

Annual REPORT 2020

รายงานประจำปี 2563



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and Management





พันธกิจ

- ผลิตและจำหน่ายพลังงานที่มีคุณภาพสูง และมั่นคง เพื่อตอบสนองความต้องการและสร้างความพึงพอใจสูงสุดให้แก่ลูกค้า
- พัฒนาธุรกิจอย่างต่อเนื่องเพื่อเพิ่มศักยภาพขององค์กร
- บริหารงานภายใต้ระบบธรรมาภิบาลด้วยความรับผิดชอบต่อสังคม คู่ค้า และพนักงาน
- ดำเนินงานอย่างมีประสิทธิภาพ และประสิทธิผล โดยคำนึงถึงความปลอดภัย อาชีวอนามัย และสิ่งแวดล้อม

วิสัยทัศน์ VISION

เราจะเป็นผู้นำในกลุ่มผู้ผลิตพลังงานขนาดเล็ก และธุรกิจที่เกี่ยวข้อง โดยการพัฒนาองค์กรอย่างต่อเนื่องและยั่งยืน เพื่อสร้างความพึงพอใจสูงสุดแก่ผู้มีส่วนได้ส่วนเสีย

We will be a leading producer of small power and related businesses with the continuous and sustainable developments to the satisfaction of stakeholders.

ค่านิยม / CORE VALUE

- P Positive Thinking**
ทัศนคติบวก
- I Initiative**
ความคิดริเริ่มสร้างสรรค์
- T Teamwork**
การทำงานเป็นทีม
- E Entrepreneurship**
ความรู้สึกเป็นผู้ประกอบการ
- P Proactive**
การทำงานเชิงรุก

MISSION

- To produce and distribute high quality and reliable energy to meet the requirements and satisfaction of customers
- To enhance capability and potentiality by continually development
- To earnestly respond to social, partners, and employees by management in compliance with the good governance
- To efficiently and effectively operate with the awareness of safety, occupational health and environment



THE BOARD OF DIRECTORS

As of February 28, 2021



Mr. Sujarit Patchimnan

Chairman
Chairman of the Nomination
and Remuneration Committee



Admiral Anuchit Bekanan

Chairman of Advisory Committee



Mr. Boonkiet Chokwatana

Director
Nomination and Remuneration Committee



Mr. Thirasak Vikitset

Director
Executive Committee
Nomination and Remuneration Committee



Mr. Viroj Theeravatvatee

Director
Executive Committee
Chairman of the Corporate Social
Responsibility Committee



Mr. Sontaya Tabkhan

Director
Executive Committee
Corporate Governance and
Risk Management Committee



Ms. Krongkao Kritayakirana

Director



Mr. Vichai Kulsomphob

Director
Chairman of the Executive Committee



Mr. Nophorn Bhongsvej

Independent Director
Chairman of the Audit Committee
Nomination and Remuneration Committee
Corporate Governance and
Risk Management Committee



Mr. Vorayos Thongtan

Director
Managing Director
Executive Committee



Mr. Amorn Asvanunt

Independent Director
Audit Committee



Mr. Boonyarith Mahamontri

Independent Director



Admiral Apiwat Srivardhana

Independent Director



Pol. Gen. Somchai Prabhasabhakdi

Independent Director
Audit Committee

THE BOARD OF DIRECTORS

Who Vacated the office during the year 2020 Until February 28, 2021



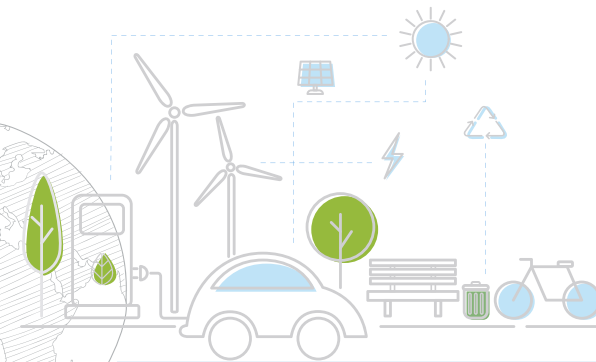
Mr. Atthakorn Glankwamdee

Director (Resigned on Dec 31, 2020)
Executive Committee (Completed the term on May 11, 2020)



Mr. Suthep Dansiriviroj

Director (Resigned on Jan 26, 2021)
Executive Committee
Chairman of the Corporate Governance
and Risk Management Committee



Message from the Chairman of the Board

The year 2020 was marked as a challenging year in managing organization during the Global economy simultaneous shock affected from the situation of Coronavirus Disease 2019 (COVID-19) pandemic which has been spreading throughout the world.

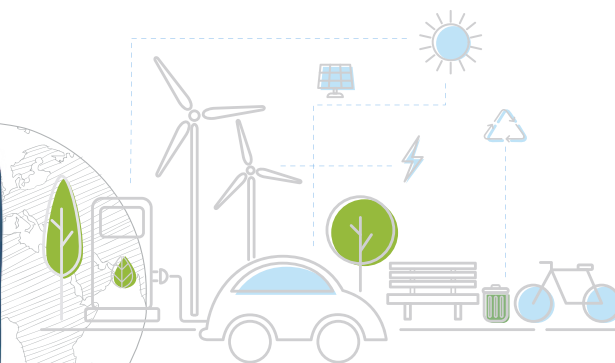
The company had tried the best together with the support from operational functions to limit the effect on the operating process and operating performance. The company corporate governance and business transparency were the factors supporting the subsidiary companies to be certified as members of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) on December 31, 2020. The company's Annual General Shareholders' Meeting standard was rated 100%. Corporate Governance Report of Thai listed Companies (CGR) was rated as "Excellent" for the first time. The company has been selected as a sustainable stock in Thailand Sustainability Investment 2020 (THSI) under the category of companies with market capitalization Baht 3,000-10,000 million for many consecutive years.

The company's revenue of the year was reported Baht 3,979 million with the net profit of Baht 117 million. The operating result was decreased by 22% comparing to last year.

The company has been preparing for the recovery of the Coronavirus Disease 2019 (COVID-19) pandemic. The preparation covered the investment in sustainable renewable energy business and creating the corroboration with business partners to enhance business growth potential. The company was qualified and accepted as a small power producer (SPP renewal project) under the new scheme for replacing the power purchase agreement which expiring in 2024.

On behalf of the company's Board of Director, I would like to show the great appreciation to our shareholders, business partners and employees. Your trust and contribution to our success are very much appreciated. Representing to the company, I assure that we will focus on the business improvement aligning with good corporate governance practice and social responsibility. We will always thrive for the sustainable return to shareholders as well as the benefit to local communities, society and environment.

Mr. Sujarit Patchimnan
Chairman



Report of the Audit Committee

The Audit Committee consists of independent directors with responsibility to perform its function in accordance with approved charter. The directors are financially competent to review the company's accounting functions to assure that they are performed in full compliance of the standards established by the regulatory body. For the 2020 fiscal year the committee consists of the following independent directors:

- | | |
|----------------------|----------------|
| 1. Mr. Nophorn | Bhongsvej |
| 2. Pol. Gen. Somchai | Prabhasabhakdi |
| 3. Mr. Amorn | Asavanunt |

In year 2020, 4 meetings quarterly meetings were held with the internal auditor. The internal audit was performed according to prior approved program covering various aspects of the operation of Sahacogen as well as the wholly owned subsidiaries. Results of the internal audit are rated at consistently above the acceptable level. Findings are duly noted in discussions with management with corrective/remedial action promptly undertaken and reported to the internal auditor and the audit committee. The Board of Directors are routinely informed of the internal audit report and the corrective actions undertaken to resolve the findings. Internal audit program for 2021 was also discussed and approved by the committee.

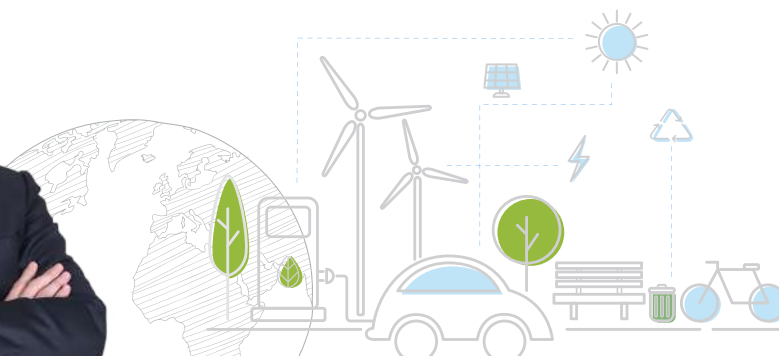
The Audit Committee also reviews the operating and financial risks of the Sahacogen and subsidiaries to ensure that the underlying risks are identified and recognized and that adequate control measures have been adopted to mitigate such risks. With the promulgation of the Personal Data Protection Act in 2020, the committee also reviewed the adequacy of internal controls of the company relative to the new regulations. During 2020, the subsidiary's membership in the Coalition against Corruption (CAC) was also renewed on December 31, 2020. The audit committee also reviewed related transactions that are found to be normal business transactions yielding maximum benefits to the company. These transactions comply with the regulations of the SEC and SET and are duly reported to the Board of Directors and fully disclosed in the annual report.

During 2020, 4 quarterly meetings were held with the independent auditor EY and management to review the interim and annual financial statements and to ensure that the financial statements are in full compliance with the various changes announced by the TFRS. All financial covenants are reviewed with no violations noted. 2 meetings with the independent auditor were conducted without management's participation so as to determine management's cognizance of the accounting changes and its implementation.

The Audit Committee is of the opinion that the financial statements of the company and the consolidated statements are prepared timely and in accordance with accepted accounting principles and the regulations and announcements of the SET and SEC.

The Audit Committee has also reviewed the independence and professional competency of the auditor EY with recommendation that the Board of Directors propose to the shareholders for the re-election as independent auditor for the fiscal year 2021.

Mr. Nophorn Bhongsvej
Chairman of the Audit Committee



Report of the Executive Committee

The year 2020 has been a very challenging year due to the COVID-19 pandemic outbreak having affected the overall economy and social wellbeing deemed inevitable. The Executive Committee continuous determination and duties in managing the Company as designated by the Board of Directors with upmost prudence. Since Sahacogen (Chonburi) Public Company Limited has listed on the Stock Exchange of Thailand since 2004. For more than 16 years, the Company has generated returns to shareholders in the form of dividends amounting to more than Baht 2,847 million. This in turn contributed to the advancement in energy security for Saha Group Industrial Park Sriracha, building investor's confidence from well-known global multinational companies to reduce electricity and steam production costs which can be measured through superior track records. Through adhering to the Principles of Good Corporate Governance considering towards all stakeholders, the Company was selected to be in the list of Thailand Sustainability Investment (THSI) for the third consecutive year in a row. The success is the result of dedication and perseverance of the executives and employees of the Company.

In 2021, there was a succession in the management of the Company to pursue continuous exceptional performances and direct the Company to transform and advance into new business models relating to Digital Technology, Smart Grid, Renewable Energy and New Business Ventures in the near future.

On behalf of the Company's Executive Committee I would like to show our greatest appreciation to all our stakeholders and shareholders in various business sectors for the trust and continuous support. I assure and promise that the Company will strive to develop and continuously adapt to further strengthen and achieve sustainable growth.

Mr. Vichai Kulsomphob
Chairman of the Executive Committee



Report of the Corporate Governance and Risk Management Committee

The Corporate Governance and Risk Management Committee members compose of directors and management totaling 5 persons. The committee was appointed by the Board of Directors in order to governance the business and operation in accordance with good corporate governance practice. The committee also has the role to make sure the business has systematic risk management and corruption prevention framework to ensure the business's credibility to shareholders and stakeholders.

In 2020, the Corporate Governance and Risk Management Committee held 6 meetings. The summary of actions taken during the year is shown as follow.

1. **Corporate Governance** : encouraged the directors, management, and employees to put the emphasis on the responsibilities and fair treatment to stakeholders. There was the policy adjustment in terms of Personal Data Protection to be complied with laws and regulations. The overall corporate governance practices were all complied. As a result of the matters, the company was rated 5 stars (Excellent) in the appraisal of Good Corporate Governance Report of Thai Listed Company (CGR) by Thai Institute of Directors Association. The annual general shareholders' meeting appraisal was rated the full score or 100 scores for many consecutive years.
2. **Risk management** : activated business continuity management (BCM) during the situation of Coronavirus Disease 2019 (COVID-19) outbreak. The company adopted the policy of risk management (COSO-ERM 2017) and quality management system (ISO 9001:2015). The risks in organization's operation were all linked together and monitored using the system. The committee encouraged the involvement of employees in all functions to participate in risk assessment. The risk management framework and charter of the committee were both reviewed.
3. **Anti-corruption** : actions were monitored and reviewed. The internal and external activities were promoted. On December 31, 2020, the 2 subsidiary companies were certified as members of the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) for the second time. That was the reflection of the determination to comply with the anti-corruption policy in all forms.

The Corporate Governance and Risk Management Committee believe the company has been operating in accordance with good corporate practice with the proper risk management procedure. The committee is committed to the development in corporate governance and risk management to strive for the company's sustainable growth.

Mr. Suthep Dansiriviroj
Chairman of Corporate Governance and
Risk Management Committee

Report of the Nomination and Remuneration Committee

Sahacogen (Chonburi) Public Company Limited has appointed the Nomination and Remuneration Committee consisting of four members;

- 1.) Mr. Sujarit Patchimnan
- 2.) Mr. Boonkiet Chokwatana
- 3.) Mr. Thirasak Vikitset
- 4.) Mr. Nophorn Bhongsvej

The Nomination and Remuneration Committee has accomplished the duties as assigned by the Board of Directors which are stipulated in the Charter of the committee. The duties are to select suitable candidates with proper qualifications, knowledge and expertise in various professions relating to the company's business, leadership, vision, ethics, morality, the transparent working experience and also the pass performance in sub-committee, to serve as company directors and senior executives. In addition, it is to define remuneration to the company directors, subcommittees, affiliates and senior executives at the appropriate level as well as create incentive for efficiency at work and retain knowledgeable and capable persons to work for the company and propose to the Board of Directors' Meeting.

The Nomination and Remuneration Committee has stipulated the criteria and approaches for nominating in line with the Charter and related regulations by considering basic qualifications and qualities that meet the demand of the vacancy. Furthermore, the nominated persons must qualify with leadership, vision, morality, ethics, and transparent work experience as well as no characteristics as forbidden by laws and the Articles of Association of the company. The company has provided opportunity for minor shareholders to participate in nominating candidates to be appointed as company directors prior to the Annual General Meeting of Shareholders. In 2020, none of the shareholders nominated any candidates to be considered as company directors.

In 2020, the Nomination and Remuneration Committee held 2 meetings to accomplish the duties as assigned. In addition, the Charter is reviewed annually. The Committee has performed its duties as assigned discreetly and reasonably. The Nomination and Remuneration Committee has disclosed the remuneration of the directors and executives on the annual report and the Form 56-1 as transparently for audit.



Mr. Sujarit Patchimnan
Chairman of the Nomination
and Remuneration Committee

Financial Overview

CONSOLIDATED

2020

2019

2018

2017

2016

Financial Position and Operating Results (Million Baht)

Total Asset	6,626	6,745	6,982	7,159	6,831
Total Liabilities	3,887	4,022	4,296	4,544	4,386
Shareholders' Equity	2,739	2,723	2,686	2,616	2,445
Sales	3,971	4,320	4,199	4,027	3,965
Total Revenues	3,979	4,327	4,208	4,037	3,973
Gross Profit	367	439	542	641	567
Net Profit (Loss)	117	150	225	308	160

Per Share (Baht)

Par Value	1.00	1.00	1.00	1.00	1.00
Book Value	2.87	2.85	2.81	2.74	2.56
Net Profit	0.12	0.16	0.24	0.32	0.17
Market Price	3.50	3.88	4.38	4.84	4.88
Dividend	0.061*	0.061	0.12	0.15	0.14

Financial Ratio

Profitability (%)					
Return on Total Revenues	2.94	3.47	5.35	7.63	4.03
Return on Equity	4.29	5.54	8.48	12.18	6.61

Liquidity (Times)

Current Ratio	0.41	0.50	0.56	0.59	1.04
Quick Ratio	0.28	0.36	0.39	0.41	0.77
Cash Flow Liquidity Ratio	0.32	0.23	0.44	0.72	0.51

Efficiency Operating (%)

Return on Total Asset	1.75	2.18	3.18	4.41	2.46
Return on Fixed Asset	11.84	11.27	12.15	12.53	10.50

Financial Policy (Times)

Debt to Equity Ratio	1.42	1.48	1.60	1.74	1.79
Interest Coverage Ratio	6.50	4.13	5.60	6.90	6.86
Payout Ratio (%)	54.89	41.82	53.29	47.85	81.22

* The Board of Directors resolved to set dividend payment at Baht 0.061* per share for Further proposal to the Shareholders' General Meeting for approval on April 26, 2021

Nature of the Business

Sahacogen (Chonburi) Public Company Limited is a Small Power Producer (SPP) profiting from a combinative generation of both electricity and steam. The first power plant is a combined-cycle power plant using the natural gas as the main fuel. It was established in Saha Group Industrial Park, Sriracha, Chonburi and started commercial operation since 1999. The plant has installed capacity of 90 MW distributing the electricity under the power purchase agreement by Electricity Generating Authority of Thailand (EGAT). It also supplies electricity and steam to Saha Pathana Inter-Holding Public Company Limited, the sole distributor of electricity and steam to factories in Saha Group Industrial Park. The electricity and steam generating business helps factories in production cost reduction, promoting the stability of the electricity generating system in the industrial park and also reducing Greenhouse gas emission from the production activities within the park. Sahacogen's business has an indirect effect to stimulate the business growth and investment expansion within the industrial park, which consequentially leads to higher demand for electricity. The company expanded 3 phases of combined-cycle cogeneration power plant. The total maximum power generation capacity is raised up to 214 MW of electricity and 96 tons of steam per hour. The capacity adding serves the current electricity usage of customers the industrial park to the rising demand in the future.

Corporate Business Policy and Business Overview

Sahacogen & Affiliates consist of

Company

- Sahacogen (Chonburi) Public Company Limited

Subsidiaries

- Sahacogen Green Company Limited
- Sahagreen Forest Company Limited

Objectives, goals and strategy

The Company has determined vision focusing on sustainable growth and striving for excellence in business operation. The strategic objectives have been well-established as guidelines for business plan in each unit moving in one direction, which are analyzed and reviewed for achieving the organization's business plan.

The objectives, goals and strategy are described as below;

1. Effective and stable production
2. Service Excellence
3. Improve and enhance the management to meet the vision and business goals by creating and Developing leadership capability (good and smart persons)
4. Manage business operation under "Sufficiency Economy" and "Good Corporate Governance" by treating all stakeholders in a fair, ethical and balanced manner as well as put great importance on compliance with laws relevant to all forms of anti-corruption, which the Company intends to define as one of its organizational culture and core value
5. Run business in accordance with Corporate Social Responsibility policy by building and maintaining relationship with environment and society for good return in a long term

Vision and Mission

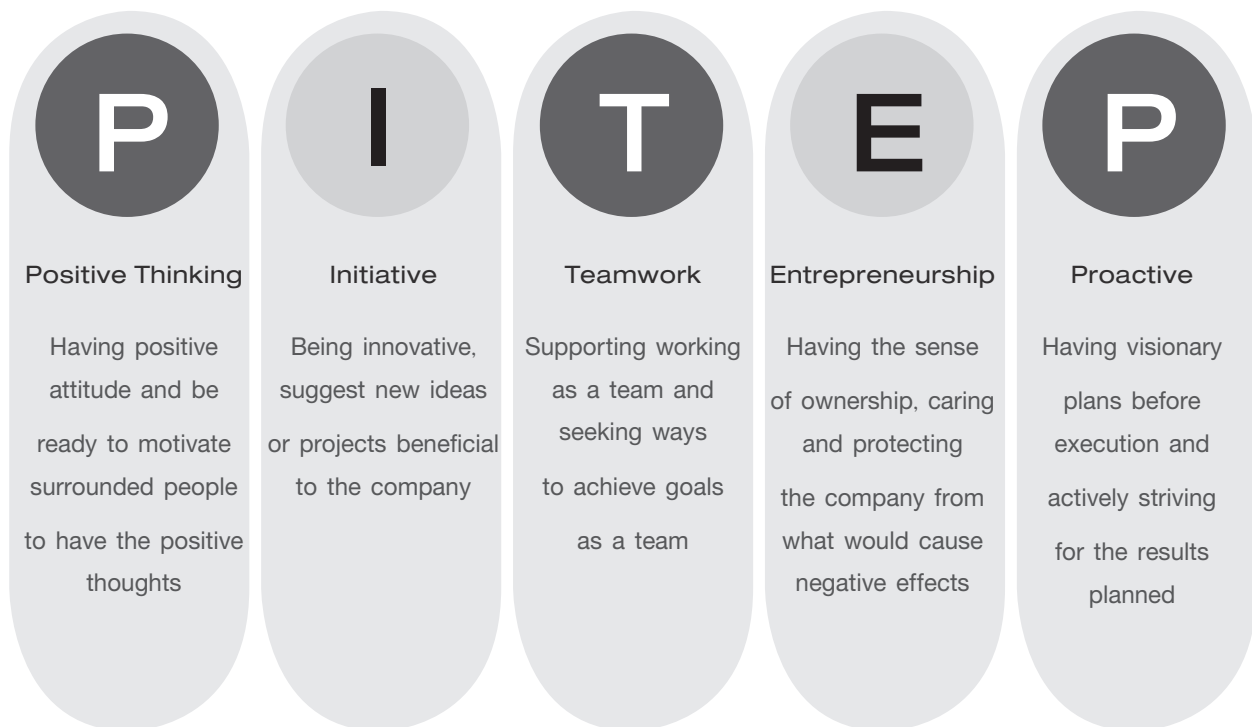
- Vision

“We will be a leading small power producer and relating business with the continuous and sustainable developments to maximize the satisfaction of stakeholders”

- Mission

1. Produce and distribute high quality and reliable energy to meet the requirements and satisfactions of customers.
2. Enhance capability and competence with continuous development.
3. Comply with good governance principles with respect to society, counter parties and employees.
4. Operate the business with concerns regarding safety, occupational health hazards and environment issues.

