term investments. Bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

(e) *Trade and other accounts receivable*

A receivable is recognised when the Company has an unconditional right to receive consideration. If revenue has been recognised before the Company has an unconditional right to receive consideration, the amount is presented as a contract asset.

A receivable is measured at transaction price less allowance for expected credit loss (2019: *allowance for doubtful accounts*) which is determined based on an analysis of payment histories and future expectations of customer payments. Bad debts are written off when incurred.

(f) *Real estate development for sale*

Real estate development for sale is real estate that is held with the intention to sell in the ordinary course of business. This real estate is measured at the lower of cost and net realisable value.

The cost of real estate development for sales comprises the cost of land, including acquisition costs, land improvement costs, development expenditure, borrowing costs and other related expenditure. Borrowing costs payable on loans funding real estate development projects are capitalised as part of the cost of the property until the completion of development. Cost of real estate development for sale includes an allocation of common area property development expenditure based on saleable area.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

When real estate development for sale are sold, the cost of that real estate is recognised as an expense in the period in which the related revenue is recognised.

(g) *Investment properties*

Investment properties are properties which are held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, and other costs directly attributable to bringing the investment property to a working condition for its intended use and capitalised borrowing costs.

Any gains and losses on disposal of investment properties are determined by comparing the proceeds from disposal with the carrying amount of investment property, and are recognised in profit or loss.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each property. The estimated useful lives of investment properties are 5, 10 and 33 years.

No depreciation is provided on freehold land or assets under construction.

(h) *Property, plant and equipment*

Recognition and measurement

Owned assets

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

Any gains and losses on disposal of item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised in profit or loss.

Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property at carrying amount.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. The estimated useful lives are as follows:

Buildings and building improvements	5, 10, 20 and 25 years
Commercial buildings	5, 10 and 33 years
Water production for industry system	5, 10 and 25 years
Utilities systems and flood protection system	5, 10, 20 and 25 years
Machinery and equipment	3, 5, 10 and 14 years
Furniture, fixtures and office equipment	3, 5 and 10 years
Vehicles	5 years

No depreciation is provided on freehold land or assets under construction and installation.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(i) Leases

Accounting policies applicable from 1 January 2020

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in TFRS 16.

As a lessee

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Company has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. The lease payments included fixed payments less any lease incentive receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under a residual value guarantee. The lease payments also include amount under purchase, extension or termination option if the Company is reasonably certain to exercise option. Variable lease payments that do not depend on index or a rate are recognised as expenses in the accounting period in which they are incurred.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in lease term, change in lease payments, change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of purchase, extension or termination options. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract that contains a lease component and one or more additional lease or non-lease components, the Company allocates the consideration in the contract to each component on the basis of their relative standalone prices.

When the Company acts as a lessor, it determines at lease inception whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

The Company recognises lease payments received under operating leases as rental income on a straight-line basis over the lease term as part of rental income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as rental income in the accounting period in which they are earned.

Accounting policies applicable before 1 January 2020

As a lessee, leases in terms of which the Company substantially assumes all the risk and rewards of ownership are classified as finance leases. Equipment acquired by way of finance leases is capitalised at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and impairment losses. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to the profit or loss.

Assets held under other leases were classified as operating leases and lease payments are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised in profit or loss as an integral part of the total lease expense, over the term of the lease.

As a lessor, rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income. Contingent rentals are recognised as income in the accounting period in which they are earned.

Determining whether an arrangement contains a lease

At inception of an arrangement, the Company determines whether such an arrangement is or contains a lease. A specific asset is the subject of a lease if fulfilment of the arrangement is dependent on the use of that specified asset. An arrangement conveys the right to use the asset if the arrangement conveys to the Company the right to control the use of the underlying asset.

At inception or upon reassessment of the arrangement, the Company separates payments and other consideration required by such an arrangement into those for the lease and those for other elements on the basis of their relative fair values. If the Company concludes for a finance lease that it is impracticable to separate the payments reliably, an asset and a liability are recognised at an amount equal to the fair value of the underlying asset. Subsequently the liability is reduced as payments are made and an imputed finance charge on the liability is recognised using the Company's incremental borrowing rate.

(j) *Impairment of financial assets*

Accounting policies applicable from 1 January 2020

The Company recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost (including cash and cash equivalents, trade receivables and other receivables and short-term loan to related party).

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

ECLs are measured on either of the following bases:

- 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date; or
- lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of a financial instrument.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs. ECLs on trade receivables are estimated using a provision matrix based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both current and forecast general economic conditions at the reporting date.

Loss allowances for all other financial instruments, the Company recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Company is exposed to credit risk.

The Company considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of 'investment grade'. The Company considers this to be A- or higher per Rating agency Fitch Ratings (Thailand) Limited and TRIS Rating Co., Ltd.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in financial instruments's credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Company.

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Increased in loss allowance is recognised as an impairment loss in profit or loss. Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Credit-impaired financial assets

At each reporting date, the Company assesses whether financial assets carried at amortised cost. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence of credit-impairment includes significant financial difficulty, a breach of contract such as more than 90 days past due.

Write-off

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

Accounting policies applicable before 1 January 2020

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount. The impairment loss is recognised in profit or loss.

Reversal of impairment

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in profit or loss.

(k) *Impairment of non-financial assets*

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss.

Calculation of recoverable amount

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing 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. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

Impairment losses recognised in prior periods in respect of non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(l) Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution plans are expensed as the related service is provided.

Defined benefit plans

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount.

The calculation of defined benefit obligations is regularly performed by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in other comprehensive income. The Company determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(m) Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

(n) Deferred income from government grants

Deferred income from government grants represented grants for flood protection construction project from the Ministry of Industry and government grants for machine development for energy conservation from the Department of Alternative Energy Development and Efficiency. The Company recorded the grants as deferred income from government grants in the statement of financial position and recognised as income by a straight-line basis over the useful lives of the related assets of 4 to 25 years. Income from government grants presented separately in profit or loss.

(o) Deferred income

Deferred income represented compensation in advance according to the agreements of areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone. The Company recorded as deferred income in the statement of financial position and recognised as income by a straight-line basis according to the term of the agreements and presented as income from areas and infrastructure utilisation in profit or loss.

(p) Measurement of fair values

‘Fair value’ is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Company has access at that date. The fair value of a liability reflects its non-performance risk.

A number of the Company’s accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

When one is available, the Company measures the fair value of an instrument using the quoted price in an active market for that instrument. A market is regarded as ‘active’ if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Company uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Company measures assets and long positions at a bid price and liabilities and short positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Company determines that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the measurement, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If the inputs used to measure the fair value of an asset or liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

(q) Repurchase of share capital (treasury shares)

When share capital recognised as equity is repurchased, the amount of consideration paid, including directly attributable costs, is classified as treasury shares and recognised as a deduction from equity. An equal amount is appropriated from retained earnings and taken to a reserve for treasury shares within equity. When treasury shares are sold, the amount received is recognised as an increase in equity by crediting the cost of the treasury shares sold, calculated using the weighted average method, to the treasury shares account and transferring the equivalent amount back from reserve for treasury shares to retained earnings. Surpluses on the sale of treasury shares are taken directly to a separate category within equity, 'Surplus on treasury shares'. Net deficits on sale or cancellation of treasury shares are debited to retained earnings after setting off against any remaining balance of surplus on treasury shares.

(r) Revenue

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts.

Sale of real estate and rendering of services

Revenue from sale of real estate is recognised when a customer obtains control of the goods, generally on delivery of the goods to the customers. For contracts that permit the customers to return the goods, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore the amount of revenue recognised is adjusted for estimated returns, which are estimated based on the historical data. Revenue from rendering of services is recognised over time as services are provided.

(s) Other income

Other income comprises dividend, interest income and others. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established.