- Core Value



The Board of Directors set the Company's vision, mission, goals, and core values as the guideline for directors, executives, and employees. By having such guideline, it helps in visualizing the company's target and empowering everyone to work towards the same direction. This guideline will also be promoted to be one of the parts of organizational culture. **The Company's vision, mission, goals and core values will be reviewed annually in the regular manner.**

In 2020, the Board of Directors considered that its current vision, mission, goals, and strategies are still suitable for its current business context and in line with its operational policy.

Events and Development Highlights

1996

- Sahacogen (Chonburi) Company Limited was found to produce electricity and steam power business with the registered capital of Baht 12 million on November 20, 1996.

1997

- The capital was firstly increased to the amount of Baht 680 million in June 1997 and was secondly added Baht 30 million in October 1997. As the result of capital increase, its registered capital was totally Baht. 730 million
- Sahacogen signed the sale of electricity and steam agreement with Saha Pathana Inter-Holding Public Company Limited for 15 years, the sale of electricity contract with the Electricity Generating Authority of Thailand for 25 years, and the operation and service agreement with Operational Energy Group Limited.

1998

- Sahacogen signed the raw water purchase agreement with Eastern Water Resources Development and Management Public Company Limited for 25 years.
- Sahacogen has been promoted from the Board of Investment (BOI), the item of 7.1 on infrastructure and basic services with electricity production capacity of 122 MW and 41 tons of steam per hour.
- Sahacogen signed the purchase of natural gas with the PTT Public Company Limited for 21 years.
- Sahacogen increased its capital, on the third, on the amount of Baht 90 million; the total registered capital was Baht 820 million.

1999

- Sahacogen commercially operated to distribute electricity to the Electricity Generating Authority of Thailand and other factories in the Saha Group Industrial Park-Sriracha in April 1999, and steam in May 1999.

2000

- Sahacogen was awarded as the good corporate practicing in accordance with the criteria of the good environmental governance to reduce the environmental impact of the power plant projects for the year 2000 by the Office of Environmental Policy and Planning, Ministry of Science, Technology and Environment on September 20, 2000.

2001

- Sahacogen has been promoted from the Board of Investment (BOI) on its expansion project for an additional electricity production capacity of 9.8 MW and 20 tons of steam per hour in March 2001.

2002

- Sahacogen was certified the environment management system (ISO14001:1996) from Thailand Environment Institute on February 2, 2002.
 - Sahacogen received the quality management system certification (ISO 9001:2000) for the production of electricity and steam from RWTUV (Thailand) in September 2002.
- Sahacogen has registered as a public limited company on October 4, 2002 and changed its name to Sahacogen (Chonburi) Public Company Limited.

2003

- Sahacogen increases its registered capital from Baht 820 million to Baht 955 million and changed its common stock price from 10 Baht to 1 Baht, including selling the recapitalized common shares, totally 135 million shares, to public in order to invest as the equity funding for the 44 megawatts expansion project.
- Sahacogen obtained authorization from Securities and Exchange Commission to sell its recapitalized shares to public on November 26, 2003 and conduct an Initial Public Offering (IPO) shares at 3.20 Baht/share during December 17-19, 2003.

2004

- Sahacogen traded its share on the Stock Exchange of Thailand, with the symbol of “SCG”, on January 7, 2004.

2005

- Sahacogen completed its expansion project on production electricity capacity of 44 megawatts, as the result, its production capacity is now 174 megawatts of electricity and 81 tons per hour of steam.
- Sahacogen was certified the quality management system certification (ISO 9001:2000) from Management System Certification Institute (Thailand) or MASCI on September 9, 2005 and recertified every three years.
- Sahacogen was certified the environment management system (ISO14001:2004) from Management System Certification Institute (Thailand) or MASCI on November 25, 2005 and recertified every three year.

2006

- Sahacogen received the certification of participation in energy conservation program for well successfully achievement from Department of Alternative Energy Development and Efficiency, Ministry of Energy on February 22, 2006.
- Sahacogen established its subsidiary named Sahacogen Green Company Limited with the registered capital of Baht 250 million on November 2, 2006, with holding major shares to operate biomass power plant with the electricity generating capacity of 9.6 megawatts and 25 tons of steam per hour, located in the Saha Group Industrial Park-Lumphun, Lumphun province. Sahacogen Green Company Limited. has presently registered capital of Baht 1,520 million.

2007

- Sahacogen was awarded as the good corporate practicing in accordance with the criteria of the reports on environment impact assessment and excellent environmental management of the power plant projects for the year 2007 by the Office of Natural Resources and Environmental Policy and Planning, Ministry of Natural Resources and Environment on December 21, 2007.

2008

- Sahacogen was re-awarded as the good corporate practicing in accordance with the criteria of the reports on environment impact assessment and excellent environmental management of the power plant projects for the year 2008 by the Office of Natural Resources and Environmental Policy and Planning, Ministry of Natural Resources and Environment.
- Sahacogen was certified the occupational health and safety management system (TIS 18001-1999 and BS OHSAS 18001:2007) from Management System Certification Institute (Thailand) or MASCI effectively on December 12, 2008 and recertified every three year.
- Sahacogen established its subsidiary named Sahagreen Forest Company Limited with theregistered capital of Baht 5 million on December 18, 2008, which is the joint venture at holding 75:25 with Siam Forestry Company Limited to operate biomass power plant with the electricity generating capacity of 7.5 megawatts located at Prankratai district, Kamphaengphet province. Sahagreen Forest Company Limited. has presently registered capital of Baht 190 million.

2009

- Energy Regulatory Commission approved and issued the license to produce electricity in accordance with the Act Operating Power B.E. 2550 under a license 15 years effective from July 16, 2009 to July 15, 2024 (the previous concession on operation of power plants issued by the Ministry of the Interior during the period of May 26, 1998 to May 25, 2013 was cancelled)
- Sahacogen developed the quality management system certification (ISO 9001:2008) from Management System Certification Institute (Thailand) or MASCI on October 22, 2009 and recertified every three years.

2010

- Sahacogen received the certification of good corporate practicing in accordance with the criteria of well environmental governance on workplace project for 2010 held by Ministry of Industry Thailand on September 28, 2010.

2012

- Sahacogen was certified, the certification no. 3-879/2555, for the Green Industry, level 3, on contribution of environmental system management, monitoring and assessment, and continually review for development from Department of Industrial Works, Ministry of Industry Thailand on October 15, 2012 which is effectively valid on October 14, 2015.
- Sahacogen established its subsidiary named Sahagreen Energy Company Limited with the registered capital of Baht 40 million on March 16, 2012 to operate and distribute biomass pellets.
- Sahacogen was certified the occupational health and safety management system (TIS 18001-2011) from Management System Certification Institute (Thailand) or MASCI effectively on September 14, 2012 and recertified in accordance with (BS OHSAS 18001:2007) on December 12, 2014 and recertified every three years.
- Sahacogen was awarded and certified as standard responsibility of workplace to social on its fundamental in accordance with the assessment criteria from the committee of Department of Industrial Works under CSR-DIW for Beginner Award project on December 19, 2012.

2013

- Sahacogen (Chonburi) Public Company Limited was awarded the CSRI Recognition 2013, general category, held by the Institute of Social Business (CSRI), the Stock Exchange of Thailand.
- Sahacogen and Affiliates, Sahacogen Green Company Limited., was awarded the outstanding biomass fired cogeneration plant for Renewable Energy, which was organized by the Department of Alternative Energy Development (DEDE), Ministry of Energy. Moreover, it won the ASEAN Energy Awards 2013 for energy conservation and renewable energy development in ASEAN.
- Sahacogen Green Company Limited., its subsidiary, received the promotion certificate from The Board of Investment of Thailand (BOI), certification no. 1858(3) 2013 in category no: 1.3 economic forest plantations, with the size of the land 1,493 rais on June 19, 2013

2014

- Sahacogen (Chonburi) Public Company Limited was awarded Investor Choice Award 2014 organized by Thai Investors Association (TIA), the Stock Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) for having achieved a complete score of 100 on running a quality AGM, which it has now done so for the previous five consecutive years from 2010-2014.
- Sahacogen was awarded “CSR Recognition Award 2014” from the Stock Exchange of Thailand (SET), which honored and encouraged listed companies running business under sustainable growth. Moreover, it also received the prize in SET Award 2014 for Outstanding Corporate Social Responsibility Awards 2014, (awarded in section “SET Market Capitalization of Baht 2,000 - 10,000 Million”).

2015

- The Board of Directors' Meeting No. 5/2015 has approved the Expansion III Project of combined-cycle power plant in Saha Group Industrial Park, Sriracha. The Board of Investment, the certification no. 1308(2)/2015, on March 16, 2015. The scheduled commercial operation date for the project is expected to be in 2017.
- Sahacogen (Chonburi) Public Company Limited has passed the sustainability assessment criteria for "Thailand Sustainability Investment 2015" in section 4 : Market Capitalization between Baht 3,000-10,000 Million. Moreover, the Company was awarded "ESG 100 Certificate" for outstanding business operation towards environment, social and governance (100 out of 567 listed companies).
- Sahacogen Green Company Limited. was awarded "Honorary Awards" in Thailand Green Design Awards 2015 for energy saving product (excluding edible products) from Kasetsart Agricultural and Agro-Industrial Product Improvement Institute (KAPI), Kasetsart University.
- Sahacogen Green Company Limited., its subsidiary, received the certification in forest management operations that meet the standards of the Forest Stewardship Council (FSC) by Bureau Veritas, with the exhibition on fast growing tree plantation for producing energy in association with the Forest Industry Organization, Ministry of Natural Resources and Environment on June 5, 2015, which will be invalid on June 4, 2020.
- Sahagreen Forest Company Limited. (its subsidiary) was awarded Thailand Energy Awards 2015 for renewable energy projects associated with the transmission system (On-Grid) by Department of Alternative Energy Development and Efficiency (DEDE). Moreover, the company also received the prize in "CSR-DIW Awards 2015 for Corporate Social Responsibility projects, and was certified, the certification no. 3-4448/2558, for the Green Industry, level 3, on contribution of environmental system management from the Ministry of Industry on September 30, 2015.

2016

- Sahacogen Green Company Limited. and Sahagreen Forest Company Limited. (its subsidiaries) have been approved on the transition from Adder to Feed-in Tariff (FIT) for generating electricity from renewable energy, which was effective on March 11, 2016 by the National Energy Policy Council (NEPC).
- The Company certification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC), No.181 on October 14, 2016 and supporting the subsidiaries, Sahagreen Forest Co.,Ltd. and Sahacogen Green Co.,Ltd. to join CAC project on on December 6, 2016.

2017

- November 20, 2017 has commercial operation for III Project of combined-cycle power plant in Saha Group Industrial Park, Sriracha. The capacity of electricity is 28 MW and steam is 15 tons per hour.
- Sahacogen has certified the quality management system certification (ISO 9001:2015) and (ISO 14001:2015) from Management System Certification Institute (Thailand) or MASCI effectively on September 9, 2017.

2018

- Sahacogen Green Co.,Ltd., and Sahagreen Forest Co.,Ltd. the subsidiaries received the certification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC), on February 12, 2018.
- The Board of Directors' Meeting No. 4/2018 has approved the investment in Impact Solar Company Limited. for 21% by holding 9,093,000 shares equivalent to Baht 90.93 million. Impact Solar Company Limited. is a private solar power producer and supplier of solar rooftop system.
- Sahacogen (Chonburi) Public Company Limited has passed the sustainability assessment criteria for "Thailand Sustainability Investment 2018" (THSI) in group 4 for Market Capitalization between Baht 3,000-10,000 Million.

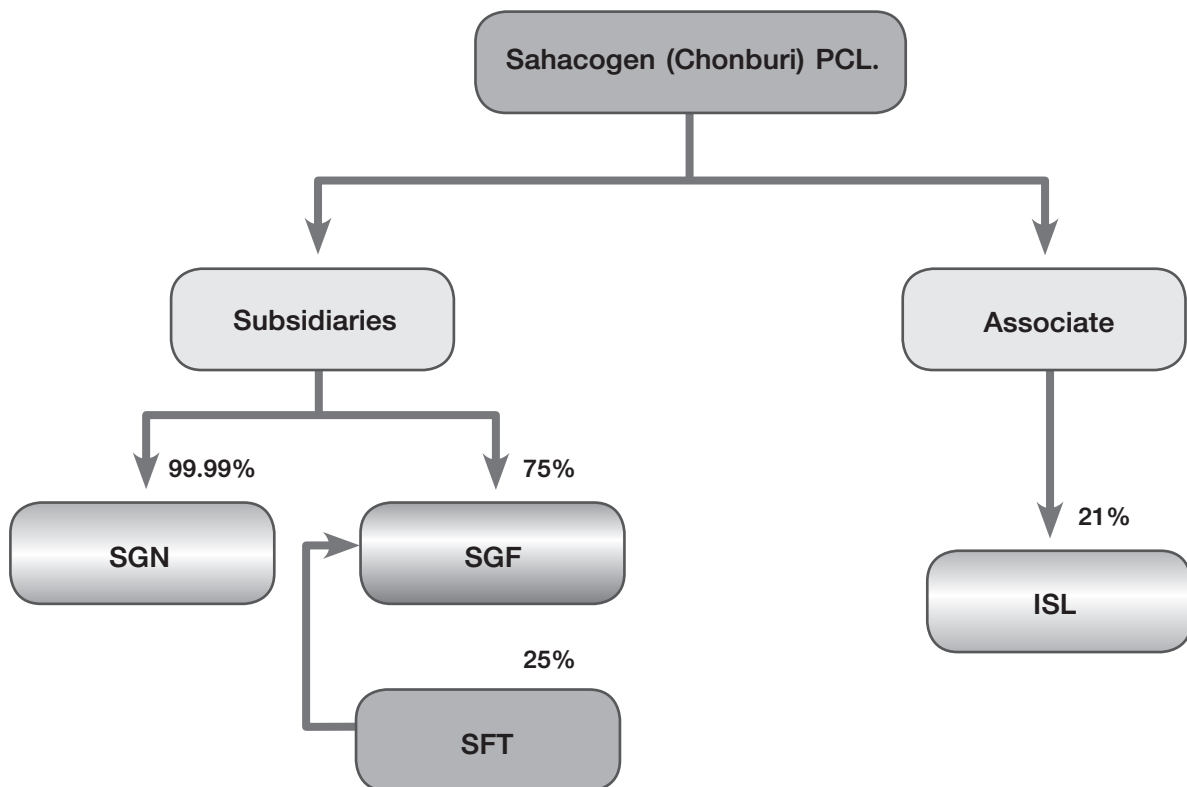
2019

- In August 2019, Sahacogen (Chonburi) PCL. Subscribed the increased capital according to the rights in the joint venture company Impact Solar Company Limited (ISL) the injected capital valued Baht 27,300,000 which was equal to 2,730,000 shares at par value of Baht 10 each, to Baht 13,650,000. ISL has presently registered capital of Baht 563 million.
- Sahacogen (Chonburi) Public Company Limited the subsidiaries received the certification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC) for the second time, on October 18, 2019.
- Sahacogen Green Company Limited (the subsidiary company) divested its 99.99% shares of Sahagreen Energy Company Limited which is equivalent to 39,999,996 shares to a none related person.
- Sahacogen (Chonburi) Public Company Limited has passed the sustainability assessment criteria for "Thailand Sustainability Investment 2019" (THSI) in group 4 for Market Capitalization between Baht 3,000-10,000 Million. And Company received the Sustainability Disclosure Acknowledgement from Thaipat Institute

2020

- Sahacogen (Chonburi) Public Company Limited was certified the occupational health and safety management system (ISO 45001:2018) from Management System Certification Institute (Thailand) or MASCI effectively on August 27, 2020
- Sahacogen (Chonburi) Public Company Limited has received the Corporate Governance Assessment results at the level of "Excellent or five stars" From the survey results of Corporate Governance Report of Thai Listed Companies (CGR) for 2020 by the Thai Institute of Directors (IOD).
- Sahacogen (Chonburi) Public Company Limited has passed the sustainability assessment criteria for "Thailand Sustainability Investment 2019" (THSI) in group 4 for Market Capitalization between Baht 3,000-10,000 Million. and received the Sustainability Disclosure Acknowledgement from Thaipat Institute
- Sahagreen Forest Co., Ltd. and Sahacogen Green Co., Ltd., (the subsidiary company) received the certification from Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) for the second time, on December 31, 2020.

Shareholding structure



Remark : Voting rights in the subsidiaries and associates depends on shareholding proportion

SGN = Sahacogen Green Co., Ltd.

SFT = Siam Forestry Co., Ltd.

SGF = Sahagreen Forest Co., Ltd.

ISL = Impact Solar Co., Ltd.

Sahacogen Investment Policy

The company considers investment and joint venture opportunities based the synergy to current businesses, vision and mission. The focus of the businesses is providing the sustainable power sources for value to society. The return in terms of dividend is also one of the consideration criteria.

Business Operation Policy

1. The Board of Directors of the joint venture company has the authority to manage under the set objectives.
2. The company's Board of Directors will appoint the representatives to be the directors in joint venture company. The number of the appointed directors will be proportionated to the percentage of shareholding.

The company has Asset Management Division to analyze and monitor the operating performance of the joint venture company.

Cross-shareholding as of December 31, 2020

While the company allows the structure for cross-shareholding, nevertheless, such cross-shareholding is neither conflicting nor contradicting to the announcement by The Capital Market Supervisory Board no14. Thor Chor 28/2008 regarding “the permission request and the permission to offer newly-issued shares”

Company Name	Shareholding Percentage	
	Shareholding by the company	Shareholding in the company
1. In the case of over 50% shareholding		
(A) Other companies holding over 50% shares in the company Cross-shareholding by the company in other companies is not allowed.	-	-
(B) The company holding over 50% shares in other companies Cross-shareholding by other companies in the company is not allowed.		
1. Sahacogen Green Company Limited.	99.99	-
2. Sahagreen Forest Company Limited.	75.00	-
(C) The company holding over 50% shares in 2 other companies and over Cross- shareholding between other such companies is not allowed.	-	-
2. In the case of over 25% shareholding, but not exceeding 50% shareholding		
(A) Other companies holding over 25% but not exceeding 50% shares in the company Over 10% cross-shareholding by the company in other companies is not allowed.	-	-
(B) The company holding over 25% but not exceeding 50% shares in other companies Over 10% cross-shareholding by other companies in the company is not allowed.	-	-
3. In the case of not exceeding 25% shareholding		
(A) Other companies holding not exceeding 25% shares in the company Over 25% shareholding by the company in other companies is not allowed.	-	-
(B) The company holding not exceeding 25% shares in other companies Over 25% shareholding by other companies in the company is not allowed.		
1. S&J International Enterprises Public Company Limited	0.07	14.90
2. I.C.C. International Public Company Limited	0.07	11.30

Business Relationship with the company's major shareholding parties

The Company and Saha Pathana Inter-Holding Public Company Limited, a major shareholder, have been involved in joint business activities. These mentioned activities enhance the strength of the Company's business as well as implement the integration in line of power - producing industry and public utility to companies within Saha Group Industrial Park, ranging from materials procurement to the distribution as well as providing land rental services.

Company Business

The revenue structure for the year 2020

- The revenue from electricity and steam generation Baht 3,971.04 million (99.81%)
- Other revenue Baht 7.54 million (0.19%)

Unit : Million Baht

Company	Revenue	Share holding (%)	2020		2019		2018	
			Amount	%	Amount	%	Amount	%
Sahacogen (Chonburi) PCL.	Electricity and steam generation		3,382.74	99.51	3,732.65	99.71	3,609.22	99.33
	Other Revenue		16.67	0.49	10.99	0.29	24.34	0.67
Total			3,399.41	100.00	3,743.64	100.00	3,633.56	100.00
Sahacogen Green Co., Ltd.	Electricity and steam generation	99.99	334.98	99.34	342.24	99.25	333.82	99.61
	Other Revenue		2.23	0.66	2.57	0.75	1.30	0.39
Total			337.21	100.00	344.81	100.00	335.12	100.00
Sahagreen Forest Co., Ltd.	Electricity generation	75	253.32	99.84	245.08	99.86	255.61	99.86
	Other Revenue		0.41	0.16	0.34	0.14	0.36	0.14
Total			253.73	100.00	245.42	100.00	255.97	100.00
Sahagreen Energy Co., Ltd.*	Biomass Fuel	**	-	-	-	-	-	-
	Other Revenue		-	-	-	-	0.03	100.00
Total			-	-	-	-	0.03	100
Revenue Structure***	Electricity and steam generation and other		3,971.04	99.81	4,319.97	99.84	4,198.65	99.78
	Biomass Fuel		-	-	-	-	-	-
	Other Revenue		7.54	0.19	6.81	0.16	9.19	0.22
Total			3,978.58	100	4,326.78	100.00	4,207.84	100.00

Note : * In 2020, Sahacogen Green Co., Ltd. divested the investment in Sahagreen Energy Co., Ltd. to the other investor.

** The subsidiary company is 99.99% held by Sahacogen Green Co., Ltd.

*** More details have been disclosed in the note to the company's financial statement as of December 31, 2020 number 28 "The financial information by segmentation"

Sahacogen (Chonburi) Public Company Limited is a small power producer (SPP). The company is operating in power plant business by selling electricity and steam. The first power plant is a combined-cycle power plant using the natural gas as the main fuel. It was established in Sahaphat Group Industrial Park, Sriracha, Chonburi and started commercial operation since 1999. The plant has installed capacity of 90 MW distributing the electricity under the power purchase agreement by Electricity Generating Authority of Thailand (EGAT). It also supplies electricity and steam to Saha Pathana Inter-Holding Public Company Limited, the sole distributor of electricity and steam to factories in Saha Group Industrial Park. The electricity and steam generating business helps factories in production cost reduction, promoting the stability of the electricity generating system in the industrial park and also reducing Greenhouse gas emission from the production activities within the park. Sahacogen's business has an indirect effect to stimulate the business growth and investment expansion within the industrial park, which consequentially leads to higher demand for electricity. The Company expanded 3 phases of combined-cycle cogeneration power plant. The total maximum power generation capacity is raised up to 214 MW of electricity and 96 tons of steam per hour. The capacity adding serves the current electricity usage of customers the industrial park and also proactively respond to the rising demand in the future.

Sahacogen realizes an important of the harmony with local communities and environment, so the company has set policies for affiliates in running businesses in accordance to this value. Specifically, Sahacogen and affiliates develop new projects that use renewable energy. Due to the fact that the non-renewable energy and natural gas price has been rising up, the company thrives for reducing the effect of global warming by setting up subsidiaries operating biomass power plant and producing biomass pellets in order to conform to the company's vision and mission.

Sahacogen Green Company Limited is located in Saha Group Industrial Park, Lamphun. It is a very small power producer (VSPP) producing electricity by utilizing biomass as the fuel, with the installed capacity of 9.6 MW. This company has started commercial operation since 2011 distributing electricity to Provincial Electricity Authority (PEA), and distributing steam to manufacturers in Saha Group Industrial Park, Lamphun.

Sahagreen Forest Company Limited is located in Prankratai district, Kamphaengphet. It is a very small power producer (VSPP) producing electricity by utilizing biomass as the fuel, with the installed capacity of 7.5 MW. This company has started commercial operation since December 2012, distributing electricity to Provincial Electricity Authority (PEA).

The major developments in the past year

The company has been introducing many projects focusing on innovation in production process and investment as well as the environment care. The projects introduced in 2020 can be listed as follow.

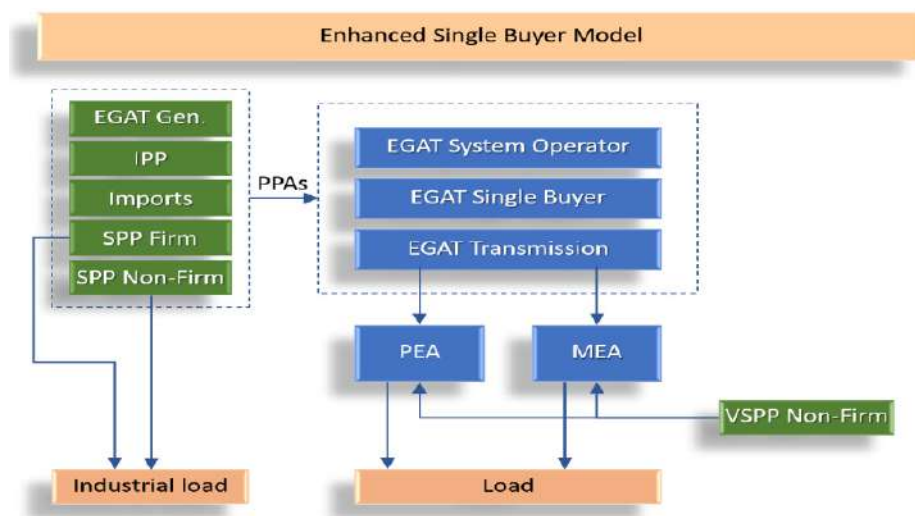
- **The fiber production project from bamboo pulp** : The company produces fiber using steam instead of chemical boil. The fiber will be used as raw material of the environmental-friendly decomposable containers. It will also be used in cotton yarn spinning in garment industry with the anti-bacteria and anti-odor qualifications.
- **Biochar in golf courses project** : The company's Biochar, the charcoal made of bamboo, has porous texture. This product can be used in golf ground to help reducing maintenance cost. By using Biochar, golf course owners could reduce the amount of watering and fertilizing cost by 20-40%. The amount of fungicide chemical could also cut down.

Market and Competition

Market Situation

1. The industry landscape

Thailand electricity industry is in an enhanced single buyer system. The main buyers are state-owned entities which are Electricity Generating Authority of Thailand (EGAT), Metropolitan Electricity Authority (MEA) and Provincial Electricity Authority (PEA). These direct buyers under control of the Energy Regulatory Commission will later on distribute the electricity to the end users.



Source : Petroleum Institute of Thailand

Electricity Generating Authority of Thailand (EGAT) has authority to manage the electricity generating and the electric power system in Thailand. EGAT manages buying electricity from power plants in Thailand and overseas. Moreover, EGAT is the authority selling electricity to the main users. As of 2020, EGAT has 35 percent of the electricity generating capacity in Thailand.

Metropolitan Electricity Authority (MEA) and Provincial Electricity Authority (PEA) have the authority to sell electricity to general users and buy from local small power Producer. MEA's areas of service include Bangkok Metropolitan, Nonthaburi and Samut Prakan Province. While PEA will service in the other areas throughout country. In 2020 MEA and PEA control market share of 28 and 71 percent consecutively.

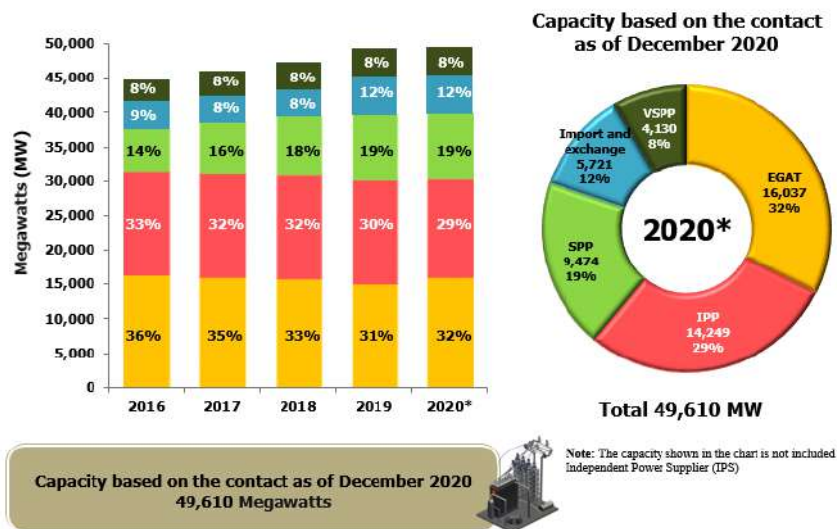
Public sector in electricity generation has been enhancing the competition and efficiency. The alternative energy has been supported in several ways. The electricity generating businesses can be segmented based on the capacity which are Independent Power Producer (IPP), Small Power Producer (SPP) and Very Small Power Producer (VSPP).

Type	Counterparty	Condition
Independent Power Producer (IPP)	EGAT	More than 90 MW
Small Power Producer (SPP)	EGAT	Starting from 10 MW but not more than 90 MW
Very Small Power Producer (VSPP)	MEA and PEA	Not more than 10 MW

Source : Energy Regulatory Commission

Small Power Producer (SPP) can deal directly to the industrial sector in their area and sell the electricity through their own power supply system together with the supply of thermal energy in from of steam or chilled water

Public sector has been playing more important role in the industry. As of December 31, 2020, Independent Power Producer (IPP), Small Power Producer (SPP) and Very Small Power Producer (VSPP) had total production capacity of 27,853 Megawatts. This production capacity accounted for 56% of the total capacity of Thailand at 49,610 Megawatts.



Source: Energy Policy and Planning Office

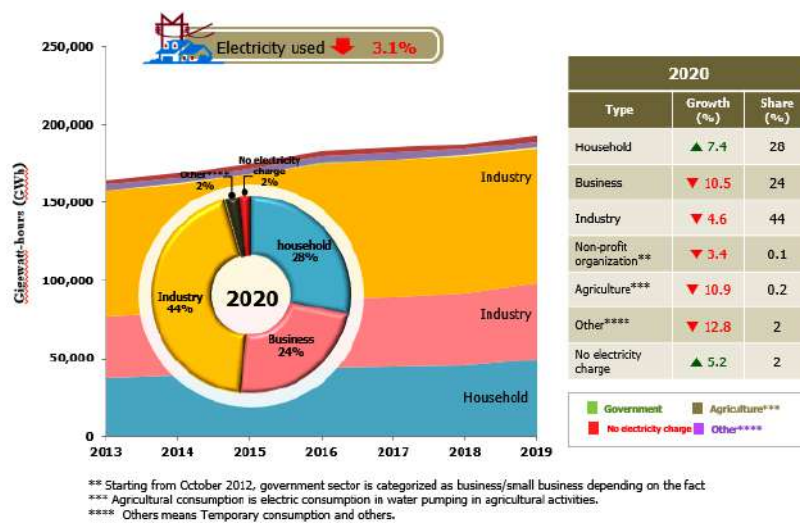
2. Demand and Usage in Thailand

The peak demand of electricity in the system of 3 electricity authorities was 32,273 Megawatts in 2019. The total demand went down to 30,342 Megawatts in 2020. The demand was decreased due to the pandemic of Coronavirus Disease 2019 (COVID-19).



Source : Energy Policy and Planning Office

Domestic electric consumption trend was growing relatively to economic growth. However, the actual consumption in 2020 was down by 3.1% comparing to last year. The overall economic situation was slow down due to the pandemic of Coronavirus Disease 2019 (COVID-19). The proportion of the consumption divided by category of Industrial, business, household, and others were 44%, 24%, 28% and 4% respectively. The only category with higher level of consumption was household. The reason was the consequence of measures to control the pandemic of Coronavirus Disease 2019 (COVID-19), i.e. travel restriction, and announcing working from home protocol in many companies.



Source: Energy Policy and Planning Office

3. Trend and Energy Development Plan

The revision of Thailand electric production plan 2018-2037 (PDP2018 Revision 1) was announced to create infrastructure and create stability of regional electricity system by promoting self-sufficient concept. PDP2018 Revision 1 had 4 main differences comparing to the previous version of PDP.

1. Government promotion power plants: The policy aims to strengthen electricity system for local communities by encouraging the power generation from renewable energy specifically waste and biomass in the area of 3 southern border provinces.
2. Main power plants using fossil fuel: Power plants of Electricity Generating Authority of Thailand (EGAT), Independent Power Producers (IPP) and electricity bought from other countries are the main source in line with plan stated in PDP2018. The capacity of power plants serving 7 regions, the North, the North-east, the East, the West, Central region, the south and Metropolitan are sufficient. EGAT is responsible for stability of the power system.
3. Renewable energy power plants: This type covers power plant generation using biomass, biogas, solar power, floating solar power, and hydro power, small hydro power of EGAT and other type of renewable energy. The purchasing target will be set annually. The purchase price will not be higher than grid parity to stabilize the retail price level.
4. Energy saving policy: The revision plan support the energy saving concept that focuses on quality of production and competitive price that is not higher than Grid Party.

The predicted level of electricity consumption was calculated by Office of National Economic and Social Development Council. The forecasted long term economic growth (GDP) during 2017-2037 is 3.8% per annum. The population growth rate is -0.02% per annum.

The forecasted level of electricity consumption based on the PDP2018 Revision 1 was the same as used in the previous version of PDP. During 2017-2037, the forecasted electricity energy consumption in the system of the 3 electricity authorities will be around 367,458 million units. The peak Demand in 2037 will be around 53,997 megawatts

Year	PDP2018		Revision 1		Change	
	Capacity (MW)	Consumption (Million Units)	Capacity (MW)	Consumption (Million Units)	Capacity (MW)	Consumption (Million Units)
2018	29,969	203,203	29,969	203,203	-	-
2022	35,213	236,488	35,213	236,488	-	-
2027	41,079	277,302	41,079	277,302	-	-
2032	47,303	320,761	47,303	320,761	-	-
2037	53,997	367,458	53,997	367,458	-	-

Source: PDP 2018 Revision 1

Power plant allocation

The regional allocation was planned based on PDP2018 in order to facilitate the electricity stability in each region. The production plan was taking into account the local resources usage to reduce the additional investment, and new technology of new renewable resources. The utilization of local energy resource would gradually help reduce the reliance on the main systems, risk from disruptive technology, and duplicate investment. The production level of central power generating system could be maintain and independent from regional production capacity.

Thailand Power Development Plan for 2018-2037, the first revision (PDP2018 Revision 1) targets the production capacity in the system of the 3 electricity authorities at the end of 2037 at 77,211 Megawatts. The total production capacity as of the end of 2017 was 46,090 Megawatts comprised of new capacity at 56,431 Megawatts and 25,310 Megawatts from the retired capacity during 2018-2037.

Electricity Generating Plan**Unit: Megawatt**

Electricity Generation during 2018-2037	New PDP
Contracted Capacity as of December 2017	46,090
New Capacity add during 2018-2037	56,431
Capacity Retired during 2018-2037	-25,310
Total capacity at the end of 2037	77,211
New Electricity Generation during 2018-2037	
Renewable Energy Power Plant	18,833
Community Power Plant	1,933
Pumped- storage Hydropower Plant	500
Cogeneration Power Plant	2,112
Combined Cycle Power Plant	15,096
Coal Power Plant	1,200
Buying from other countries	5,857
New/Replacement Power Plant	6,900
Energy Saving Measure	4,000
Total	56,431

Source : PDP 2018 Revision 1

Renewable Energy Power Plant based on AEDP**Unit : Megawatt**

Renewable Energy Power Plant based on AEDP during 2018-2037	
Biomass Power Plant	2,780
Biogas Power Plant	400
Solar Power	8,740
Floating Solar Power + Hydro Power	2,725
Wind Power	1,485
Industrial waste	44
Small hydro power plant of EGAT	69
Total	18,176

Source : PDP 2018 Revision 1

The company is operating a SPP Cogeneration plant by using natural gas as the fuel source and 2 biomass power plants. The PDP 2018 Revision 1 has stated the power purchasing from SPP Cogeneration which expired in 2019-2025 referring to resolution of National Energy Policy Council (NEPC) on May 30, 2016. PDP 2018 Revision 1 promotes the renewable energy which in line with the 2 biomass power plants operated by the company.

Business competition

Thailand Power Development Plan for 2018-2037, the first revision (PDP2018 Revision 1) has changed the industry competition in several ways.

1. Reduce public solar power purchasing plan since 2019 participation rate was not achieve the target
2. Support the Energy for ALL policy by open power purchase from local community power plants during 2020-2024
3. Postpone the first commercial operation date of public and private partnership power plant in 3 border provinces due to the delay. The starting date was moved from 2021-2022 to 2022-2023. The total production capacity was remain the same at 60 Megawatts. The type of power producers was change from Small Power Producer (SPP) to Very Small Power Producer (VSPP).
4. Bio-gas power production capacity at the end of 2037 was increased from 546 Megawatts to 1,183 Megawatts. The energy resources were separated between general waste or wasted water and energy crops.
5. The scheduled commercial operation date of a Independent Power Producer, Burapa Power Generation Co., Ltd. (Previously named National Power Supply Co., Ltd.) was postponed.
6. Secure the electricity production level in the northern area comprising of Chiangmai, Chiangrai, Payao, Lamphun. Extend the useful life of the power generator no.9 in Mae Mo power plant. The production capacity based on the agreement was 270 Megawatts. The machine retirement schedule was extended from 2022 to 2025.
7. Extend the useful life of machines and power plants with lower cost to minimize the overall electricity production cost. Machine no.12-13 in Mae Mo power plant will have extra 1 year useful life ending in 2026.

In 2019, the government promoted policy that supports local economic infrastructure, specifically setting up new local community renewable power plants. The National Energy Policy Council (NEPC) resolutions from the meeting #2/2020 (number 151) on November 16, 2020 can be summarized as follow.

1. The Energy Policy Committee (EPC) has passed the guideline on the renewable power purchase agreement in Feed-in Tariff (FiT) format; from very small power producer (VSPP) under the project of local renewable power plants for local economic infrastructure.
2. The purchase target was set at 150 Megawatts. The scheduled commercial operation date (SCOD) was set within 36 months from the agreement (Power Purchase Agreement : PPA) signing date. The projects using biomass will have maximum power purchase agreement not over than 6 Megawatts per project, total target at 75 Megawatts. The projects using bio-gas (energy crops mixed with not over than 25% component from waste water, and general waste) will have maximum power purchase agreement not over than 3 Megawatts per project, total target at 75 Megawatts.
3. Fuel type
 - Biomass
 - Biogas (energy crops mixed with not over than 25% component from waste water, and general waste)
4. Investment structure
 - The project proposers (private entity) hold common shares approximately 90%
 - Local community enterprise (with member of no less than 200 households) holds the preferred shares no less than 10%.
5. The contract farming for the local community enterprise was required with the price guaranteed agreement.
6. Benefit allocation composed of 2 parts. The first part was 10% preferred shares allocated to local community enterprise or the network of local community enterprise of the energy crops producers (with legitimate registration). The second part was the distribution to local communities nearby the power plant. The power plant must create the mutual agreement with communities to support local community in terms of public health, public utilities and education.

Based on the mentioned industry competition trend, the company decided to invest in Impact Solar Co., Ltd. to invest in solar rooftop project. The company also has potential to invest with biomass power plant as well.

Business Development Plan

- **Short-term Plan**

1. Invest in Cogeneration power plant (SPP Renewal Project) based on the power purchasing plan from SPP firm contract, cogeneration type, which expired during 2019-2025 (new power plant).
2. Study the government policy about Smart Grid and power liberalization plan (Power Pool)
3. Joint developing the electricity distribution system in Saha Group Industrial Park-Sriracha to be the Micro Smart Grid. It can be received electricity from Solar rooftop and floating to combine with electricity from the existing cogeneration power plant including energy storage to deliver to the end users.
4. Working closely with partners in doing the feasibility study of the local community power plant based on Power Development Plant 2018 (PDP2018 Revision 1)
5. Extend the knowledge of producing biomass to new business by promoting new product creation from bamboo parts.

- **Long-term Plan**

1. Study the feasibility of renewable energy expansion along with select experienced and professional strategic partners to strengthen the business competency of the Company and its affiliates
2. Study the feasibility of investment in energy business in ASEAN region in order to meet the business growth of the ASEAN Economic Community

The Operating Performance and Revenue Structure

Capacity and Utilization Report

Electricity	Unit	2020	2019
Power plant -Sriracha			
Installed Capacity	Megawatt	214	214
Production Capacity	Megawatt-hour/year	1,874,640	1,874,640
Actual Production	Megawatt-hour/year	1,019,006	1,056,322
Utilization Factor	%	54.36	56.35
Power plant -Lamphun			
Installed Capacity	Megawatt	9.6	9.6
Production Capacity	Megawatt-hour/year	84,326	84,326
Actual Production	Megawatt-hour/year	68,116	66,564
Utilization Factor	%	80.78	78.94
Power plant -Kamphaengphet			
Installed Capacity	Megawatt	7.5	7.5
Production Capacity	Megawatt-hour/year	65,880	65,880
Actual Production	Megawatt-hour/year	56,588	54,795
Utilization Factor	%	85.90	83.17
Steam	Unit	2020	2019
Power plant -Sriracha			
Installed Capacity	Ton/hour	96	96
Production Capacity	Ton/year	840,960	840,960
Actual Production	Ton/year	303,638	321,038
Utilization Factor	%	36.11	38.18
Power plant -Lamphun			
Installed Capacity	Ton/hour	25	25
Production Capacity	Ton/year	219,600	219,600
Actual Production	Ton/year	69,110	63,170
Utilization Factor	%	31.47	28.77

The company has the key earnings from distributing electricity to EGAT and PEA, including electricity and steam sold to industrial users in Sriracha Saha Group Industrial Park. In addition, steam sales are earned from industrial users in Lamphun Saha Group Industrial Park.