(t) Interest

Accounting policies applicable from 1 January 2020

Effective Interest Rate (EIR)

Interest income or expense is recognised using the effective interest method. The EIR is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Accounting policies applicable before 1 January 2020

Interest income is recognised in profit or loss at the rate specified in the contract.

Interest expenses and similar costs are charged to profit or loss for the period in which they are incurred, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial periods of time to be prepared for its intended use or sale.

(u) Income tax

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Company to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact income tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Company. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(v) *Earnings per share*

The Company presents basic earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held.

(w) *Related parties*

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Company; a person or entity that are under common control or under the same significant influence as the Company; or the Company has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making of a person or entity.

(x) *Segment reporting*

Segment results that are reported to the Company's chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

5 Related parties

Relationships with joint ventures are described in note 8 to the financial statements. Relationships with key management and other related parties that the Company had significant transactions with during the year were as follows:

Name of parties	Country of incorporation/ nationality	Nature of relationships
NEP Realty and Industry Public Company Limited	Thailand	Major shareholder, 12.51% shareholding, and common directors
Security Navanakorn International Guarding Co., Ltd.	Thailand	Related party, the Company invests 15.08% shareholding and common directors
Sumisho Global Logistics (Thailand) Co., Ltd.	Thailand	Related party, the Company invests 1.71% shareholding and common directors
Construction Accessories Co., Ltd.	Thailand	Related party and common directors
Key management personnel	Thailand	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Company.

The pricing policies for transactions with related parties are explained further below:

Transactions	Pricing policies
Revenue from rendering of services	Contractually agreed price
Rental income	Contractually agreed price
Income from areas and infrastructure utilisation	Contractually agreed price
Management income	Contractually agreed price
Dividend income	Dividend declaration
Interest income	Interest rate at 5.31% per annum
Security service fee	Contractually agreed price
Purchase of equipment	Contractually agreed price

Significant transactions for the years ended 31 December with related parties were as follows:

	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
<i>For the year ended 31 December</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>		
Subsidiary				
Interest income	-	-	-	130
Purchase of equipment	-	-	-	14,337

	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
<i>For the year ended 31 December</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>		
Joint ventures				
Revenue from rendering of services	49,285	44,128	49,285	44,128
Rental income	480	-	480	-
Income from areas and infrastructure utilisation	39,374	39,374	39,374	39,374
Management income	4,962	3,012	4,962	3,012
Dividend income	-	-	-	119,984
Interest income	90	-	90	-
Other related parties				
Revenue from rendering of services	1,461	1,586	1,461	1,586
Rental income	-	120	-	120
Dividend income	1,189	1,765	1,189	1,765
Security service fee	-	3,375	-	3,375
Key management personnel				
Key management personnel compensation				
Short-term employee benefits	36,763	41,088	36,763	41,088
Post-employment benefits	2,144	4,047	2,144	4,047
Total key management personnel compensation	38,907	45,135	38,907	45,135

Balances as at 31 December with related parties were as follows:

	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
<i>Trade accounts receivable</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>		
Joint venture	4,768	4,131	4,768	4,131
Other related parties	113	146	113	146
Total	4,881	4,277	4,881	4,277
Less allowance for impairment losses (2019: allowance for doubtful accounts)	-	(3)	-	(3)
Net	4,881	4,274	4,881	4,274
Impairment losses (2019: doubtful debts expense) for the year	-	3	-	3

<i>Accrued service income</i>	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
Joint ventures	649	335	649	335
Total	649	335	649	335

<i>Other current receivables</i>	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
Subsidiary	-	-	-	2,387
Total	-	-	-	2,387

	Interest rate At 31 December (% per annum)	Financial statements in which the equity method is applied/Separate financial statements			
<i>Short-term loan to</i>		1 January	Increase (in thousand Baht)	Decrease	31 December
2020					
Joint venture	5.31	-	7,900	-	7,900
Total		-			7,900
Less allowance for impairment losses (2019: allowance for doubtful accounts)		-			-
Net		-			7,900

	Interest rate At 31 December (% per annum)	Separate financial statements			
<i>Short-term loan to</i>		1 January	Increase (in thousand Baht)	Decrease	31 December
2019					
Subsidiary	2.50	4,000	8,200	(12,200)	-
Total		4,000			-
Less allowance for impairment losses (2019: allowance for doubtful accounts)		-			-
Net		4,000			-

<i>Other current payables</i>	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	2019
Joint venture	480	-	480	-
Key management personnel	2,698	5,504	2,698	5,504
Total	3,178	5,504	3,178	5,504

<i>Retention payable</i>	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	2019
Related party	-	45	-	45
Total	-	45	-	45

Deferred income from related party

Deferred income from areas and infrastructure utilisation were as follows:

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	2019
<i>Joint venture</i>				
At 1 January	351,272	367,646	351,272	367,646
Recognised as income during the year	(16,374)	(16,374)	(16,374)	(16,374)
At 31 December	334,898	351,272	334,898	351,272
- current	16,374	16,374	16,374	16,374
- non-current	318,524	334,898	318,524	334,898
Total	334,898	351,272	334,898	351,272

<i>Deposits from customers for utilities</i>	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	2019
Joint ventures	190	30	190	30
Other related parties	9	39	9	39
Total	199	69	199	69

Significant agreements with related party

Infrastructure utilisation agreement

The Company entered into an infrastructure utilisation agreement with joint venture (Nava Nakorn Electricity Generating Company Limited), for a period of 25 years effective on 28 June 2016, in which the Company provided areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone in Phatumthani province, as stated condition in the agreement. The Company received compensation in advance of Baht 230 million which recorded as deferred income in the statement of financial position and recognised as income by a straight-line basis according to the term of the agreement.

The Company entered into a transmission line, pipeline and infrastructure utilisation agreement with joint venture (Nava Nakorn Electricity Generating Company Limited), for a period of 25 years effective on 1 August 2016, in which the Company provided areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone in Phatumthani province, as stated condition in the agreement. The Company shall receive compensation of Baht 1.92 million per month according to the term of the agreement.

The Company entered into an infrastructure utilisation agreement (extended phase) with joint venture (Nava Nakorn Electricity Generating Company Limited), for a period of 23 years effective on 1 July 2018, in which the Company provided areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone in Phatumthani province, as stated condition in the agreement. The Company received compensation in advance of Baht 165 million which recorded as deferred income in the statement of financial position and recognised as income by a straight-line basis according to the term of the agreement.

The Company entered into a transmission line, pipeline and infrastructure utilisation agreement (extended phase) with joint venture (Nava Nakorn Electricity Generating Company Limited), for a period of 23 years effective on 1 July 2018, in which the Company provided areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone in Phatumthani province, as stated condition in the agreement. The Company shall receive compensation of Baht 0.70 million per month starting from August 2020.

6 Cash and cash equivalents

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
Cash on hand	23	30	23	30
Cash at financial institutions				
- current accounts	5,557	1,584	5,557	1,584
Cash at financial institutions				
- savings accounts	464,331	341,816	464,331	341,816
Cheque on hand	-	2,412	-	-
Total	469,911	345,842	469,911	343,430

7 Real estate development for sale

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
Developed land available for sales				
<i>Nava Nakorn Industrial Promotion Zone Project (Phatumthani Province)</i>				
Cost of land	100,177	100,177	100,177	100,177
Development costs	13,459	13,459	13,459	13,459
Finance costs capitalised in real estate development for sale	8,241	8,241	8,241	8,241
Total	121,877	121,877	121,877	121,877
Less allowance for decline in value	-	-	-	-
Net	121,877	121,877	121,877	121,877
 <i>Premium Zone Project (Phatumthani Province)</i>				
Cost of land	77,591	99,016	77,591	99,016
Development costs	20,144	28,099	20,144	28,099
Finance costs capitalised in real estate development for sale	13,255	17,109	13,255	17,109
Total	110,990	144,224	110,990	144,224
Less allowance for decline in value	(814)	(814)	(814)	(814)
Net	110,176	143,410	110,176	143,410

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	2019
<i>Nava Nakorn Industrial Promotion Zone Project (Nakhon Ratchasima Province)</i>				
Cost of land	215,935	266,625	215,935	266,625
Development costs	363,772	490,425	363,772	490,425
Finance costs capitalised in real estate development for sale	27,534	32,057	27,534	32,057
Total	607,241	789,107	607,241	789,107
Less allowance for decline in value	(817)	(817)	(817)	(817)
Net	606,424	788,290	606,424	788,290
Developed land available for sales, net	838,477	1,053,577	838,477	1,053,577
<i>Residential under development The Nava Privacy Project (Phathumthani Province)</i>				
Cost of land	2,934	2,934	2,934	2,934
Development costs	166,316	166,316	166,316	166,316
Finance costs capitalised in real estate development for sale	4,447	4,447	4,447	4,447
Total	173,697	173,697	173,697	173,697
Less allowance for decline in value	(170,763)	(170,763)	(170,763)	(170,763)
Total residential under development, net	2,934	2,934	2,934	2,934
Grand total	841,411	1,056,511	841,411	1,056,511
Carrying amount of real estate development for sale subject to retention of title clauses or otherwise pledged to secure liabilities (note 13 to the financial statements)	17,799	17,799	17,799	17,799
	17,799	17,799	17,799	17,799
Cost of real estate development for sale recognised in 'cost of sale of real estate':				
- Cost of sale	233,030	-	233,030	-
	233,030	-	233,030	-

The Company mortgaged certain plots of its developed land available for sales and land used for public utilities, as collateral for credit facilities obtained from local financial institutions.

8 Investments in joint ventures

		Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
	Note	2020	2019 (in thousand Baht)	2020	2019
At 1 January		521,002	598,156	465,930	464,938
Impact of changes in accounting policies	3	(38,507)	-	-	-
Share of profit of joint ventures accounted for using equity method		92,960	41,838	-	-
Acquisition		9,013	992	9,013	992
Additional paid-up		135,000	-	135,000	-
Dividend income		-	(119,984)	-	-
At 31 December		719,468	521,002	609,943	465,930

On 26 September 2019, the Board of Directors approved the acquisition of ordinary shares of Thai Thanan Company Limited (“Thai Thanan”) in the amount of 51,000 shares (paid-up per share of Baht 25) or 51% of Thai Thanan’s share capital amounting to Baht 0.99 million from ALT Telecom Public Company Limited. The acquisition shares of Thai Thanan was completed on 31 October 2019.

The Board of Directors approved the Company to enter into a shareholder agreement with RATCH Group Public Company Limited and PEA ENCOM International Company Limited to establish R E N Korat Energy Company Limited (“R E N”) on 21 April 2020 to operate in generating and selling electric energy. The registered authorised capital was Baht 1 million. Subsequently, R E N increased the authorised share capital amounting to Baht 100 million and called for 25% paid-up share capital. The Company paid for R E N’s share capital in the amount of Baht 9.0 million.

On 8 September 2020, the Company paid the additional paid-up share capital of Nava Nakorn Electricity Generating Company Limited of 13.5 million ordinary shares, at Baht 10 per share and called for fully paid-up totaling Baht 135.0 million.

Investments in joint ventures as at 31 December 2020 and 2019 and dividend income for the years then ended were as follows:

Financial statements in which the equity method is applied/Consolidated financial statements										
Type of business	Country of operation	Ownership interest (%)		Paid-up capital		Cost		Equity		Dividend income for the year
		2020	2019	2020	2019	2020	2019	2020	2019	
(in thousand Baht)										
Nava Nakorn Electricity Generating Company Limited	Thailand	29.99	29.99	2,000,000	1,550,000	599,938	464,938	711,887	520,036	-
Thai Thanan Company Limited	Thailand	51.00	51.00	2,500	2,500	992	992	696	966	-
R E N Korat Energy Company Limited	Thailand	35.00	-	25,750	-	9,013	-	6,885	-	-
Total						609,943	465,930	719,468	521,002	-
Separate financial statements										
Type of business	Country of operation	Ownership interest (%)		Paid-up capital		Cost		Impairment		Dividend income for the year
		2020	2019	2020	2019	2020	2019	2020	2019	
(in thousand Baht)										
Nava Nakorn Electricity Generating Company Limited	Thailand	29.99	29.99	2,000,000	1,550,000	599,938	464,938	-	599,938	464,938
Thai Thanan Company Limited	Thailand	51.00	51.00	2,500	2,500	992	992	-	992	-
R E N Korat Energy Company Limited	Thailand	35.00	-	25,750	-	9,013	-	-	9,013	-
Total						609,943	465,930	-	609,943	119,984

None of the equity-accounted investees are publicly listed and consequently do not have published price quotations.

Joint ventures

The following table summarises the financial information of the joint ventures as included in their own financial statements, adjusted for differences in accounting policies. The table also reconciles the summarised financial information to the carrying amount of the Company's interest in these Companies.

	Nava Nakorn Electricity Generating Company Limited		Thai Thanan Company Limited		R E N Korat Energy Company Limited	
	2020	2019	2020	2019	2020	2019
	(in thousand Baht)		(in thousand Baht)		(in thousand Baht)	
Revenue	2,952,181	2,843,943	1,510	1	14	-
Profit (loss) from continuing operations	317,894 ^a	139,565 ^a	(528) ^a	(51) ^a	(6,078) ^a	-
Other comprehensive income	-	-	-	-	-	-
Total comprehensive income (100%)	317,894	139,565	(528)	(51)	(6,078)	-
Total comprehensive income of the Company's interest	95,356	41,864	(269)	(26)	(2,127)	-
Current assets	1,673,664 ^b	1,995,214 ^b	7,309 ^b	1,922 ^b	123,591 ^b	-
Non-current assets	7,282,311	7,058,101	12,593	-	-	-
Current liabilities	(1,046,050)	(1,570,870)	(18,537)	(28)	(3,919)	-
Non-current liabilities	(5,536,652)	(5,748,759)	-	-	(100,000)	-
Net assets (100%)	2,373,273	1,733,686	1,365	1,894	19,672	-
Company's share of net assets	711,887	520,036	696	966	6,885	-
Carrying amount of interest in joint ventures	711,887	520,036	696	966	6,885	-
Remark:						
a. Includes:						
- depreciation and amortisation	291,137	253,154	541	-	-	-
- finance costs	195,219	185,509	176	-	-	-
b. Includes cash and cash equivalents	972,060	1,047,409	1,741	1,907	123,302	-

9 Other long-term investments

Other long-term investments as at 31 December 2020 and 2019, and dividend income for the years then ended were as follows:

Financial statements in which the equity method is applied/ Consolidated financial statements/Separate financial statements								
	Type of business	Country of operation	Ownership interest	2020	2019	Paid-up capital	Investment amount	Dividend income for the year
				2020	2019	2020	2020	2020
							2019	2019
							(in thousand Baht)	
Cost								
Related parties								
Sumisho Global Logistics (Thailand) Co., Ltd.	Transportation services	Thailand	1.71	1.71	180,000	3,078	3,078	1,189
Security Navanakorn International Guarding Co., Ltd.	Security services	Thailand	15.08	15.08	6,300	871	871	-
Allowance for impairment losses						(871)	(871)	-
Net						3,078	3,078	1,189
								1,765
Other party								
The Bangkok Club Co., Ltd.	Trading of food and beverage	Thailand	0.11	0.11	450,000	1,000	1,000	-
Allowance for impairment losses						(674)	(674)	-
Net						326	326	-
Total						3,404	3,404	1,189
								1,765

10 Investment properties

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
Cost				
At 1 January	366,603	350,934	366,603	350,934
Additions	115	12,174	115	12,174
Transfer from property, plant and equipment	-	3,701	-	3,701
Disposals	-	(206)	-	(206)
At 31 December	366,718	366,603	366,718	366,603
Accumulated depreciation				
At 1 January	(74,612)	(69,221)	(74,612)	(69,221)
Depreciation charge for the year	(6,147)	(5,596)	(6,147)	(5,596)
Disposals	-	205	-	205
At 31 December	(80,759)	(74,612)	(80,759)	(74,612)
Allowance for impairment losses				
At 1 January	(166,505)	(166,505)	(166,505)	(166,505)
At 31 December	(166,505)	(166,505)	(166,505)	(166,505)
Net book value				
At 1 January	125,486	115,208	125,486	115,208
At 31 December	119,454	125,486	119,454	125,486

Information relating to leases are disclosed in note 12 to the financial statements.