(Unit : Million Baht)

Item	Sahacogen (Chonburi) PCL.	Sahacogen Green Co., Ltd.	Sahagreen Forrest Co., Ltd.
Income	3,399.41	337.21	253.73
Net profit (Loss)	(129.03)	2.79	44.20

Risk Factors and Risk Management

The company has an adequate internal control system. Controlling methods have the balance between the control efficiency and operation agility. The risk management policy and The Corporate Governance and Risk Management Committee Charter have been set up. The Board of Directors, executives and employees have the contribution in evaluating, supporting and complying with the policy and risk management procedures. The Corporate Governance and Risk Management Committee is a group of the representatives in charge of conducting the actions to ensure the business operation is under the proper control.

The company's risk management policies can be listed as follow.

1. To keep the balance of risk and reward from business operation in order to ensure that the operational goals and stakeholders' expectation are achieved under accepted risk level
2. To set strategy in line with risk levels which the Board of Directors considers as acceptable
3. To support the risk management to become a part of organizational cultures, which is necessary to operate it effectively and efficiently by all executives and employees
4. To handle risks impacting on the company's objectives and strategy immediately and continually
5. To set risk management framework in accordance with the company anti-corruption policy

The Corporate Governance and Risk Management Committee is always aware of the fast changing economic situations both local and international circumstances. The Committee always adopted an alert attitude with necessary preparations to implement changes in business sustainable strategies and business continuity plans to cope with any serious developments possibly affecting the company's operations. Therefore, the risk management and operational risk assessment working groups have been appointed to be representing to each business function in order to evaluate and identify risks possibly affecting the organization as well as subsidiaries and other projects in both internal and external risk factors. The working groups are responsible for set the risk management plan for risk factors higher than medium level which is the acceptable range based on the company's risk appetite. The groups must engage in regular follow-up on the implementation of such plans (BCP). At the same time, the groups also have the duties to present regular updates to the executive directors and the Board of Directors on the progress regarding set plans and implementation continually.

To encourage the risk awareness culture in the organization, the company's top executives and the Corporate Governance and Risk Management Committee had agreed to launch through meetings and interactive seminar. In 2020, there were trainings to promote the understanding of the international practice of risk management (COSO ERM) and the business continuity plan for the Board of Directors, company secretary, the members of the Corporate Governance and Risk Management Committee, management and employees. The engagement in terms of the risk management awareness was included into the performance evaluation for each individual staff and also set as KPI of the heads.

Risk factors that might affect the business operation

1. Business Risks

1.1 Risk in Complying with Government Policy, Rules, Regulations and Relating Laws

Currently, Rules, Regulations and Laws relating the power plant operation have become more rigid. Breaking the rules would cause the negative effects and bad reputation. Sahacogen and affiliates emphasize on abiding by the rules, regulation and all relating laws governing power plant operators. Furthermore, the group also places an important on other regulations protecting health of employees. The company always has prompted response to the newly enacted laws and rules amendment.

Risk Management

- Sahacogen and affiliates closely monitor on the newly law legislation that would affect the business. The shared database of rules, regulations and laws is setup. The internal communication is regularly communicated to promote understanding and compliance.
- The company cooperates with governmental institutes in attending conferences and seminars to provide information and check updates closely.

1.2 Risk of being sued regarding to the Computer-Related Crime Act B.E. 2560 (2017)

Computer crimes are now having the more detrimental effects and impacts. The cybercrimes are frequently organized by groups of people to attack the systems for monetary purposes. The examples of the cybercrime that are common nowadays are internet banking hacking and corporate database stealing.

Risk Management

- The company has regular schedule data backup and disaster recovery site to cope with the unexpected incidents. Firewall system has been set to detect, analyze and respond to the cybercrime threats. Trend Micro Antivirus Endpoint and Trend Micro Deep were setup to help in monitoring.
- The company has training sessions and communication about computer securities and computer usage policy. The communication focuses on creating awareness about information technology-related laws, as well as the computer-related crime Act that must be complied when using computer and intranet network.
- The guideline for IT risk and emergency protocol has been created.
- The company appointed Dharmniti Internal Audit Co., Ltd. as the independent internal auditor. The auditor planned the annual review over the company' information system regarding to the Computer-Related Crime Act B.E. 2560 (2017). The result of the inspection was reported to the audit committee with the good level.

1.3 Risk of violating to the Cybersecurity Act. B.E 2562 (2019)

The Act is now effective to protect the violation by using computers, computer systems, undesired programs to create the cyber threats to computer systems, computer data, other data, communication systems, internet, telecommunication networks, satellites, and/or similar network system. The main focus includes prevention, handling and minimize risk from cyber threat both internal and external the organization.

Risk Management

- The company announced the policy of information technology safety. The company assigned a working team and provided trainings on policy and the Cybersecurity Act B.E. 2562 (2019). The communication about computer usage and intranet to raise awareness about the Cybersecurity Act among employees.
- The company installed Deep Discovery Inspector program to detect the high level malwares. The software is the specific detection application with the ability to manually analyze Sandbox system and to detect the system violation. The software works with Trend Micro Antivirus Endpoint and Trend Micro Deep Security.
- The company installed WAF system to protect web applications installed over web servers from the cyber-attack. The company also logged the usage data both intranet site and the open-source websites.
- The company appointed Dharmniti Internal Audit Co., Ltd. as the independent internal auditor. The auditor planned the annual review over the company' information system regarding to the Cybersecurity Act. B.E 2562 (2019). The result of the inspection was reported to the audit committee with the good level. The external auditor, EY, reviewed the control over the information system including access control, data backup, and data retrieval. The result showed the risk level was low.

1.4 Risk of violating the Personal Data Protection Act B.E. 2562 (2019)

Sahacogen group has the concern over the privacy of employees and stakeholders. The company has appointed the Personal Data Protection Committee working under the supervision of the Corporate Governance and Risk Management Committee. The Personal Data Protection Committee has the missions to set up the guideline of the access and usage of internal information as well as issuing personal information management guidebooks to the related functions. The missions include preventing the violation of stakeholders' privacy and personal information misuse as stated in the business ethic and good corporate governance. The committee must work closely with the internal control function to prevent the leak of information prior to the formal publication. The data protection responsibilities are control by line of command. The action of taking advantage for one's own or others over confidential information; such as insider trading, is considered as the violation of the company's business ethic and code of conduct. The maximum disciplinary action for directors, managements and employees may cause the termination.

Risk Management

- The Company has been communicating the personal data protection policy to the customers and business partners via different channels such as communication board, intranet and website.
- The personal data protection policy was redefined and announced.
- The data protection policy was implemented to control over the access, storage and disclosure of the personal data. The personal data management manual has been issued.
- The company organized training sessions for the Board members, managements and employees about “Personal Data Protection Act B.E. 2562 (2019) to raise awareness.
- The company appointed Dharmniti Internal Audit Co., Ltd. as the independent internal auditor. The auditor planned the annual review over the company’ information system Personal Data Protection Act B.E. 2562 (2019). The result of the inspection was reported to the audit committee with the good level.

1.5 Risks of Relying on Major Customer or Having Sales Concentration on a Few Number of Customers

Sahacogen and affiliates produce and distribute electricity and steam to three major customers; Electricity Generating Authority of Thailand (EGAT), Provincial Electricity Authority (PEA) and Saha Pathana Inter-Holding Public Co., Ltd. which have been being our customers since it started business operation. In 2020, the Company had income from selling such power THB 3,922 million or 98.76% of the consolidated income.

In addition, the company has risks to be reduced the amount purchased by Electricity Generating Authority of Thailand (EGAT) in case that the company cannot supply the full amount of electricity as contracted and cannot solve this problem within 18 months. The company has set the conditions in operating and maintenance contract with Operational Energy Group Company Limited (Operation, Maintenance and Power Plant Services Provider) to guarantee the capacity and the stability of the electricity supply to EGAT during peak hours. Consequently, the company ensures adequate reserves and able to provide electricity and steam supply to serve the demand growth of the customers.

Risk Management

- The company has been monitoring the business and agreement completion. The operation and services have been always evaluated and improved. The risk of having contract termination from counterparties seems to be low.
- The company submitted the power supply offer to Electricity Generating Authority of Thailand (EGAT), based on the invitation to small power producers with cogeneration system with the agreement ending between 2019-2025 to submit the offer for EGAT consideration. The company was passed the consideration by EGAT on November 21, 2019. The company, then responded to the offer on December 4, 2019.
- The power supply agreement with Saha Pathana Inter-Holding Public Company Limited was amended on May 15, 2019. The contract was extended to the year 2051.
- The company minimizes risk by having the continuous improvement on services.

- The company always looks up for new business opportunities.
- The company focuses on maintaining good relationship with business partners.
- The company strives for the customers' satisfaction on service.
- The company regularly has customer satisfaction survey for continuous service improvement.

1.6 Risks of Relying on Major Distributor or Having Concentration on a Few Number of Suppliers

The income generated from the industrial park in Sriracha was estimated to be 40.68% of Sahacogen and affiliates' consolidated income. Such selling was operated under the Purchase Agreement between Sahacogen (Chonburi) Public Company Limited and Saha Pathana Inter-Holding Public Company Limited which is its major shareholder. The risk of having the concentrated transactions via major vendors deem low.

Risk Management

- The company has service and support department working as the customers' coordinators so that the company knows the feedbacks and be able to tackle with problems immediately.
- The company focuses on maintaining good relationship with customers and service improvement.
- The company strives for good quality of service and customers' satisfaction.
- The company does customers' satisfaction survey on regular basis.

1.7 Land Rental Risks

Sahacogen (Chonburi) Public Company Limited has a land rental agreement with Sinparadorn Company Limited which has jointed shareholder; Saha Pathana Inter-Holding Public Company Limited. Therefore, the risk of having the rental agreement terminated is low.

Risk Management

- The company has been strictly complying with conditions in the agreement.

1.8 Risks in Obsolete Products

Main products of Sahacogen and affiliates are electricity and steam which are produced and distributed immediately, so there will be no obsolete product in stock. For biomass power plant, biomass will be kept in warehouse for raw materials.

Risk Management

- The company has the procurement plan that is synchronized with the production plan. The monitoring will be conducted once a month.
- The company has set the monthly schedule to monitor the biomass quality.
- The company quarterly evaluates suppliers' qualification.

1.9 Risk of Stemming from the Launch of the ASEAN Economic Community (AEC) which could affect selling target and production cost

The company produces and distributes electricity and steam to its customers domestically only. In addition, it has main production base and labor resource in Thailand. The launch of AEC which is the joint economic integration of Association of Southeast Asian Nations or ASEAN does not have a big impact about business competitions. In case of customers move production base to another country in ASEAN with low cost of raw materials or expenses, this may cause the decrease of income a little or no effect on significant matter about electricity sale, because main product is electricity distributed to Electricity Generating Authority of Thailand (EGAT) and Provincial Electricity Authority (PEA). Such risks are deemed low.

Risk Management

- The company has been closely monitoring on new investment opportunities in South East Asia.
- The company has been closely monitoring the development in the industry.

1.10 Risks of Product Price Possibly be Reduced in Significant Matter

Selling Price

Regarding to the situation of energy in the year 2020 natural gas price was decreased in comparison with the last year. This situation may impact the price on electricity and steam, the main income of Sahacogen and affiliates which is accounted 99.80% of the consolidated income. It is because some factors of electricity and steam price are subject to energy price. However, natural gas price, the main fuel, estimated 62.64% of all cost, tending to decrease in the same direction. Moreover, some risks also go to energy price according to the Agreement with Electricity Generating Authority of Thailand (EGAT) whose price structure is subordinate to actual cost of natural gas. For energy price distributed to Saha Pathana Inter-Holding Public Company Limited, it is subject to price rate of PEA and dependent on Fuel adjustment charge (FT). In case of FT rate not in line with fuel costs, this may impact the company's performance. However, the mentioned risks are the external factors which are uncontrollable. The company has approaches to improve the production efficiency as well as the cost control in order to reduce the effect on business operation with said risks.

Quantity

Solar rooftops are very popular among household users and industrials. The popularity of the solar rooftops, as an alternative choice of electricity source, has negative impact to the company's income. However, the company has decided to jointly invest in Impact Solar Co., Ltd. The main business purpose is supplying electricity from solar rooftops to businesses in Saha Group Industrial Parks and others businesses. This company has the "Connection Code" with the solar rooftop customers similar to one designated by the PEA.

Risk Management

- The company has been continuously improving the business operation and cost control. The key performance indicators (KPIs) are used and monitored monthly.
- The company has been closely monitoring on the investment in renewable energy businesses based on the national power development plan (PDP)
- The company has been closely monitoring on news and any development in the industry.

1.11 Risks of Purchasing Products via Major Shareholders

Regarding to distributing electricity and steam to various factories in Saha Group Industrial Park, Sriracha, the income was estimated 40.61% of Sahacogen and affiliates' consolidated income. Such purchase is made between Sahacongen (Chonburi) Public Company Limited and Saha Pathana Inter-Holding Public Company Limited, which is its major shareholder and consumer. Regarding to service, the company provides staff to coordinate with Saha Pathana Inter-Holding Public Company Limited as well as terminal users closely. Therefore, the company sees problems and obstacles which can be solved immediately. Risks of purchase and sale via shareholders are deemed low.

Risk Management

- The company has service and support department working as the customers' coordinators so that the company knows the feedbacks and be able to tackle with problems immediately.
- The company focuses on maintaining good relationship with customers and service improvement.
- The company strives for good quality of service and customers' satisfaction.
- The company has customers' satisfaction survey on regular basis.
- The company monitors the change in major shareholders.

1.12 Social risk

1) Risk of epidemic

In 2020, the Coronavirus Disease 2019 (COVID-19) outbreak had spread throughout the country. The business continuity management was one of the challenging responsibilities of the Governance and Risk Management Committee. The business continuity plan was set to prevent and minimize the negative effect from the pandemic in the area close to the company's operational field. The main purposes were the minimize the spread of the diseases, to prevent the employees and stakeholders from the unfavorable health conditions and to recover from the business shut down.

As a result of the business continuity management, there was no incident of the spread of the diseases among the company's employees.

Risk Management

- The company has set the business continuity plan (BCP) regarding the diseases pandemic and adopted the policy throughout the group company.
- The preventive scheme was adopted to prevent the infection.
- The business operation plan and recovery plan were set in the case that Coronavirus Disease 2019 (COVID-19) pandemic hit the areas.

2) Human rights risk

The company has evaluated the risk of human rights in Sahagogen group to identify, prevent and minimize the risk to the company's operation. Based on the risk evaluation in terms of workforce and human rights, the company has the standard and fair treatment in recruitment process. The recruitment includes testing and interview to consider the fit to the position. The company has fair treatment in the recruitment. The difference in genders, religions, political views or other irrelevant issues will not be taken into the consideration. The internal qualified applications will be the priority to be considered. When there is no satisfied internal candidate, the external recruitment process will be preceded. The information is also shown in the annual report and the annual operation report (Form 56-1) under the topic "Management: Recruitment and hiring".

Risk Management

1. Sahacogen group focuses on the human rights respect, the fair treatment for workforces and sets the policies as follow;
 - Avoid actions or supportive actions that would be the violation of human rights.
 - Avoid the limitation of freedom of thinking, the differences in genders, nationalities, religions, political views and the opinion giving that might cause the conflicts.
 - Provide the communication channels to facilitate the employees who encounter unfair treatment and properly management the petitions.
 - Set the minimum age of 20 years for the employees and contractors, avoid the child laboring, forced employment and gender exclusion.
2. The company provides information and trainings to new hired employees prior to the work. The trainings about the safety, environment, energy, goals, policies and company's rules and conduct are regularly provided to contractors.
3. The company has set up the Workplace Welfare committee to allow the employee to involve in setting up the welfare and benefits guideline that beyond the law requirement and showing the care to employees' well-being.

3) Risk of having dispute with local communities

The company focuses on the involvement with the local communities by setting up the policies to minimize the effects to environment and safety of the local area of the company's operational site. The activities with local people are usually arranged to create good relationship. The risk of having dispute with local communities is considered low.

Risk Management

- Assign social responsibility team to arrange activities with local communities and execute the communities' involvement plan.
- Assign the committee to follow up the environment effects and allow the representatives from communities to hold the position more than half of the committee together with the regulators.
- Execute and comply with the plan stated on the report of the environment analysis report

1.13 Corporate Governance Risk

1) Good Corporate Governance

The company realized the importance of good corporate governance. The company encourages directors, managements and employees to focus on the responsibilities and fair treatment to stakeholders based on laws and good corporate governance. The company has received the "Excellent" level on the evaluation of good corporate governance of Thai listed companies (CGR) from The Institute of Thai Director Association. The evaluation on annual general meeting of shareholders in 2020 from Thai Investor Association was rated 100 score for many consecutive years. The directors' charter, business ethic and code of conduct were published to ensure the compliance of directors, management and employees. The violation will result in legal and work punishment as stated in company's rules section 8; Code of conduct and Disciplinary action.

The company's internal auditor; Dharmniti Internal Audit Company Limited has set the annual audit plan and report to the Audit Committee. The result of the audit was in the good level as mentioned in the annual report and the annual operation report (Form 56-1) under the topic "Corporate Governance".

2) Corruption Risk

The company has well-formed internal control system, righteous code of conducts and business ethics, and the Audit Committee has assigned Dharmniti Internal Audit Company Limited to define such annual audit plan. Moreover, the company received the certification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC) on October 14, 2016. Later on, the company also received the CAC certification for the second time on October 18, 2019. The subsidiary companies, Sahacogen Green Co., Ltd. and Sahagreen Forest Co., Ltd. received the certification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC) for the second time on December 31, 2020.

Risk Management

- The company has the annual internal control monitoring plan and risk assessment on corruption based on CAC guideline.
- The company has the monitoring system and report findings to the Corporate Governance and Risk Management Committee
- The company provides the training, testing sessions for employees on regular basis.
- The provided Complaint channel contact.
- The company has annual schedule to review business direction and mitigate corruption risk. The company joins the activities with government and private sector.

The information is also shown in the annual report and the annual operation report (Form 56-1) under the topic “Management: Anti-corruption .”

2. Risks in Production Process

2.1 Risks in the Process of Plant Construction/ Delay of Future Projects

There is no project under construction.

2.2 Risks of Human Resource Scarcity

Sahacogen and affiliates run business producing mainly electricity and steam, which is not necessary to require large number of laborer. However, some specialists are also needed. The company has approaches to manage and develop human resources effectively; therefore, lack of laborer is considered as low level of risk. The information is also shown in the annual report and the annual operation report (Form 56-1) under the topic “Management: Human resource management” .

Risk Management

- The company has fair employees’ benefit and compensation.
- The company has a competency based development plan for employees.
- The company provides fundamental training courses called “the training roadmap: TRM”
- The company has knowledge sharing projects.
- The company has succession plan and manual for execution.

2.3 Risk of the Scarcity of Fuel to be Used in Electricity Generating Process

2.3.1 Risk of the Scarcity of Fuel

The scarcity of fuel in the production process, such as natural gas and biomass, could lead to the operation halt. The company might encounter with revenue loss and a fine or compensation for damage. These raw materials deficient situation could take place after the rising in demand and the fluctuation in price. Sahacogen and affiliates have implemented the methods to prevent and reduce the scarcity risk.

Sriracha power plant uses natural gas as the fuel in electricity and steam generating process. The company has signed a long term contract to purchase natural gas from the PTT Public Company Limited for 21 years with 4 years extendable. Presently. In July 2019, the company amended the natural gas purchase agreement with PTT Public Company Limited. The contract duration was changed to 25 years which will be due in March 2024.

Risk Management

- The company has been strictly complying with conditions in the agreement.
- The company focuses on maintaining good relationship.
- The company will be actively monitoring on news and business circumstances.

Lamphun power plant uses biomass as the fuel in electricity and steam generating process. Since biomass is the by-product from agricultural activities, its quantity and price are varying based on the agricultural industry. The company has managed by planting fast growing plants throughout the region and also has the research center to study about fast growing plants in Muang, Lamphun for energy purpose to ensure the company will be sustainable. Moreover, the company has many biomass procurement centers to purchase biomass from farmers. The center also manages the reserve level by monthly monitoring to ensure business continuity.

Risk Management

- The company has business improvement, cost control and monthly process evaluation based on KPI.
- The company focuses on maintaining good relationship with partners.
- The company will actively monitor biomass market.
- The company will study on the alternative biomass.
- The company will be actively monitoring on news and business circumstances.

Kamphaengphet power plant uses biomass as the fuel in electricity and steam generating process. Since biomass is the by-product from agricultural activities, its quantity and price are varying based on the agricultural industry also. The company has signed a long-term contract to purchase biomass from Siam Forestry Company Limited, which is the twenty-five percent shareholder in the company' subsidiary and organizes monthly meeting with such joint venture partner for monitoring and business planning. The company also manages the reserve level of fuel to ensure business continuity.

Risk Management

- The company has business improvement, cost control and monthly process evaluation based on KPI.
- The company focuses on maintaining good relationship with partners.
- The company will actively monitor biomass market.
- The company will study on the alternative biomass.
- The company will be actively monitoring on news and business circumstances.

2.3.2 Risk of the Scarcity of Raw Water as the Raw Material in Generating Electricity

Raw water is key material for producing electricity and steam. The scarcity of raw water could lead to the operation halt. The risk of raw water scarcity is based on changes in seasonality. The rainfall in 2020 was lower than the previous year. Sahacongen and its affiliates have policies managing the raw water resources to ensure the sufficient level by adjusting the reserve water level, which can be described as following;

Sriracha power plant has a 25-year contract to secure the raw water supply from the Eastern Water Resources Development and Management Public Company Limited. In June 2020, the Company amended the raw water supply contract period to be 10 years ending in 2030 and automatically extend in every 5 years in accordant with the power purchase agreement with Electricity Generating Authority of Thailand. Furthermore, the company also has another source of raw water which is the water reservoir located in the area of Saha Group Industrial Park, Sriracha, Chonburi and 2,000 cubic meters retention pond within the power plant.

Lamphun power plant has a long contract for the plant's useful life for raw water supply with Saha Pathana Inter-Holding Public Company Limited, which is its major shareholder. Then, risks of termination of contract are deemed low.

Kamphaengphet power plant has big raw water reservoir and has granted to use water from Kamphaengphet Irrigation Project.

Risk Management

- The company focuses on maintaining good relationship with partners.
- The company promote the awareness of water usage reduction and re-cycling used water.
- The company has been strictly complying with conditions in the agreement.
- The company will be actively monitoring on news and business circumstances.

The current operation under this water management scheme and plan to use water most efficiently has proven no water scarcity problem in the previous year.

2.3.3 Risks of Raw Materials subordinate to Product Price Volatility of the World Market

Sahacongen (Chonburi) Public Company Limited runs business producing electricity and steam and main fuel is natural gas which is considered as cost approximately 62.64% of total cost. In 2020, some natural gas price and exchange rate are referenced to volatility of the World Market. However, energy payment in the Electricity Purchase Agreement with Electricity Generating Authority of Thailand (EGAT) is calculated from energy payment which is variable to actual cost of natural gas. This makes the company receive compensation from the impact of natural gas price volatility for the said agreement with EGAT's case. Regarding to energy payment received from Saha Pathana Inter-Holding Public Company Limited, the payment rate is subject to the energy payment of Provincial Electricity Authority (PEA), which will be possibly changed every 4 months in line with fuel cost named Fuel adjustment charge (FT). If the increase rate of FT does not align with the volatility of natural gas price, the company's performance will be impacted a little in case of electricity sale in factories only.

Risk Management

- The company will be actively monitoring on news and business circumstances.

2.3.4 Risks of Using High Technology or Changing Technology Frequently for Production

The Company has select the most efficient production process to generate electricity and thermal energy in the form of steam, that is called cogeneration combined cycle. Moreover, the Aero Derivate, the gas turbine, has been chosen, which can be adjusted in the wide range on the production toward the demand of electricity of EGAT and the industrial factories that subject to change over the period. In addition, the Company has a good maintenance for stability operation in an effective manner.

Risk Management

- The company has been developing staff to keep up to the changes.
- The company will be actively monitoring on news and business circumstances.

2.3.5 Risk Regarding to the Production Efficiency

Electricity generating process efficiency could be evaluated by various indicators. One of the indicators is heat rate, which could lead to an increase in production cost. The power plant service life has the direct impact to this factor. Specifically, the newer and older plants yield the different heat rates. Sahacogen and affiliates have set the policy to ensure that each power plant will be constantly maintained in good conditions by professionals. Moreover, the management also has measures to make sure all the operational schemes will achieve the goal. The risk preventive measures are as listed below;

Risk Management

- Setting up the prompted schedule for regular machines and equipment check-up and maintenance by specialists
- Setting up the warning system for the crucial information used in electricity generating system
- Managing to remain the inventory at the optimum level for usage and maintenance purpose
- Adopting quality management system (ISO 9001) to ensure that resource will be managed efficiently, operation system and maintenance are controlled effectively as well as generating electricity is in accordance with power generating contracts
- Promoting the continuous learning environment to employees
- The company will be actively monitoring on news and business circumstances.

During last year, Sahacogen and affiliates had been regularly complying with the above procedures. The group is confident that the risk of having problems in terms of power plant efficiency is low.

2.3.6 Risk of Dependence on Operation and Power Plants Maintenance

Sahacogen hires Operational Energy Group Co., Ltd. (OEG) as the contractor on operation and maintenance the company's power plants. However, the risk on contract termination is considered low. This is because of the fact that OEG and the company have a common shareholder namely S&J International Enterprises Public Company Limited. In addition, the company has set key performance index that aligns with our own business, which has no effect on operation halt. Sahacogen Green Co., Ltd. and Sahagreen Forest Co., Ltd. are operating under Sahacogen's supervision and maintenance.

Risk Management

- The company has continuous development plan for employees.
- The company focuses on maintaining good relationship with partners.
- The company has fixed the operating contracts and plant maintenance contract to the same maturity date of the power purchase agreement.

2.3.7 Risk in Safety, Health, Environment and Society Issues

Sahacogen and affiliates give precedence to the compliance with laws and regulations relating to effects on environment and safety standards. We have a certain unit that keeps track to any change in laws, rules and regulations so that the company will have prompt response with such changes. This unit is responsible for analysis and also managing relationship with local communities.

Sahacogen and affiliates realize that electricity and steam generating business has the risk in terms of health, environment and society issues which could affect the safety and living standard of staff and local residents in the nearby area of the plants using natural gas and biomass as the fuel. The managements set a list of policy to prevent negative effects and reduce the risks as follow;

Risk Management

- Using environment management system (ISO 14001:2015) and occupational health and safety management system (ISO 45001:2018) to manage health, environment and society operations
- Adopting Sahacogen and affiliates's policy regarding to social responsibility
- Adopting Sahacogen and affiliates's policy regarding to the responsibility of environment, safety and energy conservation
- Adopting process from the group's manual regarding to environment, safety and health as a working guideline and to monitor the process of implementation. In addition

- Adopting the process manual, providing training sessions, practices, creating emergency plan, testing tools and warning system; and strictly comply with the operating manual
- Creating reports that monitor the methods of effect reduction and deliver the results to the Office of Natural Resources and Environmental Policy and Planning, Office of the Energy Regulatory Commission, Department of Industrial Works and Industry Office and other related institutions

2.3.8 The Risk of Biological Resources

Terrestrial biological resources

The company operating sites are located in the developed area. The environmental impact assessment (EIA) has been conducted before setting up the site. The surrounded areas are using for agricultural activities. The company has no harmful actions to cause any damage to the forests, wildlife animals or any nearly extinct creature. Therefore, the impact on the terrestrial biology resources from the company's operation is considered low.

Aquatic biological resources

The company operation is limited in the area of the industrial park. The study shows the nearby areas has a small waterway. The water level will be vary depends on the seasonal effect. The location is not proper for aquatic animals' propagation or fishery activities. The economic impact from the company operation to the aquatic biological resources is considered low.

Risk Management

- The company has setup a unit to promote the compliance with the quality, safety and environment policy. The measurement has been defined to monitor and control the impact to the environment. The company publishes the report of environment impact and the impact mitigation procedure to the authorities twice a year. The authorities are Office of Natural Resources and Environmental Policy and Planning, Energy Regulatory Commission, Department of Industrial Works, the provincial Industrial Authority and related organization.

The company has been complying with the required standards. There is no complaint from the regulating authorities.

2.3.9 Risk from Accident, Opposition and Sabotage

Sahacogen business has the risk of causing the fire from operational accident. The company has the risk to be opposed by local community. All such risks correlate with the year in service of the power plants, human errors and being the target of saboteurs.

Due to managing such schemes and closely monitoring the situations, the possibility of such risks considered as low level. However, the managements set the specific policy to continuously monitor the process and reduce the risk of such events as following;

Risk Management

- Promoting the habits of diligence and carefulness contrasting with negligence that would lead to consequential damages
- Maintaining machines and equipment and tools by prompted schedule
- Promoting the bond and understanding with local community
- Creating the connection with provincial offices related to the business
- Setting up safety plan with monitoring equipment installation e.g. CCTV camera and practicing the contingency plan
- The company designated person who is responsible for the business continuity plan.
- Signing insurance contracts to cover all risks, machinery breakdown, business interruption, third party liability and ensure the adequacy of compensation in case of such incident

3. Financial Risks

3.1 Risk regarding to changes in free trade rules and regulations

Sahacogen and subsidiaries produce and distribute electricity and steam in Thailand, which is regarded as low risk.

3.2 Risk from loan in other currencies without exchange rate hedging or mismatching of loan with exchange rate risk protection

Company and subsidiaries have the exchange rate risk related to the loan in other currency.

Risk Management

- Cross currency swap for the mentioned loan which the conditions of the cross currency swap contract and loan agreement are according

3.3 Risk from loan default

The company and subsidiaries have liabilities with 4 commercial banks. As of December 31, 2020, the company and subsidiaries' outstanding liability is Baht 1,699.15 million in total.

No.	Outstanding amount (Million Baht)	Due in	Collateral	Conditions
1	117.20	December 2021	None	<ul style="list-style-type: none"> Do not use company and subsidiaries' assets as a pledge or causing any obligations over the assets Maintain debt service coverage ratio and pay dividends as specified in the agreements
2	58.35	June 2021	None	
3	85.31	December 2021	None	
4	232.80	December 2022	None	
5	541.80	December 2024	None	
6	500.55	December 2024	None	
7	163.14	December 2025	Land, Buildings and Power plant project in Kamphaeng Phet	
Total	1,699.15			

If the group company fails to maintain the mentioned conditions, it would be the violation of the loan agreements which could cause the lender to be able to immediately call back the remaining loan. Such situation could affect company's financial liquidity which would reduce the ability to pay dividend. However, the company has been complying on the covenants pays dividend annually and continually since the start of business operation. Then, it has low risk to default on the loans.

Risk Management

- The company and the affiliates have set the procedure to check on the ratios every 3 months and maintain the ratios under the levels stated in the agreements.

3.4 Exchange Rate Risk

Changes in exchange rate between Thai Baht and U.S. Dollar could affect company's revenue. Since revenue from Electricity Generating Authority of Thailand (EGAT) is charged in U.S. Dollar. The electricity capacity payment is 80 percent relies on U.S. Dollar currency. Every one Baht change in exchange rate will has approximately 0.2 percent effect on the company's revenue to be showed in company's financial statement which is considered low impact.

Sahacogen and subsidiaries have the exchange rate risk related to the loan in other currency.

In addition, cost of sales related to foreign currencies is only the maintenance of main machine, which is considered as low in comparison with the total cost of sales. The overall exposure in exchange rate risk is considered low.

Risk Management

- Cross currency swap for the mentioned loan which the conditions of the cross currency swap contract and loan agreement are in accordance.
- The company has considered to buy the forward exchange contracts in order to protect the company from risk of fluctuation of foreign exchange rate.

3.5 Interest Rate Risk

The company has low interest rate risk of long-term borrowings due to the fact that the company has converted the majority of loan to fixed rate.

Risk Management

- The company has been strictly complying with conditions in the agreement. However, the company have interest rate swap contracts in purpose of exchanging between the floating and fixed interest rate.

3.6 Risk Regarding to Credit

As of December 31, 2020, the company has account receivable and other receivable Baht 529.68 million which is account for 13.31% of total revenue. This amount of receivable has not yet due and has been complying with payment schedule. Based on these facts, the company has not yet marked them as doubtful debt. The company sees the potential of the debtors and low risk of debt default since they have been complying on payment schedule and having businesses run as normal in terms of production and products delivery.

Risk Management

- The company focuses on maintaining good relationship with business partners.
- The company has been strictly complying with conditions in the agreement.

3.7 Risk Regarding to Debt Guarantee

The company has a debt guarantee to an associated company to support the business operation based on the percentage of shareholding. The guarantee risk might affect the company operating performance by recording loss in the case that the jointed investment company fails to fulfill the obligation. The asset management unit has been closely monitoring the business operation so that the company can mitigate the risk of default by the investment company.

The guarantee amount as of December 31, 2020 is Baht 84 million.

Risk Management

- The company has been closely monitoring the operation of the associated company.

4. Risk that will affect rights or investment of company's securities holders

4.1 Risk of having major shareholders holding more than 50 percent in company's shares

The company doesn't have any major shareholder which holds more than 50 percent in company's shares.

4.2 Risk of losing control in subsidiaries which company holds less than 75 percent

The company doesn't have subsidiaries which company has less than 75 percent of shares. Then, the company can handle and manage its subsidiaries' business.

4.3 Risk of debt covenant that has limitation on dividend payment

The company has liabilities with a commercial bank for the normal operation. The loan agreement has covenant that requires company to maintain debt service coverage ratio (DSCR) and debt service coverage ratio with cash (DSCR with cash) not lower than 1.10 and 1.25 times respectively. In 2020, the company has DSCR and DSCR with cash equal to 1.18 and 1.35 times respectively. The company also has net profit and be able to pay dividend annually and continually since the start of business operation. Such risk is considered as low level.

Risk Management

- The company has been strictly complying with conditions in the agreement.

4.4 Risk of having new issue of stocks or convertible securities in large amount that will cause the significant dilution effect

The company will consider about shareholders dilution before making decision to issue large new stocks or convertible securities. Also, we will comply with the Securities and Exchange Commission (SEC) and The Stock Exchange of Thailand (SET) rules and regulations. In the previous year, the company had no new issued stocks or convertible securities.

4.5 Risk of having shareholders' Equity lower than zero which will cause the company's stock trading to be suspended

The company has systematic risk management, risk assessment, and consistent oversight of both short-term and long-term plans. The company has book value as of December 31, 2020 equivalent to Baht 2.87 per share. The current book value is higher than the previous year and higher than par value at Baht 1. This implies low risk of being suspended.

Risk Management

- The company has been strictly complying with conditions in the agreement.

4.6 Risk of having low level of free float shares which cause the low trading liquidity

The amount of minority shareholders (Free float) as of June 19, 2020 was 28.42% held by 1,659 shareholders. The Free float shares exceed the standard required by SET. However, the company has good profitability and continuous dividend payment. Based on this fact, investors might have low incentive to trade the securities leading to lower trading liquidity affected on the price and volume. The executives acknowledge of the rules and regulations related to the maintenance of listed company status.

Risk Management

- The executives will continuously monitor the level of free float shares.
- Continuously promote the company's information to indirectly stimulate the trading liquidity.

4.7 The risk to shareholders

Sahacogen group evaluated and analyze the situation might affect the business continuity. The incident that might cause the company to be unable to pay the return to shareholders or losing the whole amount of investment was not detect.

Risk Management

- The company evaluated risk factors and proceeded the business risk management as well as the business continuity plan.
- The company has been closely monitoring the risk factors that might affect the company.

5. Emerging Risks

Emerging risks are the newly arise issues with the high level of uncertainty. The likelihood and the impact are not easy to estimate. The company reviewed the organizational risks, economic risks, society and environment risks. The external issues might affect business operation include the government policy of Thailand smart grid system development, the power pool policy; and the change of technology of the energy storages.

Risk Management

- The company has the policy to recruit the expert with specific experiences to run the business.
- The company has the policy to invest with partners in solar rooftop business including energy storage.
- The company will extend the knowledge in biomass field into different areas by supporting bamboo plantation as the raw material of making Lamboo Char product.
- The company will build new power plants and improve the efficiency of the current power plants.
- The company together with partners setup the project to study the micro smart grid system management.

The company has the awareness on the business continuity issue. Then the company planned and prepared to respond to any crisis situation with Business Continuity Management.

Risk Management

- The company appointed the working team on business continuity to create the contingency plan and prepare for the crisis. The company aims to have the business back in normal within the optimal period of time in case of crisis situation.
- The training about “Business Continuity Plan: BCP” by the external speaker was set aiming to create the practical experience for employees.

General Information

1. General Information

Name	:	Sahacogen (Chonburi) Public Company Limited
Stock Code	:	SCG (Listed on the Stock Exchange of Thailand – SET)
Registered Number	:	0107545000306
Registered Date	:	November 20, 1996
Registered Date to Public Company	:	October 4, 2002
First Trading in the Stock Market	:	January 7, 2004
Sector	:	Energy & Utilities
Industry	:	Resources
Foreign Limit	:	30.00%
Free Float	:	28.42 % @ June 19, 2020
Head Office Location	:	636 Moo 11, Sukaphiban 8 Road, Nongkharm, Sriracha, Chonburi 20230
Telephone	:	66 3848 1555
Fax	:	66 3848 1551
Website	:	www.sahacogen.com
Registered and Paid-up Capital	:	Baht 955 Million (including 955,000,000 common shares, Baht 1 per share)

Contacts

Department	Telephone	E-mail Address
The Board of Directors	038-481555 Ext. 202	directors@sahacogen.com
The Audit Committee	038-481555 Ext. 203	auditcommittee@sahacogen.com
The Corporate Governance and Risk Management Committee	038-481555 Ext. 212	riskcommittee@sahacogen.com
The Corporate Social Responsibility Committee	038-481555 Ext. 290	pr-csr@sahacogen.com
The Managing Director	038-481555 Ext. 200	vorayos.th@sahacogen.com *
The Company Secretary	038-481555 Ext. 200, 282	csecretary@sahacogen.com **
Investor Relations	038-481555 Ext. 200, 282	investorrelation@sahacogen.com
Human Resource Management and Development Division	038-481555 Ext. 242, 243	hadmin@sahacogen.com

* Appointed : Jan 1, 2021

** Appointed : Feb 24, 2021

2. Holding structure for companies under Sahacogen & Affiliates

The investment and shareholding in subsidiaries of which their operations are significant and the company has held more than 10% of share, as of December 31, 2020

Name	Sahacogen Green Co., Ltd. (SGN)	Sahagreen Forest Co., Ltd. (SGF)	Impact Solar Limited (ISL)
Sector	Energy & Utilities	Energy & Utilities	Industrials
Industry	Resources	Resources	Industrial Materials & Machine
Business	Electricity and Steam	Electricity	Manufacture of electric motors and generators
Location	88 Moo 5, Pasak, Muang, Lamphun 51000	88 Moo 6, Khui-Ban-Ong, Phran Kratai, Kamphaengphet 62110	999/9 The Offices at Central World 45/F Rama 1 Road, Patumwan, Bangkok 10330
Registration No.	0255549000766	0625551000189	0105558156308
Telephone No.	66-5353-7444	66-5585-8033	66-2825-9211
Fax No.	66-5353-7120	66-5585-8031	66-2825-9299
Website	www.sahacogen.com	www.sahacogen.com	www.impactssolar.co.th
Registered Date	November 2, 2006	December 18, 2008	25 September 2015
Registered Capital	1,520 Million Baht	190 Million Baht	563 Million Baht
Type of Shares	Common Shares	Common Shares	Common Shares
No. of Total Paid-up Shares	152,000,000	19,000,000	56,300,000
No. of Shares held (shares)	151,999,993	14,249,997	11,823,000
No. of Votes	151,999,993	14,249,997	11,823,000
No. of Shares held (Amount Baht)	1,519,999,930	142,499,970	118,230,000
Proportion (%) of shares holding	99.99	75	21

3. Reference

Regulator (SEC)	:	The Securities and Exchange Commission, Thailand 333/3 Vibhavadi-Rangsit Road, Chomphon, Chatuchak Bangkok 10900 Tel : 0-2033-9999 Fax : 0-2033-9660
Regulator (SET)	:	The Stock Exchange of Thailand The Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400 Tel : 0-2009-9000 Fax : 0-2009-9991
Security Registrar	:	Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400 Tel : 0-2009-9000 Fax : 0-2009-9991
Legal Consultant	:	Tilleke & Gibbins International Ltd. Supalai Grand Tower, 26th Floor 1011 Rama 3 Road, Chongnonsi, Yannawa Bangkok 10120 Tel : 0-2056-5555 Fax : 0-2056-5678
Internal Audit	:	Dharmniti Internal Audit Co., Ltd. 178 Soi Perm Sup (Prachachuen 20), Prachachuen Road, Bangsue, Bangkok 10800 Tel : 0-2596-0500 Fax : 0-2587-2018
Auditor	:	EY Office Limited 193/136-137 Rajadapisek Road, Bangkok 10110 Tel : 0-2264-0777 Fax : 0-2264-0789-90
Financial Institution	:	Bangkok Bank Public Company Limited, Head Office Tel : 0-2626-3688 Fax : 0-2231-4018 Siam Commercial Bank Public Company Limited, Head Office Tel : 0-2544-1111 Fax : 0-2544-2658 Kasikorn Bank Public Company Limited, Head Office Tel : 0-2222-0000 Fax : 0-2701-1445 Land And Houses Bank Public Company Limited, Head Office Tel : 0-2359-0000 Fax : 0-2343-8825 Mizuho Bank Limited, Bangkok Branch Tel : 0-2163-2999 Fax : 0-2200-2600 Krung Thai Bank Public Company Limited Head Office Tel : 0-2255-2222 Fax : 0-2255-9391

4. Other Significant details

4.1 Other significant information affecting the investment decision

- None -

4.2 The issuance and offering debentures to public

- None -

5. Legal Disputes

5.1 Legal case that has negative impact on the company and its subsidiaries with the size larger than 5% of the shareholders' equity as at 31 December 2020

-None-

5.2 Legal case that has significant impact on the company and its subsidiaries of which the value cannot be assessed in 2020.

-None-

5.3 Legal case which is not related to the company and its subsidiaries' normal business in 2020.

-None-

6. Secondary Markets

The company has not securities listed on the stock market of other countries.

Shareholders and Management Structure

Equity Structure

Item	Share (in million)	Value (Million Baht)
Registered Capital	955	955
Paid-up Capital	955	955

- 955 million ordinary shares at par value of 1 Baht per share
- The Company has not issued other types of shares having the rights or terms different from ordinary shares. Moreover, the Company has never issued any securities other than the ordinary shares.