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
For the year ended 31 December				
Amounts recognised in profit or loss				
Rental income	19,999	20,735	19,999	20,735
Repair and maintenance expenses:				
- property that generated rental income	6,200	5,641	6,200	5,641
- property that did not generate rental income	991	999	991	999

Investment properties comprise of land, factories, commercial building and residential building for lease. The leases contain an initial non-cancellable period of 1 to 3 years. Renewals are negotiated with the lessee. No contingent rents are charged.

As at 31 December 2020, commercial building for lease with the cost of Baht 216.52 million and accumulated depreciation of Baht 55.73 million, and residential building for lease with the cost of Baht 52.07 million and accumulated depreciation of Baht 5.17 million, have not been fully occupied. This factor is considered as an impairment indicator.

Management reviewed and tested impairment of certain investment properties in which impairment indicator existed by determining recoverable amount from the value in use of commercial building and residential building for lease which are cash-generating units. The discounted cash flow projections (DCF) have been prepared with reference to forecasted performance results considering historical data adjusted with projected revenue growth at 11% discount rate for commercial building for lease and at 10% discount rate for residential building for lease. As at 31 December 2020, the recoverable amount of commercial building for lease and residential building for lease were lower than their carrying amount. As a result, the Company had allowance for impairment losses in the amount of Baht 149.51 million and Baht 17.00 million, respectively (2019: Baht 149.51 million and Baht 17.00 million, respectively).

Measurement of fair value

Fair value hierarchy

The fair value of investment properties was determined by external, independent property valuer, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

The fair value of investment properties for land and factories for lease, commercial building and residential building for lease of Baht 153 million have been categorised as a level 3 fair value based on the inputs to the valuation technique used.

Valuation technique

Type of Assets	Valuation technique
Land	Market Approach
Factories for lease	Replacement cost new approach is to estimate new cost of building a replaced property at present price. And considered of building cost, wage, operation cost and profit and deduct depreciation from age of building, condition and obsolete of used.
Commercial building and residential building	Income Approach, the present value of net cash flows to be generated from property.

11 Property, plant and equipment

Financial statements in which the equity method is applied/Consolidated financial statements

		Land	Buildings and building improvements	Commercial buildings	Water production for industry system	Utilities systems and flood protection system (in thousand Baht)	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles	Assets under construction and installation	Total
Cost											
At 1 January 2019		257,943	73,382	1,600	1,061,359	1,824,304	134,677	69,436	83,062	10,330	3,516,093
Additions		3,465	850	-	-	4,758	6,084	549	17,350	41,802	74,858
Transfers		-	-	-	-	25,441	131	-	-	(25,572)	-
Transfers to investment properties		-	-	-	-	-	-	-	-	(3,701)	(3,701)
Disposals and write-off		-	(7,756)	(3)	-	(253,124)	(21,654)	(25,858)	(25,886)	-	(334,281)
At 31 December 2019											
as previously reported		261,408	66,476	1,597	1,061,359	1,601,379	119,238	44,127	74,526	22,859	3,252,969
Transfer to right-of-use assets		-	-	-	-	-	(7,129)	-	(26,780)	-	(33,909)
At 1 January 2020		261,408	66,476	1,597	1,061,359	1,601,379	112,109	44,127	47,746	22,859	3,219,060
Additions		-	317	22	-	3,012	1,081	2,013	5,517	61,402	73,364
Transfers		-	682	-	5,720	44,930	2,248	2,915	-	(56,495)	-
Transfer from right-of-use assets		-	-	-	-	-	-	-	6,283	-	6,283
Disposals and write-off		-	-	-	-	-	(188)	(2,104)	(6,774)	-	(9,066)
At 31 December 2020		261,408	67,475	1,619	1,067,079	1,649,321	115,250	46,951	52,772	27,766	3,289,641

Financial statements in which the equity method is applied/Consolidated financial statements

	Land	Buildings and building improvements	Commercial buildings	Water production for industry system	Utilities systems and flood protection system (in thousand Baht)	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles	Assets under construction and installation	Total
Accumulated depreciation and impairment losses										
At 1 January 2019	(13,552)	(40,563)	(481)	(543,740)	(1,016,072)	(74,182)	(68,254)	(63,496)	-	(1,820,340)
Depreciation charge for the year	-	(2,937)	(226)	(50,872)	(92,704)	(12,885)	(681)	(6,127)	-	(166,432)
Disposals and write-off	-	7,756	3	-	253,124	21,654	25,857	25,886	-	334,280
At 31 December 2019										
as previously reported	(13,552)	(35,744)	(704)	(594,612)	(855,652)	(65,413)	(43,078)	(43,737)	-	(1,652,492)
Transfer to right-of-use assets	-	-	-	-	-	3,582	-	11,419	-	15,001
At 1 January 2020	(13,552)	(35,744)	(704)	(594,612)	(855,652)	(61,831)	(43,078)	(32,318)	-	(1,637,491)
Depreciation charge for the year	-	(3,096)	(227)	(51,041)	(70,782)	(10,414)	(1,110)	(6,482)	-	(143,152)
Transfer from right-of-use assets	-	-	-	-	-	-	-	(5,591)	-	(5,591)
Disposals and write-off	-	-	-	-	-	188	2,104	6,768	-	9,060
At 31 December 2020	(13,552)	(38,840)	(931)	(645,653)	(926,434)	(72,057)	(42,084)	(37,623)	-	(1,777,174)

Utilities

	Land	Buildings and building improvements	Commercial buildings	Water production for industry system	systems and flood protection system (in thousand Baht)	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles	Assets under construction and installation	Total
Net book value										
At 1 January 2019										
Owned assets	244,391	32,819	1,119	517,619	808,232	55,522	1,182	2,002	10,330	1,673,216
Assets under finance leases	-	-	-	-	-	4,973	-	17,564	-	22,537
	244,391	32,819	1,119	517,619	808,232	60,495	1,182	19,566	10,330	1,695,753
At 31 December 2019										
as previously reported										
Owned assets	247,856	30,732	893	466,747	745,727	50,278	1,049	15,427	22,859	1,581,568
Assets under finance leases	-	-	-	-	-	3,547	-	15,362	-	18,909
	247,856	30,732	893	466,747	745,727	53,825	1,049	30,789	22,859	1,600,477
At 1 January 2020										
Owned assets	247,856	30,732	893	466,747	745,727	50,278	1,049	15,428	22,859	1,581,569
Assets under finance leases	247,856	28,635	688	421,426	722,887	43,193	4,867	15,149	27,766	1,512,467

Separate financial statements

	Land	Buildings and building improvements	Commercial buildings	Water production for industry system	Utilities systems and flood protection system (in thousand Baht)	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles	Assets under construction and installation	Total
Cost										
At 1 January 2019	257,943	73,382	1,600	1,061,359	1,824,304	134,677	69,436	83,062	5,003	3,510,766
Additions	3,465	850	-	-	4,758	6,084	549	17,350	47,129	80,185
Transfers	-	-	-	-	25,441	131	-	-	(25,572)	-
Transfers to investment properties	-	-	-	-	-	-	-	-	(3,701)	(3,701)
Disposals and write-off	-	(7,756)	(3)	-	(253,124)	(21,654)	(25,858)	(25,886)	-	(334,281)
At 31 December 2019	261,408	66,476	1,597	1,061,359	1,601,379	119,238	44,127	74,526	22,859	3,252,969
Transfer to right-of-use assets	-	-	-	-	-	(7,129)	-	(26,780)	-	(33,909)
At 1 January 2020	261,408	66,476	1,597	1,061,359	1,601,379	112,109	44,127	47,746	22,859	3,219,060
Additions	-	317	22	-	3,012	1,081	2,013	5,517	61,402	73,364
Transfers	-	682	-	5,720	44,930	2,248	2,915	-	(56,495)	-
Transfer from right-of-use assets	-	-	-	-	-	-	-	6,283	-	6,283
Disposals and write-off	-	-	-	-	-	(188)	(2,104)	(6,774)	-	(9,066)
At 31 December 2020	261,408	67,475	1,619	1,067,079	1,649,321	115,250	46,951	52,772	27,766	3,289,641

Separate financial statements

	Land	Buildings and building improvements	Commercial buildings	Water production for industry system	Utilities systems and flood protection system	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles	Assets under construction and installation	Total
<i>Accumulated depreciation and impairment losses</i>										
At 1 January 2019	(13,552)	(40,563)	(481)	(543,740)	(1,016,072)	(74,182)	(68,254)	(63,496)	-	(1,820,340)
Depreciation charge for the year	-	(2,937)	(226)	(50,872)	(92,704)	(12,885)	(681)	(6,127)	-	(166,432)
Disposals and write-off	-	7,756	3	-	253,124	21,654	25,857	25,886	-	334,280
At 31 December 2019										
as previously reported	(13,552)	(35,744)	(704)	(594,612)	(855,652)	(65,413)	(43,078)	(43,737)	-	(1,652,492)
Transfer to right-of-use assets	-	-	-	-	-	3,582	-	11,419	-	15,001
At 1 January 2020	(13,552)	(35,744)	(704)	(594,612)	(855,652)	(61,831)	(43,078)	(32,318)	-	(1,637,491)
Depreciation charge for the year	-	(3,096)	(227)	(51,041)	(70,782)	(10,414)	(1,110)	(6,482)	-	(143,152)
Transfer from right-of-use assets	-	-	-	-	-	-	-	(5,591)	-	(5,591)
Disposals and write-off	-	-	-	-	-	188	2,104	6,768	-	9,060
At 31 December 2020	(13,552)	(38,840)	(931)	(645,653)	(926,434)	(72,057)	(42,084)	(37,623)	-	(1,777,174)

The gross amount of the Company's fully depreciated that was still in use as at 31 December 2020 amounted to Baht 442.97 million (2019: Baht 442.05 million).

Water production for industry system and utility system at Nakhon Ratchasima province with the cost of Baht 434.84 million and accumulated depreciation of Baht 162.13 million as at 31 December 2020 have not operated in full capacity. This factor is considered as an impairment indicator.

Management reviewed and tested impairment of certain assets in which impairment indicator existed by determining recoverable amount from the value in use of water production for industry system and utility system which are cash-generating units. The value was appraised by independent property valuer. The discounted cash flow projections (DCF) have been prepared with reference to forecasted performance results considering historical data adjusted with projected revenue growth at 14% discount rate. As at 31 December 2020, the recoverable amount of water production for industry system and utility system were lower than their carrying amount. As a result, the Company had allowance for impairment losses in the amount of Baht 77 million and 59 million, respectively (2019: Baht 77 million and Baht 59 million, respectively).

In addition, the Company has certain plots of land which are unable to utilise. This factor is considered as an impairment indicator. As at 31 December 2020, cost of the aforesaid land amounted to Baht 13.55 million. The Company had allowance for impairment losses amounted to Baht 13.55 million (2019: Baht 13.55 million).

Security

The Company mortgaged certain plots of land including the water production for industry system, water treatment system, machinery and equipment, land used for public utilities to secure credit facilities from certain financial institutions (Note 13 to the financial statements).

Deferred income from government grants

The Company received government grants for flood protection construction project from the Ministry of Industry and government grants for machine development for energy conservation from the Department of Alternative Energy Development and Efficiency. The Company recorded the grants as deferred income from government grants in the statement of financial position and recognised as income by a straight-line basis over the useful lives of assets.

Deferred income from government grants were as follows:

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	2019
At 1 January	304,853	338,466	304,853	338,466
Recognised as income during the year	(24,644)	(33,613)	(24,644)	(33,613)
At 31 December	280,209	304,853	280,209	304,853
- current	24,643	24,643	24,643	24,643
- non-current	255,566	280,210	255,566	280,210
Total	280,209	304,853	280,209	304,853

12 Leases

As a lessee

Right-of-use assets

	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements		
	Machinery and equipment	Vehicles	Total
	(in thousand Baht)		
Cost			
At 1 January 2020	7,129	26,780	33,909
Transfer to property, plant and equipment	-	(6,283)	(6,283)
At 31 December 2020	7,129	20,497	27,626
Accumulated depreciation			
At 1 January 2020	(3,582)	(11,419)	(15,001)
Depreciation charge for the year	(3,075)	(2,763)	(5,838)
Transfer to property, plant and equipment	-	5,591	5,591
At 31 December 2020	(6,657)	(8,591)	(15,248)
Net book value			
At 1 January 2020	3,547	15,361	18,908
At 31 December 2020	472	11,906	12,378

The Company leases a number of equipment and vehicles for 5 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

For the year ended 31 December

Amounts recognised in profit or loss

Depreciation of right-of-use assets:	
- Machinery and equipment	
- Vehicles	
Interest on lease liabilities	
Expenses relating to short-term leases	
Expenses relating to leases of low-value assets	
Lease expense	

**Financial statements in which
the equity method is applied/
Consolidated financial statements/
Separate financial statements**

2020 2019
(in thousand Baht)

3,075	-
2,763	-
627	956
602	-
281	-
-	2,573

In 2020, total cash outflow for leases of the Company was Baht 7.38 million.

As a lessor

The leases of investment properties comprise a number of commercial properties that are leased to third parties under operating leases. Each of the leases contains an initial non-cancellable period of 1 - 3 years. Subsequent renewals are negotiated with the lessee. For all investment property leases, the rental income is fixed under the contracts, but some leases require the lessee to reimburse the insurance costs of the Company. When this is the case, the amounts of insurance costs are determined annually.

Maturity of operating lease receivables presented in 'other receivables'

At 31 December 2020

Within one year
After one year but within five years
Total

**Financial
statements
in which the
equity method
is applied/
Separate
financial
statements
(in thousand Baht)**

16,535
10,625
27,160

***Minimum lease payments under non-cancellable operating lease are
receivable***

At 31 December 2019

Within one year
After one year but within five years
Total

**Consolidated
financial
statements/
Separate
financial
statements
(in thousand Baht)**

12,722
750
13,472

13 Interest-bearing liabilities

	Financial statements in which the equity method is applied/ Consolidated financial statements/Separate financial statements					
	2020			2019		
	Secured	Unsecured	Total (in thousand Baht)	Secured	Unsecured	Total
Current						
Bank overdrafts	84	-	84	37	-	37
Long-term loan from financial institution	-	36,000	36,000	-	36,000	36,000
Lease liabilities (2019: <i>finance lease liabilities</i>)	-	5,647	5,647	-	5,871	5,871
Total current interest- bearing liabilities	84	41,647	41,731	37	41,871	41,908
Non-current						
Long-term loan from financial institution	-	236,023	236,023	-	271,994	271,994
Lease liabilities (2019: <i>finance lease liabilities</i>)	-	3,670	3,670	-	9,317	9,317
Total non-current interest-bearing liabilities	-	239,693	239,693	-	281,311	281,311
Total	84	281,340	281,424	37	323,182	323,219

Long-term loan from financial institution

Details of long-term loan from local financial institution are as follows:

Loan agreement	Approved credit line (in million Baht)	Interest rate per annum (% per annum)	Term of repayment
For development costs of flood protection system (Phatumthani Province)	350	0.01	15 years from the contract date

The outstanding balance of secured interest-bearing liabilities as at 31 December were secured on the following assets:

		Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
	<i>Note</i>	2020	2019 (in thousand Baht)	2020	2019
Certain plots of developed land available for sales	7	17,799	17,799	17,799	17,799
Restricted deposits at financial institutions		26,032	26,000	26,032	26,000
Certain plots of land including the water production for industry system, water treatment system, machinery and equipment	11	10,368	10,368	10,368	10,368
Grand total		54,199	54,167	54,199	54,167

As at 31 December 2020, the Company had unutilised credit facilities totaling Baht 84.0 million (2019: Baht 80.1 million).