Top Ten of Shareholders as the close of share register on December 30, 2020

Shareholders	No. of Shares	% Holder	Joint Director
1. Saha Pattana Inter-Holding PCL. *	217,142,832	22.74	✓
2. S&J International Enterprises PCL. *	142,255,960	14.90	✓
3. I.C.C. International PCL. *	107,932,960	11.30	✓
4. Mr. Veerapat Punsak-Udomsin	89,975,000	9.42	-
5. Saha Pathanapibul PCL. *	74,624,730	7.81	✓
6. Mr. Samreng Manupol **	44,745,900	4.69	-
7. Thai Wacoal PCL. *	33,800,000	3.54	-
8. International Laboratories Co., Ltd. *	21,400,000	2.24	✓
9. Mr. Boonsithi Chokwatana **	18,000,000	1.88	-
10. Thanulux PCL. *	17,929,700	1.88	-

Remark : * Companies in Saha Group or companies which are involved to the executives

** The directors, executives and employees in Saha Group

Divided by Shareholder's Nationality as of share registration book closing date on December 30, 2020

Shareholders	Person	Shares	%	Juristic Persons			Private Individuals		
				Person	Shares	%	Person	Shares	%
Thai	229	954,350,000	99.93	15	849,584,561	88.96	214	104,765,439	10.97
Foreign	2	650,000	0.07	1	600,000	0.06	1	50,000	0.01
Total	231	955,000,000	100.00	16	850,184,561	89.02	215	104,815,439	10.98

Shareholding ratio as of share registration book closing date on December 30, 2020

Shareholders	Person	Shares	%	Juristic Persons			Private Individuals		
				Person	Shares	%	Person	Shares	%
- Holding share over 0.5%	15	913,532,171	95.66	12	843,552,961	88.33	3	69,979,210	7.33
- Holding share not over 0.5% but not less than 1 selling unit	215	41,467,814	4.34	4	6,631,600	0.69	211	34,836,214	3.65
- Holding share less than 1 selling unit	1	15	0.00	0	0	0.00	1	15	0.00
Total	231	955,000,000	100.00	16	850,184,561	89.02	215	104,815,439	10.98

Note : Shareholders can update their number of shares at www.sahacogen.com before commencement of the Annual General Meeting of Shareholders

As of June 19, 2020

Shareholding proportion by institutional investors

Shareholding proportion in the company by institutional investors stood at 0.48% of the total issued and paid up stock. This number is less than the criterion regulated in the Corporate Governance of Thailand Listed Companies. It determines that the proportion of institutional investors should be over 5 percent.

Minor Ordinary Shareholders

The numbers of minor shareholders (Free Float) are 1,659 shareholders, or 28.42% of the issued and paid up stock which is more than 25%.

Restriction of Foreign Shareholders

Foreigners can be shareholders but the total number of shares should not be more than 30% of the issued and paid up stock. As of June 19, 2020 the Company stock was hold by foreigner amounted 0.068%.

Shareholders' Agreement between major shareholders (Shareholder's agreement)

- None -

Share Repurchase

The company has policy on the equitable treatment of shareholders based on corporate governance code (CG Code). In the previous year, the company did not announce share repurchase program.

The company does not have the anti-takeover mechanism; however, the company has been monitoring the change in major shareholders. In the Board of Directors' meetings, the significant change in major shareholders will be reported to the Board.

Issuing other securities

In the past year The Company does not issue any other securities. And no issuance of ordinary shares to increase capital

Dividend Policy

- Sahacogen (Chonburi) PCL.**

The Company has a dividend policy to pay out at least 50%* of its net profits of the consolidated financial statements attributable to equity holders of the Company in each accounting period. It might occasionally be waived or adjusted if the Board of Directors considers that there are conditions creating the maximum benefit to the shareholders, such as reserves for debt, or funding for business expansion, or serving any needs during the market changes causing adverse impact to the company's cash flow in the future. Reference to the Articles of Association No. 34, each payout of the dividend is subject to the net profit of the company only. If the company retains loss, the dividend payment is prohibited. Upon approval by the Board of Directors, the annual dividend payout is to be presented to the shareholders' meeting for approval. However, the Board of Directors is authorized to pay an interim dividend and report such payout at the next shareholders' meeting. As a rule, the company shall pay the dividend within one (1) month after the date of shareholders' approval on the shareholders' meeting or the Board of Directors' meeting.

The company has paid dividends since 2004, which is the first year that the stock is traded on the stock market at a rate of 0.34 baht / share and is paid continuously every year.

In 2020, The board of directors resolved to postpone Annual General Meeting of Shareholders on April 22, 2020 and approved Interim Dividend Payment (**) on May 7, 2020. Due to the break out of Coronavirus Disease 2019 (COVID-19) pandemic.

Dividend payment information in the past year

Unit : Baht/share

Performance	Consolidated	separate			
	financial statements	financial statements			
	2020	2019	2018	2017	2016
Profit (Loss) attributable to equity holders of the Company	0.11	0.08	0.20	0.29	0.21
Interim dividend payment	-	0.061	-	-	-
Annual Dividend	0.061 ***	-	0.12	0.15	0.14
The Dividend payment	0.061 ***	0.061	0.12	0.15	0.14
Payout Ratio	54.89%	81.02%	58.67%	51.09%	66.41%

Note

- * Approved the change in the Company's dividend policy by the Board of Directors' Meeting No. 2/2021, which was held on February 23, 2021
- ** The Board of Directors in the meeting No. 2/2020 on April 8, 2020.
- *** Dividend payout ratio which the Board of Directors considered and agreed to propose to the 19th Annual General Meeting of Shareholders on 26 April 2021 to consider and approve

- Subsidiary Company**

- The dividend payment policy of Sahacogen Green Co., Ltd. is based on the result of their operation.
- The dividend payment policy of Sahagreen Forest Co., Ltd. is to pay out at least 50% of its net profit according to the terms of the joint venture agreement.

Management Structure

1. The Board of Directors

1.1 The Board of Directors

Presently, the Board of Directors consists of 13 members, classified into:

- 8 Non-executive Directors (5 Independent Directors) or 61.54% of the entire board
- 5 Executive Directors or 38.46% of the entire board

Name List of the Board of Directors as of February 28, 2021

			Boards					
			Board of Directors	Executive Committee	Audit Committee	Nomination and Remuneration Committee	Corporate Governance and Risk Management Committee	Corporate Social Responsibility Committee
1.	Mr. Sujarit	Patchimnan	Chairman	-	-	Chairman	-	-
2.	Mr. Boonkiet	Chokwatana	Director	-	-	Director	-	-
3.	Mr. Vichai	Kulsomphob	Director	Chairman ¹	-	-	-	-
4.	Mr. Vorayos	Thongtan	Director ¹	Managing Director ¹	-	-	-	-
5.	Mr. Thirasak	Vikitset	Director	Director ²	-	Director	-	-
6.	Mr. Viroj	Theeravatvatee	Director	Director ³	-	-	-	Chairman
7.	Mr. Sontaya	Tabkhan	Director	Director	-	-	Director	-
8.	Miss Krongkao	Kritayakirana	Director ⁴	-	-	-	-	-
9.	Mr. Nophorn	Bhongsvej	Independent Director	-	Chairman	Director	Director	-
10.	Mr. Amorn	Asvanunt	Independent Director	-	Director	-	-	-
11.	Pol. Gen. Somchai	Prabhasabhakdi	Independent Director	-	Director	-	-	-
12.	Mr. Boonyarith	Mahamontri	Independent Director	-	-	-	-	-
13.	Admiral Apiwat	Srivardhana	Independent Director ⁵	-	-	-	-	-

Remark : Qualification standards for Independent Directors and the Audit Committee are in accordance with the provisions set forth in related announcements.

¹ Started the position on Jan 1, 2021

² Completed the term as the Chairman of Executive Committee on Jan 1, 2021

³ Completed the term as the Managing Director on Jan 1, 2021

⁴ Started the position on Feb 23, 2021

⁵ Started the position on Feb 26, 2020

Name List of the Board of Directors who vacated the office during the year 2020 until February 28, 2021

Name		Boards					
		Board of Directors	Executive Committee	Audit Committee	Nomination and Remuneration Committee	Corporate Governance and Risk Management Committee	Corporate Social Responsibility Committee
1. Mr. Atthakorn	Glinkwamdee	Director ¹	Director ²	-	-	-	-
2. Mr. Suthep	Dansiriviroj	Director ³	Director	-	-	Chairman	-

¹ Resigned from the position on Dec 31, 2020 ² Completed the term as Executive Committee on May 11, 2020

³ Resigned from the position on Jan 26, 2021

Directors with authority to sign on behalf of the Company*

The Directors whose signatures are recognized as binding for the Company consist of the two jointly signatures of either Mr. Boonkiet Chokwatana or Mr. Thirasak Vikitset or Mr. Viroj Theeravatvatee or Mr. Sujarit Patchimnan or Mr. Sontaya Tabkhan or Mr. Vichai Kulsomphob or Mr. Vorayos Thongtan or Miss Krongkaeo Kritayakirana and together with the company's seal.

* Resolutions of the Board of Directors' Meeting No. 2/2021 on February 23, 2021.

1.2 Personal information of company directors

The Detail of personal information of the company directors were written in the annual report and Form 56-1 via section "Personal information of the company directors, management members, authorities and company secretary" and section "Personal information of the subsidiary directors".

1.3 The number of Directors' meetings; the summary of the attendance records in 2020 were described as follows;

Name			Boards													
			General Shareholders' Meeting		Board of Directors		Executive Committee		Audit Committee		Nomination & Remuneration Committee		Corporate Governance and Risk Management Committee		Corporate Social Responsibility Committee	
			Times	%	Times	%	Times	%	Times	%	Times	%	Times	%	Times	%
1.	Mr. Sujarit	Patchimnan	1/1	100	7/7	100	-	-	-	-	2/2	100	-	-	-	-
2.	Mr. Boonkiet	Chokwatana	1/1	100	7/7	100	-	-	-	-	2/2	100	-	-	-	-
3.	Mr. Vichai	Kulsomphob	1/1	100	6/7	86	4/7	57 ¹	-	-	-	-	-	-	-	-
4.	Mr. Thirasak	Vikitset	1/1	100	7/7	100	10/10	100	-	-	2/2	100	-	-	-	-
5.	Mr. Viroj	Theeravateee	1/1	100	7/7	100	10/10	100	-	-	-	-	-	-	2/2	100
6.	Mr. Sontaya	Tabkhan	1/1	100	7/7	100	8/10	80	-	-	-	-	3/4	75 ¹	-	-
7.	Mr. Nophorn	Bhongsvej	1/1	100	7/7	100	-	-	4/4	100	2/2	100	4/4	100 ¹	-	-
9.	Mr. Amorn	Asvanunt	1/1	100	6/7	86	-	-	3/4	75	-	-	-	-	-	-
8.	Pol. Gen. Somchai	Prabhasabhakdi	1/1	100	7/7	100	-	-	4/4	100	-	-	-	-	-	-
10.	Mr. Boonyarith	Mahamontri	1/1	100	7/7	100	-	-	-	-	-	-	-	-	-	-
11.	Admiral Apiwat	Srivardhana	1/1	100	4/6	67 ²	-	-	-	-	-	-	-	-	-	-
12.	Mr. Atthakorn	Glankwamdee	1/1	100	6/7	86 ³	3/3	100 ³	-	-	-	-	-	-	-	-
13.	Mr. Suthep	Dansiriviroj	1/1	100	7/7	100	10/10	100	-	-	-	-	6/6	100	-	-
14.	Mr. Teerayuth	Kaewcoon	-	-	-	-	10/10	100	-	-	-	-	6/6	100	-	-
15.	Mr. Apipong	Vischueskamin	-	-	-	-	7/7	100 ¹	-	-	-	-	6/6	100	2/2	100
16.	Mr. Nattawut	Yawaprapas	-	-	-	-	-	-	-	-	-	-	2/2	100 ⁴	-	-
17.	Ms. Naiyachan	Chongkolvanich	-	-	-	-	-	-	-	-	-	-	2/2	100 ⁴	-	-
18.	Mrs. Uthoomporn	Sinprajakpol	-	-	-	-	-	-	-	-	-	-	2/2	100 ⁴	2/2	100 ¹
19.	Mr. Pornsak	Chuamuangphan	-	-	-	-	-	-	-	-	-	-	-	-	2/2	100
20.	Mr. Wattana	Suninlahong	-	-	-	-	-	-	-	-	-	-	2/2	100 ⁴	2/2	100 ⁵
21.	Ms. Penpak	Vongrakvanich	-	-	-	-	-	-	-	-	-	-	2/2	100 ⁴	-	-
22.	Mr. Jaturong	Kornwet	-	-	-	-	-	-	-	-	-	-	-	-	2/2	100
Average (Number of times)			100		95.24		92.14		91.67		100		97.50		100	

¹ Started the position on May 12, 2020

² Started the position on Feb 26, 2020.

³ Resigned from the position on Dec 31, 2020 / Completed the term as Executive Committee on May 11, 2020

⁴ Completed the term on May 11, 2020

⁵ Resigned from the position on Dec 17, 2020

The summary of the directors attending the meeting of the Company's subsidiaries was described as follows;

Name			Subsidiaries			
			Sahacogen Green Co., Ltd.		Sahagreen Forest Co., Ltd.	
			Position	Attendance	Position	Attendance
1.	Mr. Sujarit	Patchimnan	Chairman	6/6	Chairman	6/6
2.	Mr. Boonkiet	Chokwatana	Director	2/6		
3.	Mr. Thirasak	Vikitset	Director	6/6	Director	6/6
4.	Mr. Viroj	Theeravattavee	Managing Director	6/6	Director	6/6
5.	Mr. Sontaya	Tabkhan	Director	5/6		
6.	Mr. Atthakorn	Glankwamdee	Director ¹	2/2	Director ²	1/1
7.	Mr. Vichai	Kulsomphob			Director ³	2/5
8.	Mr. Teerayuth	Kaewcoon			Managing Director ⁴	5/5
9.	Mr. Apipong	Vischuveskamin			Director	6/6
10.	Mr. Mahasan	Thieravarut			Director	6/6
11.	Mr. Panya	Sopasriphan			Director ⁵	2/3
12.	Mr. Sangchai	Wiriyaumpaiwong			Director ⁶	1/3

¹ Completed the term on Mar 17, 2020

² Resigned from the position on Mar 17, 2020

³ Started the position on Mar 17, 2020

⁴ Started the position as the Director and Managing Director on Mar 17, 2020

⁵ Resigned from the position on May 26, 2020

⁶ Started the position on May 26, 2020

1.4 Controller

No controller has the influence on the company's management policy or any business operation in such manner deemed as significant.

2. The Management

2.1 The Management

As of February 28, 2021, 11 management members were authorized to be responsible for their duties in accordance with the company's policies.

	Name	Position
1.	Mr. Vichai Kulsomphob	Executive Committee / Chairman of the Executive Committee ¹
2.	Mr. Vorayos Thongtan*	Executive Committee / Managing Director ²
3.	Mr. Thirasak Vikitset	Executive Committee ³
4.	Mr. Viroj Theeravatvatee	Executive Committee ⁴
5.	Mr. Sontaya Tabkhan	Executive Committee
6.	Mr. Suthep Dansiriviroj	Executive Committee
7.	Mr. Teerayuth Kaewcoon*	Executive Committee / Deputy Managing Director - Operations / Gas Fired Power Plant Management Department Manager / Biomass Power Plant Department Manager
8.	Mr. Apipong Vischueskamin*	Executive Committee / Deputy Managing Director - Management / Corporate Services Department Manager
9.	Miss Penpak Vongrakvanich*	Corporate Governance and Risk Management Department Manager / Accounting Division Manager
10.	Mr. Nattawut Yawaprapas*	Accounting & Finance Department Manager
11.	Mr. Jaturong Kornwet*	Project & Engineering Department Manager

¹ Started the position as Executive Committee on May 12, 2020 / Chairman of the Executive Committee on Jan 1, 2021

² Started the position on Jan 1, 2021

³ Completed the term as Chairman of the Executive Committee on Jan 1, 2021

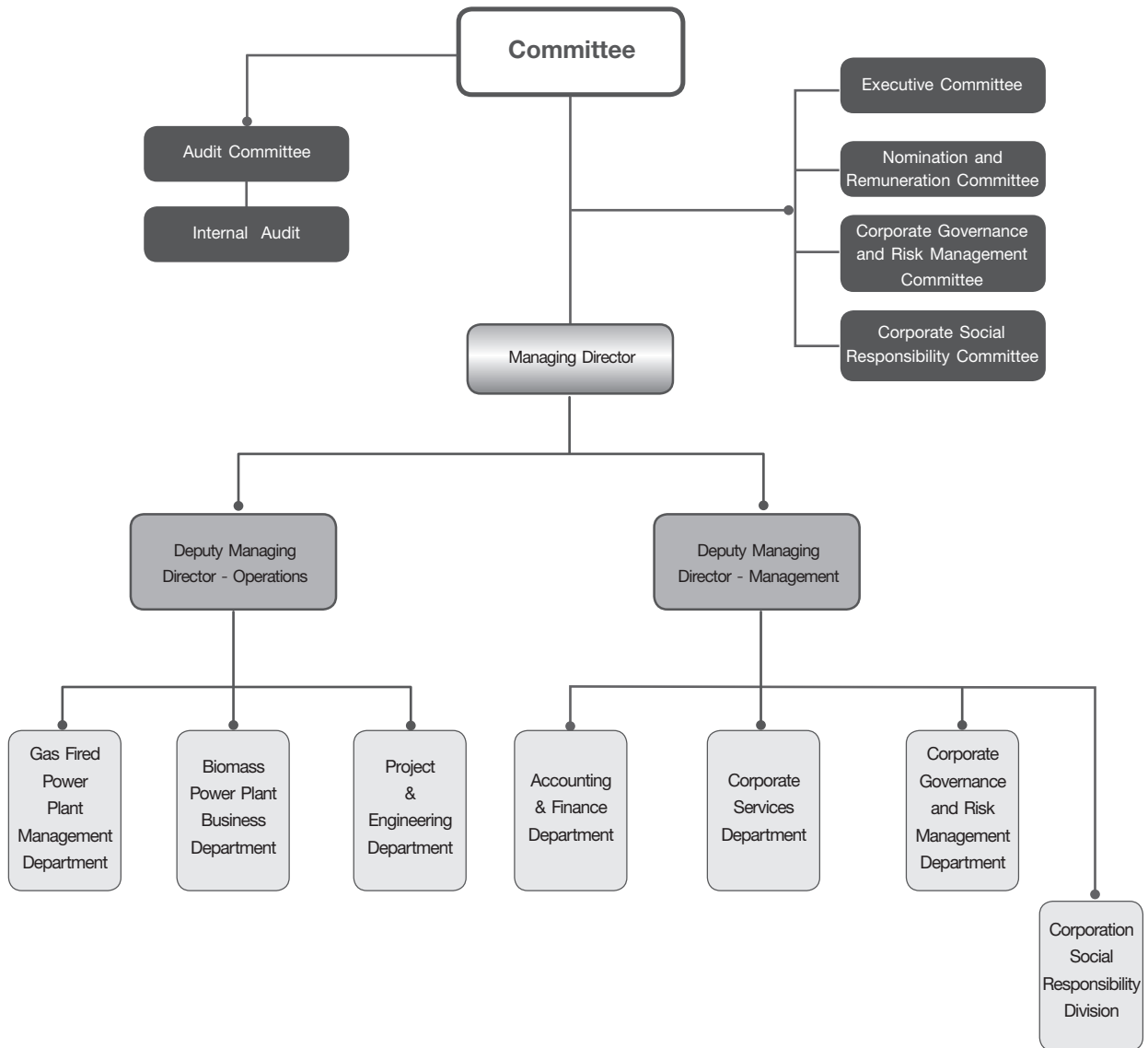
⁴ Completed the term as Managing Director on Jan 1, 2021

Remark : * management members are defined about authorities and responsibilities in accordance with the Securities and Exchange Commission.

2.2 Personal information of management members

The detail of personal information of the management members were written in the annual report and Form 56-1 via section "Personal information of the company directors, management members, authorities and company secretary".

2.3 The Company Structure as of December 31, 2020



3. Company Secretary

The Board of Directors has appointed Mr. Apipong Vischuveskamin¹ who is qualified, with sound knowledge and experiences, as the Company Secretary. He also passed the training from Thai Institute of Directors (IOD) in the course “Company Secretary Program (CSP) 113/2020” (his education and working experience written on section “Personal information of the company directors, management members, authorities and company secretary”). The Company secretary performing certain duties is required by the Securities and Exchange Act (No. 4) B.E. 2551 (2008) and assigned by the Board of Directors.