Lease liabilities (2019: Finance lease liabilities)

Movements during the years ended 31 December 2020 and 2019 were as follows:

	Financial statements in which the equity method is applied	Consolidated financial statements	Separate financial statements	
	2020	2019 (in thousand Baht)	2020	2019
At 1 January	15,188	20,441	15,188	20,441
Purchase of assets under lease liabilities (2019: finance lease liabilities)	-	2,515	-	2,515
Payment of lease liabilities (2019: payment for reduction of the outstanding liabilities relating to finance leases)	(6,498)	(8,724)	(6,498)	(8,724)
Finance costs under lease (2019: finance lease liabilities)	627	956	627	956
At 31 December	9,317	15,188	9,317	15,188

Finance lease liabilities as at 31 December 2019 were as follows:

	Consolidated financial statements/ Separate financial statements		
	Minimum lease payments	Interest (in thousand Baht)	Present value of minimum lease payments
At 31 December 2019			
Within one year	6,498	627	5,871
After one year but within five years	9,702	385	9,317
Total	16,200	1,012	15,188

14 Provisions for employee benefits

Defined benefit plan

The Company operates a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plan exposes the Company to actuarial risks, such as longevity risk and interest rate risk.

	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
	2020	2019
	(in thousand Baht)	
Present value of the defined benefit obligations		
At 1 January	34,612	24,886
Include in profit or loss:		
Current service cost	4,784	4,707
Past service cost	-	5,903
Interest on obligation	756	778
	<u>5,540</u>	<u>11,388</u>
Included in other comprehensive income:		
Actuarial loss		
- Demographic assumptions	-	2,703
- Financial assumptions	-	(892)
- Experience adjustment	-	1,363
	<u>-</u>	<u>3,174</u>
Benefit paid	(10,472)	(4,836)
At 31 December	29,410	34,612

On 5 April 2019, the Labor Protection Act was amended to include a requirement that an employee, who is terminated after having been employed by the same employer for an uninterrupted period of twenty years or more, receives severance payment of 400 days of wages at the most recent rate. The Company has therefore amended its retirement plan in accordance with the changes in the Labor Protection Act in 2019. As a result of this change, the provision for retirement benefits as well as past service cost recognised increased.

<i>Principal actuarial assumptions</i>	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
	2020	2019
	(%)	
Discount rate	2.40	2.40
Future salary growth	4.00 - 5.00	4.00 - 5.00
Employee turnover rate	5.00 - 22.00	5.00 - 22.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

As at 31 December 2020, the weighted-average duration of employee benefit obligations was 5 years (2019: 6 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

<i>At 31 December</i>	Financial statements in which the equity method is applied/ Consolidated financial statement/ Separate financial statements			
	1% increase in assumption		1% decrease in assumption	
	2020	2019	2020	2019
	(in thousand Baht)			
Discount rate	(1,834)	(1,811)	2,050	2,023
Future salary growth	2,776	2,511	(2,502)	(2,286)
Employee turnover	(114)	(115)	121	122

15 Treasury shares

At the Board of Directors' meeting of the Company held on 13 August 2019, the Board of Directors approved a treasury share plan ("Plan") to re-purchase not more than 4.15%, or 85 million shares, of the Company's shares then in issue. The purpose of the Plan is to manage the Company's excess liquidity. The maximum amount approved for share purchase under the Plan is Baht 150 million. The Company may purchase the shares through the Stock Exchange of Thailand during the period from 28 August 2019 to 27 February 2020. The shares purchased may be resold after 6 months but within 3 years from the date of purchase.

The treasury shares account within equity comprises the cost of the Company's own shares held by the Company.

As at 31 December 2020, the Company had the treasury shares totaling 70.7 million shares (2019: 37.0 million shares), comprising 3.5% (2019: comprising 1.8%) of the Company's issued and paid-up share capital, at a total cost amount of Baht 149.8 million (2019: Baht 76.8 million). As at 31 December 2020, the Company appropriated treasury shares reserve from its retained earnings amount of Baht 149.8 million (2019: Baht 76.8 million).

The Company mortgaged deposit at financial institution to secure credit facilities from asset management company.

16 Additional paid-in capital and reserves

Share premium

Section 51 of the Public Limited Company Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

Legal reserve

Section 116 of the Public Limited Company Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a legal reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

The Company appropriated legal reserve for the year ended 31 December 2020 amounted to Baht 17.6 million (2019: Baht 12.8 million).

Treasury shares reserve

The treasury shares reserve represents the amount appropriated from retained earnings equal to the cost of the Company's own shares held by the Company. The treasury shares reserve is not available for dividend distribution.

17 Segment information and disaggregation of revenue

The Company has 2 reportable segments, as described below, which are the Company's strategic divisions. The strategic divisions offer different products and services, and are managed separately because they require different marketing strategies. For each of the strategic divisions, the chief operating decision maker (CODM) reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Company's reportable segments.

- Segment 1 : Real estate business
- Segment 2 : Utilities services business

None of other operations meets the quantitative thresholds for determining reportable segments in 2020 or 2019.

Information regarding the results of each reportable segment is included below. Each segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Company's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

**Financial statements in which the equity method is applied/
Consolidated financial statements/Separate financial statements**

	Real estate business		Utilities service business		Others		Total
	2020	2019	2020	2019	2020	2019	
<i>For the year ended 31 December</i>							
<i>Information about reportable segments</i>							
External revenue	273,647	-	630,319	633,239	30,583	29,841	663,080
Total revenues	<u>273,647</u>	<u>-</u>	<u>630,319</u>	<u>633,239</u>	<u>137,584</u>	<u>141,449</u>	<u>774,688</u>
Segment results	<u>40,616</u>	<u>-</u>	<u>318,360</u>	<u>300,298</u>	<u>-</u>	<u>-</u>	<u>300,298</u>
Unallocated expenses							
Share of profit of joint ventures accounted for using equity method					(82,810)		(82,139)
Income tax expense					92,960	41,838	
Profit for the year					<u>(16,721)</u>	<u>(4,394)</u>	<u>255,603</u>

Timing of revenue recognition

At a point in time	273,647	-	-	-	-	-	-
Overtime	-	-	630,319	633,239	30,583	29,841	663,080
Total	<u>273,647</u>	<u>-</u>	<u>630,319</u>	<u>633,239</u>	<u>30,583</u>	<u>29,841</u>	<u>663,080</u>

Details of reportable segment assets and liabilities as at 31 December 2020 and 2019 were as follows:

Segment assets	841,411	1,056,511	56,986	54,414	3,394,438	3,201,573	4,312,498
Segment liabilities	<u>21,544</u>	<u>45,841</u>	<u>45,059</u>	<u>39,147</u>	<u>1,071,755</u>	<u>1,155,756</u>	<u>1,240,744</u>

Geographical information

The Company is managed and operates principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries.

Major customer

Revenue from one customer from real estate business represents approximately Baht 220 million (2019: Nil) of the Company's total revenues.

Promotional privileges

The Company has been granted privileges by the Office of the Board of Investment relating to the real estate and industrial estate development projects (Nakhon Ratchasima Province), water production for consumption in the industrial estate (Phatumthani Province), and water treatment services (Phatumthani Province). The Company has been granted several privileges including exemption from payment of income tax on the net profit derived from promoted operations with certain terms and conditions prescribed in the promotional certificates.

Summary of revenue from promoted and non-promoted businesses for the years ended 31 December 2020 and 2019 were as follows:

	Financial statements in which the equity method is applied/ Consolidated financial statements			Separate financial statements		
	2020 Promoted businesses	2020 Non- promoted businesses	Total (in thousand Baht)	2019 Promoted businesses	2019 Non- promoted businesses	Total
Revenue from sale of real estate	220,384	53,263	273,647	-	-	-
Revenue from rendering of service	361,874	268,445	630,319	366,885	266,354	633,239

18 Employee benefit expenses

	<i>Note</i>	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
		2020 (in thousand Baht)	2019
Salaries and wages		107,696	100,386
Defined benefit plans	14	5,540	11,388
Defined contribution plans		4,689	4,871
Termination benefits		-	1,036
Others		5,871	8,019
Total		123,796	125,700

Defined contribution plans

The Company established a contributory provident fund for its employees. Membership to the fund is on a voluntary basis. Contributions are made monthly by the employees at the rates ranging from 5% to 15% of their basic salaries and by the Company at the rate of 6% of the employees' basic salaries. The provident fund is registered with the Ministry of Finance as a juristic entity and is managed by a licensed Fund Manager.

19 Expenses by nature

	Note	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019 (in thousand Baht)	Separate financial statements 2020	Separate financial statements 2019
Cost of sale of real estate		233,030	-	233,030	-
Depreciation		155,137	172,028	155,137	172,028
Employee benefit expenses	18	123,796	125,700	123,796	125,700
Utilities management expenses		54,218	55,062	54,218	55,062
Electricity expenses		46,126	47,993	46,126	47,993
Repair and maintenance expenses		32,692	49,585	32,692	49,585
Security service fees		28,604	26,229	28,604	26,229
Consultancy fees		25,856	24,480	25,856	24,480
Selling expenses for real estate development for sale		14,933	361	14,933	361
Others		49,207	52,862	49,207	52,923
Total cost of sale of real estate, cost of rendering of services, distribution costs and administrative expenses		763,599	554,300	763,599	554,361

20 Income tax

Income tax recognised in profit or loss

	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
	2020	2019
	(in thousand Baht)	
Current tax		
Current year	21,681	11,523
Over provided in prior years	(1,172)	(1,006)
	<u>20,509</u>	<u>10,517</u>
Deferred tax		
Movements in temporary differences	(3,788)	(6,123)
	<u>(3,788)</u>	<u>(6,123)</u>
Total income tax	<u>16,721</u>	<u>4,394</u>

Income tax recognised in other comprehensive income

	Financial statements in which the equity method is applied/ Consolidated financial statements/Separate financial statements					
	2020		2019			
	Before tax	Tax benefit	Net of tax	Before tax	Tax benefit	Net of tax
	(in thousand Baht)					
Defined benefit plan actuarial losses	-	-	-	3,174	(635)	2,539
Total	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,174</u>	<u>(635)</u>	<u>2,539</u>

Reconciliation of effective tax rate

	Financial statements in which the equity method is applied		Consolidated financial statements	
	2020		2019	
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		369,126		259,996
Income tax using the Thai corporation tax rate	20	73,825	20	51,999
Income not subject to tax		(58,505)		(52,569)
Expenses not deductible for tax purposes		2,573		5,961
Current year losses for which no deferred tax was recognised		-		9
Over provided in prior years		(1,172)		(1,006)
Total	<u>5</u>	<u>16,721</u>	<u>2</u>	<u>4,394</u>

	Separate financial statements			
	Rate (%)	2020 (in thousand Baht)	Rate (%)	2019 (in thousand Baht)
Profit before income tax expense		276,166		338,073
Income tax using the Thai corporation tax rate	20	55,233	20	67,615
Income not subject to tax		(39,913)		(68,176)
Expenses not deductible for tax purposes		2,573		5,961
Over provided in prior years		(1,172)		(1,006)
Total	6	16,721	1	4,394

Deferred tax

At 31 December	Financial statements in which the equity method is applied/ Consolidated financial statements/Separate financial statements			
	Assets		Liabilities	
	2020	2019 (in thousand Baht)	2020	2019
Deferred tax assets	25,188	21,400	-	-

Movements in deferred tax assets during the years ended 31 December 2020 and 2019 were as follows:

	Financial statements in which the equity method is applied/ Separate financial statements			
	(Charged) / Credited to			At 31 December
	At 1 January	Profit or loss (in thousand Baht)	Other comprehensive income	
2020				
Deferred tax assets				
Allowance for impairment losses of trade accounts receivable (2019: allowance for doubtful accounts)	1,086	(384)	-	702
Advance received from customers	349	-	-	349
Deferred income	13,043	5,212	-	18,255
Provisions for employee benefits	6,922	(1,040)	-	5,882
Total	21,400	3,788	-	25,188

	Consolidated financial statement/ Separate financial statements			
	(Charged) / Credited to			At 31 December
	At 1 January	Profit or loss (in thousand Baht)	Other comprehensive income	
2019				
Deferred tax assets				
Allowance for doubtful accounts	1,103	(17)	-	1,086
Advance received from customers	349	-	-	349
Deferred income	8,213	4,830	-	13,043
Provisions for employee benefits	4,977	1,310	635	6,922
Total	14,642	6,123	635	21,400

Unrecognised deferred tax assets

	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
	2020	2019
	(in thousand Baht)	
Temporary differences		
- Allowance for decline in value of real estate development for sale	172,394	172,394
- Allowance for impairment losses on investment properties	166,505	166,505
- Allowance for impairment losses on property, plant and equipment	149,552	149,552
Total	488,451	488,451

The deductible temporary differences do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these items because it is not probable that the Company can utilise the benefits therefrom.

21 Basic earnings per share

	Financial statements in which the equity method is applied 2020	Consolidated financial statements 2019	Separate financial statements	
			2020	2019
	(in thousand Baht/thousand shares)			
Profit attributable to ordinary shareholders of the Company (basic)	352,405	255,603	259,445	333,680
Ordinary shares outstanding				
Number of ordinary shares outstanding at 1 January	2,048,255	2,048,255	2,048,255	2,048,255
Effect of treasury shares	(68,234)	(5,292)	(68,234)	(5,292)
Weighted average number of ordinary shares outstanding (basic) at 31 December	1,980,021	2,042,963	1,980,021	2,042,963
Earnings per share (basic) (in Baht)	0.18	0.13	0.13	0.16

22 Dividends

The shareholders of the Company have approved dividends as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
<i>2020</i>				
Annual dividend of 2019	16 April 2020	May 2020	<u>0.08</u>	<u>158.20</u>
<i>2019</i>				
Annual dividend of 2018	23 April 2019	May 2019	<u>0.09</u>	<u>184.34</u>

23 Financial instruments

(a) *The carrying amounts and fair values*

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

Financial statements in which equity method is applied/Separate financial statements						
	Carrying amount		Fair value			
	Financial instruments measured at fair value through profit and loss	Financial instruments measured at amortised cost - net	Total	Level 1	Level 2	Level 3
			(in thousand Baht)			
			Total	Level 1	Level 2	Level 3
	136,858	-	136,858	-	136,858	-
	-	272,023	272,023	-	-	226,131

Consolidated financial statements/Separate financial statements					
	Carrying amount	Level 1	Fair value		
			Level 2	Level 3	Total
			(in thousand Baht)		
31 December 2019					
<i>Financial assets measured at fair value</i>					
Debt securities held for trading	136,102	-	136,102	-	136,102
<i>Financial liabilities not measured at fair value</i>					
Long-term loan from financial institution	307,964	-	-	241,674	241,674

Financial instruments measured at fair value

Type	Valuation technique
Investments in marketable unit trusts classified as financial assets measured at FVTPL	The net asset value as at the reporting date.