¹ Resolutions of the Board of Directors’ Meeting No. 2/2021 on February 23, 2021

The Company Secretary was assigned the following responsibilities:

1. To provide preliminary advice pertaining to laws, regulations and articles of the company, and to monitor proper and regular compliance, as well as to report any significant changes to the Board.
2. To coordinate between the company directors and the management, to supervise and coordinate matters pertaining to the relevant laws and regulations, including proceedings to ensure compliance with resolutions of The Board of Directors.
3. To organize shareholders’ meeting and the Board of Directors’ meeting in accordance with laws, company articles and other directives.
4. To record minutes of the shareholders’ meeting and the Board of Directors’ meeting as well as to monitor compliance with resolutions of the shareholders’ meeting and the Board of Directors’ meeting.
5. To oversee the disclosure of information and file the relevant reports under the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.
6. To prepare and archive the following documents:
 - Directors’ register
 - Notice of the Board of Directors’ meeting and minutes of the Board of Directors’ meeting
 - Notice of the shareholders’ meeting and minutes of shareholders’ meeting.
 - Annual registration statement (Form 56-1) and Annual report (Form 56-2).
7. To maintain report of interest reports filed by directors or executives.
8. To prepare and conduct the Directors orientation session, and provide necessary advice to newly elected directors.
9. To facilitate the communication of shareholder rights to all shareholders, as well as regularly release Company’s news.
10. To carry out other proceedings as prescribed by the Capital Market Supervisory Board.

4. Remuneration for the directors and management members

4.1 Remuneration policy and criteria for the directors and management members

The Board of Directors has appointed the Nomination and Remuneration Committee to set the budget and allocation criteria for the directors, on a comparative basis with other companies in the same business category. Consideration were given to such areas as, expansion in the company's business activities, business growth rate, operating results, together with proper reference to the authority, duty, responsibility scope, and performances by the directors, for setting the criteria on meeting allowance and yearly remuneration. Said resolution would be forwarded to the Board of Directors' meeting for their consideration prior to submitting to the shareholders' meeting for final approval of mentioned remuneration budget.

For the remuneration authorization for top management and other management members would be required to follow the criteria set forth by the company, in term of the duty evaluation and responsibility scope, as well as the performance results by the top management and management members, who would be entitled to such same remuneration criteria.

4.2 Remuneration amount

(A) Remuneration for the company directors

The remuneration, which was approved by the Annual General Meeting of Shareholders is Baht 10 million unchangeably. The disbursement of said remuneration budget required the consideration by the Nomination and Remuneration Committee, and the approval of the Board of Directors, with such disbursement not exceeding the budget amount earlier approved by the shareholders' meeting.

Structure of remuneration for the company directors

The company had set the same remuneration structure for the company directors, regardless of whether they also served as members of the Management or not, by classifying remuneration categories as follows:

1. **Annual remuneration** : paid to all directors, based on the consideration by the Nomination and Remuneration Committee, which was presented to the Board of Director.
2. **Meeting allowance** : paid to all directors attending the meeting. In case of more than 1 meeting per month, the said allowance was not supposed to be paid more than one time.

Payment details of meeting allowance payments were summarized as below:

	Position	2019	2020
1. The Board of Directors	Chairman	Baht 20,000/time	Baht 20,000/time
	Director	Baht 10,000/time	Baht 10,000/time
2. The Audit Committee	Chairman	Baht 10,000/time	Baht 10,000/time
	Director	Baht 10,000/time	Baht 10,000/time
3. The Executive Committee	Chairman	Baht 10,000/time	Baht 10,000/time
	Director	Baht 10,000/time	Baht 10,000/time
4. The Nomination and Remuneration Committee	Chairman	Baht 5,000/time	Baht 5,000/time
	Director	Baht 5,000/time	Baht 5,000/time
5. The Corporate Governance and Risk Management Committee	Chairman	Baht 5,000/time	Baht 5,000/time
	Director	Baht 5,000/time	Baht 5,000/time
6. The Corporate Social Responsibility Committee	Chairman	Baht 5,000/time	Baht 5,000/time
	Director	Baht 5,000/time	Baht 5,000/time

3. Other benefits : - None -

Payment details for remuneration of The Board of Directors and Sub-Committees

Unit: Baht

Remuneration details	2019		2020	
	Meeting Allowance	Annual Remuneration	Meeting Allowance	Annual Remuneration
The Board of Directors	970,000	2,630,000	920,000	1,375,000
The Audit Committee	120,000	-	110,000	-
The Executive Committee	380,000	-	620,000	-
The Nomination and Remuneration Committee	40,000	-	40,000	-
The Corporate Governance and Risk Management Committee	140,000	-	175,000	-
The Corporate Social Responsibility Committee	115,000	-	60,000	-
Total	1,845,000	2,630,000	1,925,000	1,375,000
Grand Total	4,475,000		3,300,000	
Board approved	10,000,000		10,000,000	

The independent directors are not independent directors of the parent company, subsidiaries, same-level subsidiaries. Therefore, the company did not make any other remuneration payment to independent directors

Payment details for remuneration of the company directors in 2020.

Name	Remuneration (Baht)							Total
	Board of Directors	Executive Committee	Audit Committee	Nomination and Remuneration Committee	Corporate Governance and Risk Management Committee	Corporate Social Responsibility Committee	Total Meeting Allowance	
1. Mr. Sujarit Patchimnan	140,000	-	-	10,000	-	-	150,000	250,000
2. Mr. Boonkiet Chokwatana	70,000	-	-	10,000	-	-	80,000	140,000
3. Mr. Vichai Kulsomphob	60,000	40,000	-	-	-	-	100,000	160,000
4. Mr. Thirasak Vikitset	70,000	100,000	-	10,000	-	-	180,000	480,000
5. Mr. Viroj Theeravattavee	70,000	100,000	-	-	-	10,000	180,000	480,000
6. Mr. Sontaya Tabkhan	70,000	80,000	-	-	15,000	-	165,000	225,000
7. Mr. Atthakorn Glankwamdee ¹	60,000	30,000	-	-	-	-	90,000	265,000
8. Mr. Suthep Dansiriviroj	70,000	100,000	-	-	30,000	-	200,000	260,000
9. Mr. Nophorn Bhongsvej	70,000	-	40,000	10,000	20,000	-	140,000	220,000
10. Mr. Amorn Asvanunt	60,000	-	30,000	-	-	-	90,000	150,000
11. Pol. Gen. Somchai Prabhasabhakdi	70,000	-	40,000	-	-	-	110,000	170,000
12. Mr. Boonyarith Mahamontri	70,000	-	-	-	-	-	70,000	130,000
13. Admiral Apiwat Srivardhana ²	40,000	-	-	-	-	-	40,000	40,000
Total	920,000	450,000	110,000	40,000	65,000	10,000	1,595,000	2,970,000

¹ Resigned from the position on 31 Dec 2020 / completed the term as Executive Committee on May 11, 2020² started the position on Feb 26, 2020.

Name		2019		2020	
		Meeting	Annual	Meeting	Annual
		Allowance	Remuneration	Allowance	Remuneration
1.	Mr. Sujarit Patchimnan	160,000	170,000	100,000	150,000
2.	Mr. Boonkiet Chokwatana	120,000	70,000	60,000	80,000
3.	Mr. Vichai Kulsompob	120,000	70,000	60,000	100,000
4.	Mr. Thirasak Vikitset	500,000	160,000	300,000	180,000
5.	Mr. Viroj Theeravatvatee	500,000	180,000	300,000	180,000
6.	Mr. Sontaya Tabkhan	120,000	130,000	60,000	165,000
7.	Mr. Atthakorn Glankwamdee	350,000	150,000	175,000	90,000
8.	Mr. Suthep Dansiriviroj	120,000	180,000	60,000	200,000
9.	Mr. Nophorn Bhongsvej	160,000	120,000	80,000	140,000
10.	Mr. Amorn Asvanunt	120,000	120,000	60,000	90,000
11.	Pol. Gen. Somchai Prabhasabhakdi	120,000	110,000	60,000	110,000
12.	Mr. Boonyarith Mahamontri	120,000	70,000	60,000	70,000
13.	Admiral Apiwat Srivardhana	120,000	20,000	-	40,000
Total		2,630,000	1,550,000	1,375,000	1,595,000
Grand Total		4,180,000		2,970,000	

Remuneration details for the directors of the Company's subsidiaries in 2020 as below:

- Sahacogen Green Co., Ltd. : None
- Sahagreen Forest Co., Ltd. : Baht 500,000 (Approved by shareholders' meeting held on March 17, 2020.)

Name			2019		2020	
			Meeting Allowance	Annual Remuneration	Meeting Allowance	Annual Remuneration
1	Mr. Sujarit	Patchimnan	80,000	-	80,000	-
2.	Mr. Thirasak	Vikitset	70,000	-	70,000	-
3.	Mr. Atthakorn	Glankwamdee ¹	60,000	-	50,000	-
4.	Mr. Viroj	Theeravatvatee	70,000	-	70,000	-
5.	Mr. Vichai	Kulsomphob ²	-	-	-	-
6.	Mr. Teerayuth	Kaewcoon ²	-	-	-	-
7.	Mr. Apipong	Vischuveskamin	90,000	-	100,000	-
8.	Mr. Mahasan	Thieravarut	65,000	-	65,000	-
9.	Mr. Panya	Sopasripun ³	65,000	-	65,000	-
10.	Mr. Sangchai	Wiriyaumpaiwong ⁴	-	-	-	-
Total			500,000	-	500,000	-
Grand Total			500,000		500,000	

¹ Resigned from the position on Mar 17, 2020

² Started the position on Mar 17, 2020

³ Resigned from the position on May 26, 2020

⁴ Started the position on May 26, 2020

- (B) Remuneration for management members: Referred to the remuneration for the Executive Board members, the 4 top-ranking executives under the Managing Director, and other executives in the same level as the 4th ranking executive. The remuneration details were classified into salary and patron accorded their status as company employees. (The company disclosed in the annual report and Form 56-1, the topic of corporate governance: ethics in business operations, clause 6, employees)

Remuneration for Executive Committee and Management

(Unit : Million Baht)

Remuneration	2019		2020	
	Numbers	Amount	Numbers	Amount
Salary and Patron	11	24.54	11	25.29

4.3 Other Remuneration

The company has established welfare and other compensations apart from salary and bonus contribution to the management and all employees. These reflect domestic economic conditions such as the provident fund, health, life and accident insurance, in accordance with the company's policy and regulations related to the operational performance. The Company has no policy to pay other remuneration except the remuneration of directors or employee. There are no shares, debentures or other securities are given to executive directors.

(A) Other remuneration for the company directors

- None -

(B) Other remuneration for Executive Committee and Management

The Executive Directors, together with the 4 top-ranking executives under the Managing Director, and other executives in the same level as the 4th ranking executive, altogether received the company's contribution to their provident funds.

Other remuneration details for Executive Committee and Management

Other Remuneration	2019		2020	
	Numbers	Amount (Baht)	Numbers	Amount (Baht)
Provident fund contribution	7	824,304	7	882,174
Total	7	824,304	7	882,174

5. Employees

5.1 Organization structure and workforce policy

Human resource is the key driver of the organization. The organization structural design and workforce level are the crucial part to support business operation. Sahacogen and affiliates designed organization structure, set position and workforce based on workload.

5.2 Recruitment and hiring policy

The company seeks for the talents based on capabilities and morality to be the key drivers of the company. The workforce will be determined in accordance with the business plan. The candidates will be treated equally throughout the recruitment process. Failing in the recruitment would be notified to the candidates. The training and development as well as the rotation are normal. The outstanding staffs would be able to be appointed to the more challenging position and replace the vacant position. Internal recruitment and external recruitment are normal for the company.

Hiring Policy

1. The company will not accept forced labor in all kind of employment.
2. The company will comply with laws, regulations and rules in fair protection of employees.
3. The company has the hiring system with the legitimate employment contract with the clear employment agreement.
4. The company will recruit employees based on the abilities and efficiency instead of the appearance or personality.

5.3 Performance management policy

Sahacogen group has fair evaluation process. The key performance indicator (KPIs) will be used in setting organization, department and individual targets. The company also evaluates competency level in terms of capability, skills and behavior based on organization's expectation.

5.4 Compensation management policy

Total remuneration of employees includes salary, overtime wage, allowance, fringe benefit, and provident fund details are in the table below.

Department	Sahacogen (Chonburi) PCL.	Sahacogen Green Co., Ltd.	Sahagreen Forest Co., Ltd.
Office and Support	42	49	7
Operation	16	37	38
Total	58	86	45
Remuneration (Million Baht)	57.85	30.7	17.85
Provident Fund (Million Baht)	1.15	1.02	0.55
Employees participating in the provident fund (%)	92%	94%	93%
Labor Dispute During the past 3 years	- None -	- None -	- None -

Sahacogen group puts the priority to the fairness in compensation policy. The compensation will be considered based on individual responsibilities and gender equality. The payment will be constantly monitored to be in line with industry standard, competitors in the same area, and comply with labor law in order to attract new talents and motivate the existing employees. The company compensation composes of 2 parts.

1. Short-term compensation

- **Salary** : The compensation will be based on company's growth, operating result, inflation, individual responsibilities and appraisal results. The individual performance will be annually reviewed by supervisor based on set competency and key performance indicators (KPIs). The payment will be complied with the company's policy for the benefit and fairness of the company and employees.
- **Bonus** : The Company has authorized the Managing Director as the one who considers and proposes the annual bonus payment as the appreciation to the dedication in achieving the operational goal. Bonus payment is stated in the company's management policy (the amended version as of B.E. 2020).
- Welfare and money allowance

2. Long-term compensation

- **Provident fund** : The Company has set up the provident fund as the long-term welfare, to promote the money saving for employees and to persuade employees to loyalty work for the Company. The employees that are the members of provident fund will get the additional pay 5% of their wage by the company added to the fund. The members must pay the same amount to save into the fund as well. However, the company gives its employees the opportunity to pay their savings into the fund more than the company does in accordance with the specified rate in the Provident Fund Act. The deduction of wages as savings paid into the fund shall not be more than 15% of the wage. When the employment is terminated, the employees will receive accumulated fund, contribution and the net profit of the fund.
- Reward considerably for employees who served the company for long term such as 10 or 20 years anniversaries
- Retirement fund
- The support for career advancement based on career path

The employee stock options program (ESOP) and the employee joint-investment program (EJIP) are not the major factor that will retain the company executives and employees. The ones receiving such benefit will be subjected to the individual income tax. The Board of Directors will consider about this type of benefit depending on the situation and appropriateness.

Compensation Policy

1. The company has set the compensation level not lower than the minimum wage required by law or industry's standard. The payment must be made with justice and fair treatment regardless of the difference of nationalities, religions, and genders. The similar work will yield the same amount of payment.
2. The company fairly considers the compensation to show the differences in abilities and capabilities. The payment guideline will be associated with the performance appraisal practice and promotion.
3. The company has the reliable and transparent system to record and report.

5.5 Welfare

The company has focused on the providing standard welfare complying with law requirement i.e. drink water service, toilet, first aids, ambulance, uniforms. The extra support also covers annual health check-up, funeral welfare, marriage, birth giving, teeth and eye care. The company disclosed information about welfare in the sustainable development report section "Social"

The company also supports recreation activities allowing employees to relax from work and creating the unity and organizational commitment that will indirectly cause the operational efficiency and sustainability of the organization. The company disclosed information about welfare in the sustainable development report section "Social"

Workforce Relationship Policy

1. The company allows the employees to participate with the Welfare committee by commenting, ideas sharing and making decision regarding the welfare.
2. The company will act in accordance with laws and employees' rights based on contract type.
3. The company will not obstruct, intervene or take any action that will cause the effect on exercising the rights of employees to do activities that is not harmful to the company. The activities includes actions regarding the religious believes, genders, disability, ethnic origin, union membership and political party membership.
4. The company has provided the whistle-blowing system as the mean to communicate and create the mutual understanding with employees.

Sahacogen and affiliates pays attention to employees' wellness. The 6 guidelines to employees' happiness were conducted and called "Sahacogen Happy Family". The company also has the employee benefits committee to enhance the involvement of the employees in managing the activities in this project.

Sahacogen Happy Family Project composes of 6 topics.

1. Happy Health (Being Healthy)

- Provide life insurance and health insurance for employees and their family members
- Provide annual health checkup service and risk-based health checkup service
- Provide information about basic health care topic such as Office syndrome , First Aid & CPR
- Provide medical supplies for employees
- Organize the company sport day including sport competition among company group's staff and fun games competition
- Organize the Best Healthy project



2. Happy Heart (Being Kind)

- Send company representatives to visit sick employees
- Provide welfare in case of natural disaster such as flood, storm, fire
- Provide support fund for the employees' parents or spouse funeral
- Promote blood donation for the Thai Red Cross Society
- Support the old calendar donation project
- Support donation activity called "Happiness Sharing (Pun-Sook)"



3. Happy Brain (Support continuous learning process)

- Support learning activities both on the job and after work
- Provide training courses and seminar
- Provide E-Learning system, VDO, Internet and intranet facilities
- Promote book donation project and book exchange among employees
- Promote the activity called "Employees' Knowledge Week" to help repeating the knowledge in different areas for employees



4. Happy Soul (Morality)

- Organize traditional cultural events and making merit on religious holidays
- Organize training courses to promote morality and ethics for management and employees



5. Happy Family

- Provide provident fund: The Company supports by adding 5% of wages into the fund. Employees are allowed to add to the fund at the higher rate but no more than 15% of wage as required by law.
- Provide gratuity as the rewards for retirement
- Provide Co-op service for employees in Sahaphat group
- Provide housing loan service together with the Government Housing Bank (GH Bank)
- Provide support fund for family when employee passes away Such as weddings, ordination and childbirth
- Organize “Sahacogen Family Day”



6. Happy Society

- Support Anti-drug project
- Support public service project to do activities for society
- Promote the employees' care for the society through various projects such as volunteer as firefighter to fight against wild fire incident, and teaching local kids to plant the home-grown vegetables



Happy Workplace The company also supports projects to create happy workplace environment. There were several activities have been launched to stimulate the bonding and good relationships among employees, managers and executives.

- **Support “You are my buddy”** project to create the good relationship among co-workers and create chances for talking that will lead to caring ambient.



- **Support “Relaxation after the long, tiring work”** project to let employees have recreation session to play card games during lunch break.



- **Support “Happy birthday”** project by letting colleagues gathering wishing for the birthday employees.



- **Clinic for workforces**, the service to give advice on human resource management topics including problems in workplace and personal issues



The activities engagement was promoted by collecting points to redeem via Loga application. The point could be earned by finishing task(s) as follows.

1. Being the committee of working group member
2. Attending activities (internal and external) and filling the evaluation form from departments
3. Participating question and answer activities
4. Participating comment for improvement activities
5. Participating in competition
6. Having supportive actions for society and other people, and sharing (i.e. internal knowledge sharing, blood donation, items donation)
7. Reporting any clues for company's benefits



In 2020, there were 165 out of 189 employees participated in point collection via the Loga application or equivalent to 87% which achieved the 70% target.

Channel of Communication

Sahacogen group is open to messages from employees by providing channels for communication such as comment box and intranet message. Suggestions and comments will be reported to the Board of Directors for discussion. The fair treatment for employees at all level is the standard the company holds on to. The whistle-blower will be protected. The company has set monthly meeting to allow employees to express their ideas to the sub-committee. The meeting's objective is creating the understanding and bonded relationship within the organization.

The company's first Livestream of Town Hall meeting was arranged via Zoom application. The open talk session by the top management ; Mr. Teerayuth Kaewcoon Deputy Managing Director - Operation and Mr. Apipong Vischueskamin Deputy Managing Director - Management, focused on communicating the company's direction, policies and operating result. The questions from employees were also welcomed. The communication helped reducing the miscommunication and misunderstanding. The management also get ideas and suggestion directly from employees.



The activity was successful by having 159 employees out of 189 employees attending the meeting which was equivalent to 84%.

In 2020, during the pandemic of Coronavirus Disease 2019 (COVID-19) situation, the management had managed the safety of employee while having the business continuity. The management announced the policy to separate workforce into teams and shuffle to work from home in order to reduce the risk of diseases spread. The necessary items were sufficiently provided i.e. surgical mask. The communication was made regularly to employees and family members aiming to create moral support and get ready to go back to work when the situation resolves. From the situation monitoring, there was no incident of infection among employees.