Financial instruments not measured at fair value

Type	Valuation technique
Other financial liability*	Discounted cash flows

*Other financial liability includes long-term loan from financial institution.

(b) Financial risk management policies

Risk management framework

The Company's board of directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Company's risk management policies. The committee reports regularly to the board of directors on its activities.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Company audit committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Company audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers.

(b.1.1) Trade accounts receivables

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The Company has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's standard payment and conditions are offered. The Company's review sale limits are established for each customer and reviewed consistently. Any sales exceeding those limits require approval from Vice President of Finance and Accounting Department and Deputy Managing Director.

The Company limits its exposure to credit risk from trade accounts receivable by establishing a maximum payment period of 30 days.

The following table provides information about the exposure to credit risk and ECLs for trade accounts receivable.

	Financial statements in which the equity method is applied/ Separate financial statements			
	Trade accounts receivable from other parties	Trade accounts receivable from related parties (Note 5) (in thousand Baht)	Total carrying amounts	Allowance for impairment losses
At 31 December 2020				
Within credit terms	48,849	4,881	53,730	-
Overdue:				
Less than 3 months	3,553	-	3,553	355
3 - 6 months	87	-	87	44
6 - 12 months	59	-	59	44
Over 12 months	3,069	-	3,069	3,069
Total	55,617	4,881	60,498	3,512
Less allowance for expected credit loss	(3,512)	-	(3,512)	
Net	52,105	4,881	56,986	

Loss rates are based on actual credit loss experience over the past 3 years. These rates are multiplied by scalar factors to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Company's view of economic conditions over the expected lives of the receivables.

		Consolidated financial statements/ Separate financial statements (in thousand Baht)
Trade accounts receivable	<i>Note</i>	
At 31 December 2019		
Related parties		
Within credit term		4,272
Overdue:		
3 - 6 months		1
6 - 12 months		4
Total	5	4,277
Other parties		
Within credit term		48,222
Overdue:		
Less than 3 months		2,100
3 - 6 months		40
6 - 12 months		34
Over 12 months		5,172
Total		55,568
<i>Less allowance for doubtful accounts</i>		<i>(5,431)</i>
		50,137
Net		54,414

The normal credit term granted by the Company is 30 days.

	Financial statements in which the equity method is applied/ Separate financial statements (in thousand Baht)
Movement of allowance for expected credit loss of trade accounts receivable	
At 1 January 2020	5,431
Addition	17
Write-off	(1,936)
At 31 December 2020	3,512

(b.1.2) Cash and cash equivalents

The Company's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions with a minimum credit rating of A- assigned by Fitch Ratings (Thailand) Limited and TRIS Rating Co., Ltd., for which the Company considers to have low credit risk.

(b.2) Liquidity risk

The Company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Financial statements in which the equity method is applied/ Separate financial statements						
At 31 December 2020	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in thousand Baht)			
Financial Liabilities						
Bank overdrafts	84	84	-	-	-	84
Trade accounts payable	15,796	15,796	-	-	-	15,796
Other current payables	73,087	73,087	-	-	-	73,087
Payable on purchase of equipment	2,213	2,213	-	-	-	2,213
Long-term loan from financial institution	272,023	36,000	36,000	108,000	92,127	272,127
Lease liabilities	9,317	5,959	3,712	32	-	9,703
Retention payables	6,102	-	6,102	-	-	6,102
	378,622	133,139	45,814	108,032	92,127	379,112

The interest rates of financial assets and liabilities as at 31 December 2019 and the periods in which those assets and liabilities mature were as follows:

	Consolidated financial statements/ Separate financial statement				
		Maturity period			
	Interest rate	Within 1 year	After 1 year but within 5 years	After 5 years	Total
	(% per annum)		(in thousand Baht)		
At 31 December 2019					
Financial Assets					
Cash and cash equivalents	0.38 - 2.00	343,400	-	-	343,400
Current investments in fixed deposits	1.50 - 1.73	320,000	-	-	320,000
Fixed deposit at financial institution	2.00	-	60,000	-	60,000
Restricted deposits at financial institutions	1.00	28,007	-	-	28,007
Total		691,407	60,000	-	751,407
Financial Liabilities					
Bank overdrafts	5.50 - 5.87	37	-	-	37
Long-term loan from financial institution	0.01	36,000	144,000	127,994	307,994
Finance lease liabilities	2.30 - 7.47	5,871	9,317	-	15,188
Total		41,908	153,317	127,994	323,219

(b.3) Market risk

The Company is exposed to normal business risks from changes in market interest rates and currency exchange rates and from non-performance of contractual obligations by counterparties. The Company does not hold or issue derivatives for speculative or trading purposes.

(b.3.1) Foreign currency risk

The Company has no assets and liabilities denominated in foreign currency.

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Company's operations and its cash flows because loan interest rates are mainly fixed. The Company is primarily exposed to interest rate risk from its borrowings (see note 13 to the financial statements). The Company mitigates this risk by ensuring that the majority of its borrowings are at fixed interest rates to manage exposure to fluctuations in interest rates on borrowings.

Fair value sensitivity analysis for fixed-rate instruments

The Company does not account for any fixed-rate financial assets or financial liabilities, at FVTPL, and the Company does not designate derivatives (interest rate swaps) as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

24 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board monitors the return on capital, which the Company defines as result from operating activities divided by total shareholders' equity and also monitors the level of dividends to ordinary shareholders.

25 Commitments with non-related parties

(a) Capital commitments

	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
	2020	2019
	(in thousand Baht)	
Contracted but not provided for (mainly represents real estate development projects and contracts for construction costs of water treatment and water production for industry systems)	332,765	322,835
Total	332,765	322,835

(b) Lease commitments

	Financial statements in which the equity method is applied/ Consolidated financial statements/ Separate financial statements	
	2020	2019
	(in thousand Baht)	
Within one year	681	1,188
After one year but within five years	1,990	2,095
After five years	3,037	3,342
Total	5,708	6,625

The Company has lease agreements covering office equipment for periods of 2 to 5 years, and a plot of land for a period of 30 years, which will expire during 2022 to 2024 and 2036, respectively.

(c) Other commitments

As at 31 December 2020, the Company had commitments under service agreements with local companies totaling Baht 65.4 million (2019: Baht 47.8 million).

(d) Letter of guarantee

As at 31 December 2020, the Company had letters of guarantee issued by local financial institutions to government agencies for land allocation for utilities, water production, and land lease totaling Baht 88.6 million (2019: Baht 90.6 million).

26 Significant agreement with non-related party

On 1 September 2017, the Company entered into an agreement of right to use property to install the high speed fiber optic network with a company in which the Company provided areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone in Phatumthani province, as stated condition in the agreement. The Company received compensation in advance of Baht 15 million which recorded as deferred income in the statement of financial position and recognised as income by a straight-line basis over 16 years according to the term of the agreement. As at 31 December 2020, the Company had deferred income from the agreement in the amount of Baht 11.8 million (2019: Baht 12.8 million).

On 21 October 2019, the Company entered into an agreement of infrastructure utilisation with a company in which the Company provided areas and infrastructure utilisation in Nava Nakorn Industrial Promotion Zone in Phatumthani province, as stated condition in the agreement. The Company received compensation in advance of Baht 50 million which recorded as deferred income in the statement of financial position and recognised as income by a straight-line basis over 19 years according to the term of the agreement. As at 31 December 2020, the Company had deferred income from the agreement in the amount of Baht 46.9 million (2019: Baht 49.5 million).

27 Contingent liability

The Company is a defendant in a lawsuit involving the unfair termination of a former employee of Baht 10.8 million. As at the reporting date, the legal case was in the process of consideration by the Central Labour Court.

To Be
the Efficient
**Future
Builder**



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