Coronavirus Disease 2019 (COVID-19) Prevention Policy

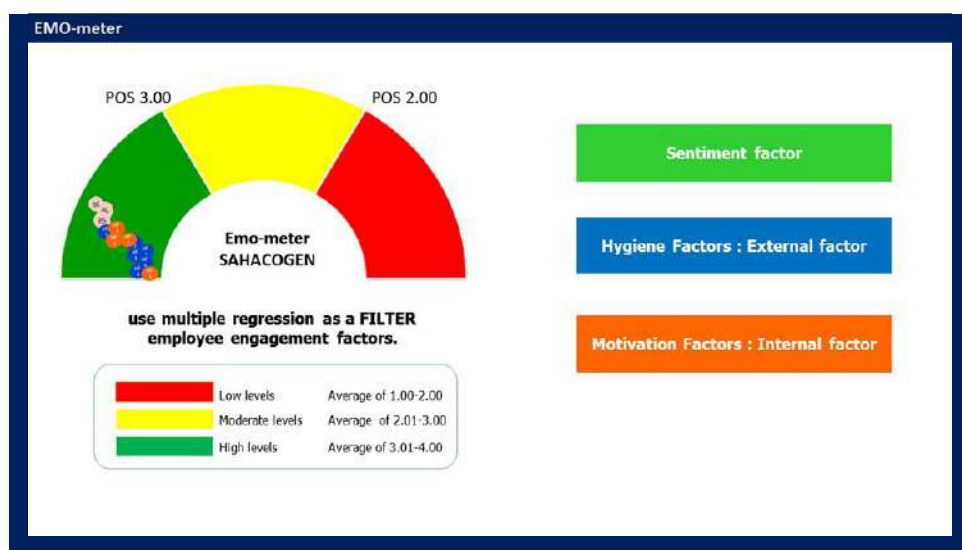
Work From Home	Daily Report	Lock up	Social Distancing	Mask	Hand sanitizer service point
<ul style="list-style-type: none"> Work from home 	<ul style="list-style-type: none"> Daily Report of health conditions and location 	<ul style="list-style-type: none"> For Critical Position 	<ul style="list-style-type: none"> Meeting via MS Teams / Zoom application 	<ul style="list-style-type: none"> providing surgical / fabric mask 	<ul style="list-style-type: none"> Provide hand sanitizer service



Employees' engagement survey and employees' happiness

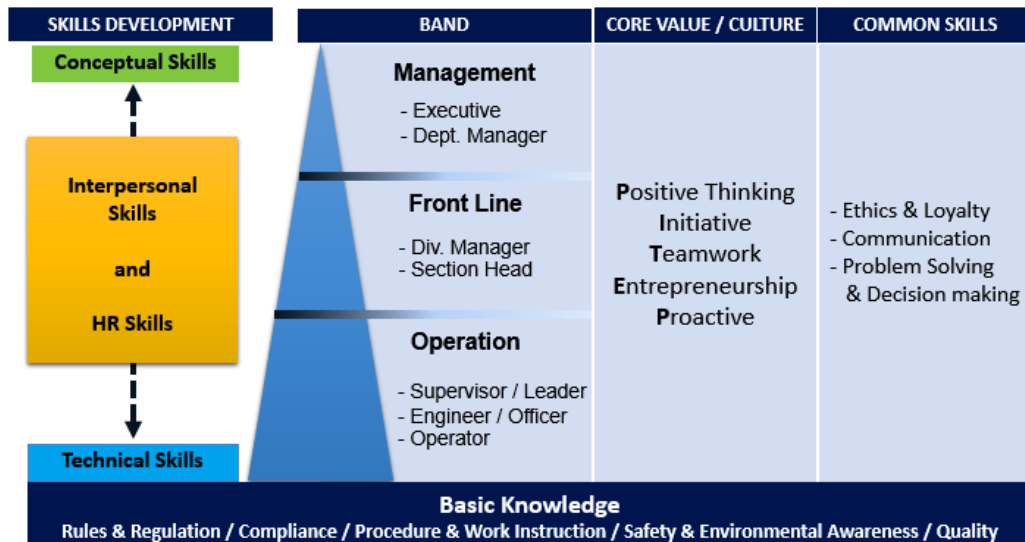
Sahacogen group did the survey on "Employee Engagement" by using Emo-meter as the tool. The result can be determined in 3 levels which are "High" (Green) the average of 3.01-4.00, "Moderate" (Yellow) the average of 2.01-3.00, and "Low" (Red) the average 1.00-2.00.

In 2020, the employees responded to the survey were 165 people which was equivalent to 90.66% of total employees. The employees' happiness and engagement level were considered high. The result was average at 3.50 points. The external factor was average at 3.28 points. The internal factor was average 3.33 points. The information received from the survey would be used in operational improvement, capability improvement and welfare planning to ensure the employees' satisfaction and organizational pride.



5.6 Human Resources Development

Sahacogen and affiliates realize the potential of employees and regards them as a valuable resource for leading the Company to the efficient growth. As a consequence, the company focuses on developing and enhancing human resource capabilities to serve the company's goals, policies and strategic direction.



This table depicts the group of company's human resource development policy. Sahacocgen group focuses on enhancing employees' capabilities at all levels. The development plan can be divided into 4 main groups.

- 1) **Basic knowledge trainings** are courses that focus on providing basic information that is useful for the new employees. The examples are rules, workflow and procedure, quality management, safety standard, occupational health and environment.
- 2) **Common skills trainings** are useful for employees in every function. The training topics will cover ethics, morality, honesty, ability to work as a team, communication skill, and decision making skills.
- 3) **Core value enhancement courses** are aiming to create corporate culture set the guideline for code of conduct among employees "PITEP". The example of the topic covered in this group are positive thinking (P), innovative ideas (I), working as a team (T), entrepreneurship (E) and proactive work style. (P)
- 4) **The knowledge and skills development based on job position can be divided into 3 levels.**
 - **Management level** : adding visionary idea, planning skill, proactive thinking skill, for running business in the changing circumstance
 - **Front Line level** : adding management skills to effectively serve the company's goals and direction as well as creating pleasant teamwork environment.

- **Operational level** : adding knowledge and skill based on the scope of work. The main purpose is focusing on customers' needs. The trainings will be provided in different methods such as internal training, external training, on the job training, job delegation and coaching.

1. Training

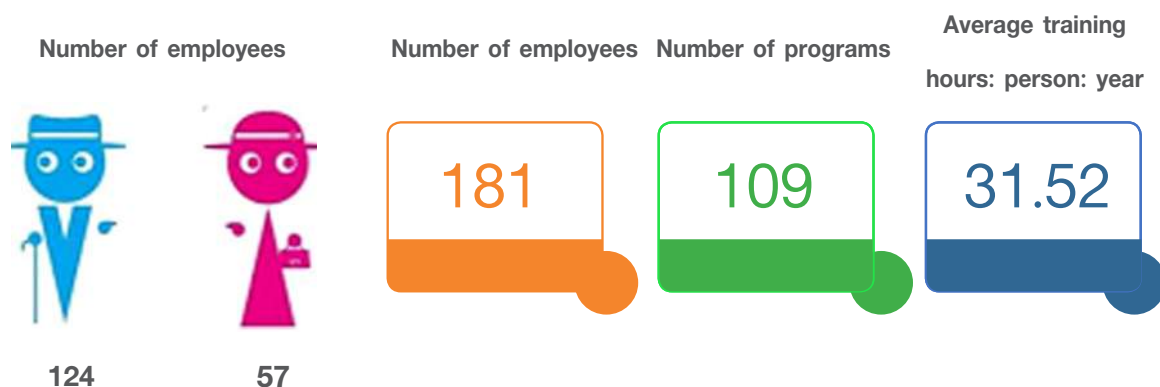
The Human Resource Department has set the development plan to ensure employees at all levels will be equipped. The training methods will be provided in various ways. These competencies will be used in analyzing and defining the training courses for each individual which is called "Training Roadmap: TRM" TRM composes of 3 main groups as follow.

Standard Course	Managerial Course	Specific Course
Required by law or regulations, rely on corporate value, relating to ethics	Mostly are for management skills improvement and general topics	Suitable for specific job functions



In 2020, Sahacogen and affiliates had set the development plan, internally and externally courses. The training program was adapted according to the Coronavirus Disease 2019 (COVID-19) situation and measures such as the on-line webinar training etc. The target 80% of 127 training courses was set. The result of 109 courses were attended or 85.83% achieved with 0.83% higher than the target as shown below.

Topic	Sahacogen (Chonburi) PCL. (SCG)	Sahacogen Green Co., Ltd. (SGN)	Sahagreen Forest Co., Ltd. (SGF)	Total
Course				
• Standard Course	7	8	8	23
• Managerial Course	1	6	4	11
• Specific Course	23	23	29	75
Total	31	37	41	109
Numbers of attendants				
• Manager	16	2	1	9
• Section Head	14	10	6	30
• Leader / Engineer	3	12	7	22
• Officer	18	61	31	110
Total	51	85	45	181
Period				
• Total hour	1,524	1,777	1,970	5,2701
• Manager (hours/person/year)	31.88	14.50	76.50	40.96
• Section Head (hours/person/year)	23.06	15.50	48.45	29.00
• Leader / Engineer (hours/person/year)	19.33	21.50	46.85	29.23
• Officer (hours/person/year)	35.15	21.89	41.12	32.72
Average (hours/person/year)	29.87	20.91	43.78	31.52



The example of In-house Training

1. Standard Courses required by laws or regulations

1.1 The training courses about safety, occupational health and environment This group of training courses focuses on teaching how to use specific tools and operate under the safety procedures.

- **Basic Fire Fighting Training Course**



- **Hazard Chemical and Spill Management**



- **The consciousness of conflagration course**



- **The 4 people and cranes operation course** (1. The crane controller 2. The object attachment 3.The crane operator 4. The signaling person to the crane operator)



1.2 Internal Organization Management Courses to promote the understanding of organization management concept and to properly deliver their work complying with the management policy

- **The Personal Data Protection act B.E.2020**



- **Cyber security and IT Awareness**



2. Managerial Course

2.1 Training courses in management field to support the learning of planning, controlling, checking, and monitoring tasks to effectively and efficiently achieving the business goals

- **The operational plan and budgeting**



- Problem solving, decision making and critical thinking



3. Specific Course

3.1 Training courses for core function to help the operational staff in the operating system and maintenance function get used to the tools and machine usage procedure

- **Maintenance Planning and Scheduling Basic of Boiler**



- **Plant available – reliable & efficiency / Power plant indicator**



- **Maintenance management / the basic knowledge of bearings**



- **Generator System and Generator Protection, Basic of Generator Turbine**



- **The use and maintenance of valve and stream captive system / Pump selecting technique in industrial work and service**



3.2 **Training courses for support function to help the operational staff to have wider range of knowledge in the areas of the operation.**

- **Communication for good co-operation / Communication in crisis situation / Social Media for publication and communication in Thailand 4.0 environment**



- **IT Audit for Non - IT Auditor Masterclass / Data security**



- Inventory management (Tracking system) / Basic accounting for cost analysis / Company's Costing



- Air pollution prevention and control / Water pollution prevention and control



- Data preparation for annual shareholders' meeting / Directors and executives pool of listed companies and issuers (TIA)



Public Training

The external training courses will mostly develop skills for specific job functions. Usually the external training will be selected for individual improvement. The staff attended the public training will later on share their knowledge internally within the department.

Online Training

The company arranges online training courses through variety of channel i.e. Zoom Application, Microsoft Teams and Facebook. The online training courses allow employees to stay motivated and get equipped even though there is the outbreak of Coronavirus Disease 2019 (COVID-19).



Online training courses instructed by external trainers

Online training courses instructed by external trainers

Number	Topic
1	CGR Workshop : Enhancing Good Corporate Governance based on CGR Scorecard : Association of Thai Institute of Directors
2	The secrets of success about custom clearance and investment promotion : The Board of Investment of Thailand
3	Online seminar "GURU Talk by PMAT : HR in COVID 19 Situation" : Personnel Management Association of Thailand
4	The introduction to exporting business #136 : Department of International Trade Promotion, Ministry of Commerce
5	Webinar : Cyber security and 8 types of cyber-attack: Enterprise ITPro
6	Online training on the topic "Road to Certify" 2/2563 : Association of Thai Institute of Directors
7	Online seminar on the topic "Company preparation for Personal Data Protection Act": Dharmniti seminar and training Co., Ltd.
8	Innovation, crisis handling and organization fostering : The new perspective towards BCM in the pandemic of COVID-19 #1 : Siripattana Training Center
9	ASE2020 Webinar Series#1: Impact of COVID-19 Pandemic on ASEAN Energy Sector : Ministry of Energy
10	Business ethics to sustainable success : Vickk Training
11	Online seminar on the topic "Greenhouse gas reduction policy, opportunities, challenges and assessment" : The Securities and Exchange Commission

Online training courses instructed by internal trainers

Number	Topic
1	Personal Data Protecting Act. training course
2	IT awareness and cyber security training course
3	Zoom application training course

2. Corporate Core Values

Sahacogen group has “PITEP” core values as the core ideas to create corporate culture and group company identity.

The human resource management within the framework of “PITEP” aims to push the organization forward with clear goals. The clear organization goals lead to the vivid team and individual targets with clear measurement methods and indicators.

In the past year, the company promoted “PITEP” core value through announcement board, intranet system, and the interactive activities. The details of the actions taken are disclosed in “Nature of the Business” of the company’s annual report and Form 56-1.

- **Core value promoting and the anti-corruption activity**



3. Knowledge management

Long term goals of human resource management are not only focusing on the benefit returning to the company. The company also pays attention to the development for individuals self-learning and self-developmen. The information technology system has been adopted to enhance learning efficiency and promoting knowledge sharing culture within the organization. All employees are free to access and add new topics of knowledge relating to work in to the database. The centralized system called “Share & Show” is easy to access through the Alfresco program.



During the year 2020, 90 topics were added into the internal knowledge sharing system. The system is the support function for employees' continue self-study and the internal knowledge management tool.

Topic	Sahacogen (Chonburi) PCL. (SCG)	Sahacogen Green Co., Ltd. (SGN)	Sahagreen Forest Co., Ltd. (SGF)	Total
Knowledge Management Sharing				
• training / seminar	20	9	42	71
• Internal knowledge (KM)	10	8	0	18
• laws and regulations	0	1	0	1
Total	30	18	42	90

4. Leadership development

The middle management plays the important role in bringing in the policy into the operation. Good management and supervisors should work closely with the operation level and be the role model. Sahacogen group train the middle management to have basic management skills such as teaching, delegating, appraisal, individual development plan based on training roadmap. The human resource policy also supports continuous learning and improvement as well as job rotation. The rotation objectives are creating the new learning scopes, adding new experiences in different functions and being ready to new challenges.

5. Supporting employees to be ready for change

Change in business trend and global economic situation provide opportunities to business. However, changes are also threat to company sustainable growth. Sahacogen always support the flexibility and adaptability to changes for individual. We set the expectation to the employees to be flexible, be expressive to the innovative ideas, act professional, comply with code of conduct and be the good civilian in any community they would be assigned to work.

6. Motivating and inspiring employees

One of the most important things the Company pays attention to is to motivate or inspire employees to work more efficiently. Moreover, motivating coming from good-role-model-supervisors' leadership can push employees to create masterpiece. Supervisors and managers working for the Company for ten years or over are the main key to pave the way for growth and success toward the Company. These supervisors and managers are leaders of motivation and inspiration, mentors and examples of working standard for their subordinates and employees in the next generation.

To ensure human resource development plan and actions are efficient and effective, the evaluation method has been designed. Supervisors are assigned to be the supporter and appraisal conductor.

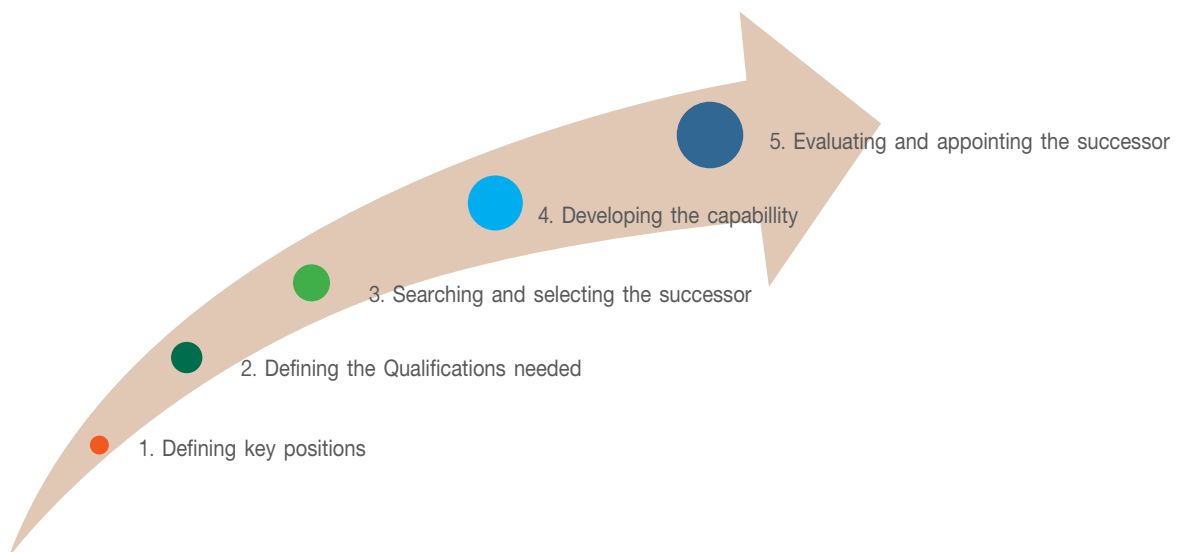
The evaluation resulted from human resources development can be categorized in 3 main matters; that is, knowledge, skills and behavior.

1. **Knowledge** is tested by comparing the result of pre-training and post-training results. The evaluation will help in ensure the employees understand and ready to utilize the knowledge gain from the trainings. The evaluation includes
 - pre and post testing
 - Interview
2. **Skills** is the evaluation in operation capability to ensure that employees are able to do their functions of responsibilities. The skills will be tested by
 - The observation by supervisor
 - On the job training
3. **Behavior** is the result shown in action. The company has set the required competency with specific description and defining score. The evaluation will be conducted by the direct supervisor.

The succession plan

The company realizes the human capital is the key resource to drive the business especially the main position. The succession plan has been developed to ensure the business continuity.

The succession plan is a proactive plan that keeps the organization ready to occupy the “key position” immediately. The plan is the defined actions based on the forecast taking into account the relevant situations such as retirement, resigning to join other organization and uncontrolled emergency. The selected employees will be built internally based on the skills and capabilities. If there is no suitable candidate then the organization will recruit from outside. The process of succession plan is set in steps as shown in the chart.



The Board of Director has set the successor development policies as stated below.

1. Define the description for highest executive position, the relatedness to corporate strategy and stated the qualification in terms of background knowledges and needed skills
 2. Identify potential capable people from the lower level of management
 3. Provide analysis result for individual stating strengths and weaknesses
 4. Setup individual development plan
 5. Provide opportunities to let middle management to work closely with top management internally and across functions
 6. Identify the lower level of management who is capable to be the successor
 7. Prepare top management to able to handle work in other function in case needed
 8. Prepare specialists to be ready for managerial job functions
 9. Provide opportunities to let middle management to exercise manage skills within the division and across function
 10. Provide training courses for top and middle management in terms of responsibilities, business ethics and focusing on organization benefits
 11. Provide training courses to teach the planning technique and systematic thinking
 12. Provide systematic working plan creation for the lower level of management
- Provide job rotation to some positions in management level for business efficiency improvement

Corporate Governance

In addition to investors' trust and confidence, the Board of Directors Company believes that compliance with the Good Corporate Governance Code, which is the foundation of sustainable development and business value creation, will bring about competitiveness and desirable profitability. To this end, the Board has considered long-term effects, ethical business practices, respect for and responsibility towards shareholders and stakeholders, benefits to society, eco-friendly developments, the minimization of environmental impact, and the ability to cope with change.

Pursuant to the Corporate Governance Code for Listed Companies 2017, the Board has issued The Good Corporate Governance Code, Second Edition. The company will annually review the code and announce to all directors, executive officers, and employees. The Company's CG guideline comprises of the following elements:

- The Good Corporate Governance Policy
- The 8 Good Corporate Governance Principles
- The Business Ethics
- The Code of Conduct for Directors, Executive Officers, and Employees

Corporate Governance Policies

The Board of Directors believes that the good corporate governance system with transparent management, the balance of power and sufficient and appropriate internal audit will be the key drivers to enhance the development of the organization's long term growth and sustainability.

The Board of Directors thereby prescribed the following corporate governance policies as a practice guideline for the Company Directors, Executives and all employees.

1. Company Directors, Executives and all employees are fully committed to the application of corporate governance principles, business ethics and Codes of Conduct for Company Directors, Executives and employees to Company operations.
2. Company Directors, Executives and all employees must perform their duties responsibly, prudently, earnestly and honestly in accordance with the relevant laws, Company Articles and Notifications.
3. Actions shall be taken to ensure that the Company management structure contains clear prescriptions of powers, duties and responsibilities of each Company Committees and Executives.
4. An internal control system shall be installed and risks management shall be managed at suitable levels, including an accounting system and financial statement which are accurate and reliable.
5. Information shall be disclosed in a sufficient, reliable and timely manner to the extent that the legitimate interests of the Company are not prejudiced.
6. The ownership rights of shareholders shall be appreciated and respected. Shareholders shall be treated equitably.
7. Undertakings shall have regard to the responsibilities of shareholders, stakeholders, communities, society and the environment.

8. There shall be a determination to strive towards business excellence with commitment to the creation of customer satisfaction by receiving comments and self-assessments in order to enhance management capabilities and continually promote productive creativity.
9. Virtue, ethics and good values shall be instilled. Employees shall be treated fairly with a commitment to develop and enhance the capabilities of personnel.
10. Dishonest conduct, corruption and intellectual property violations shall be suppressed. Laws and human rights shall be respected.
11. Conflict of interests shall be dealt with prudently and reasonably with due regard for the Company's interests.

On this matter, the Company has revealed corporate governance policies, CG Code (the second edition), business ethics, and code of conduct for Company directors, the management and employees to employees, shareholders, and general public via the Company website, under the heading "Corporate Governance".

The 8 Good Corporate Governance Principles

Principle 1 The Board of Directors shall be aware of its leadership roles and responsibilities in the creation of the Company's sustainable prosperity.

The Board shall place a great deal of importance on its awareness of its roles and responsibilities as leaders of the Company and as caretakers of shareholders' and stakeholders' interests. To this end, the Board shall establish both present and long-term business strategies and directions. The Board shall also ensure the transparency of the Company's operations as added value on the road towards sustainability.

Principle 1.1

The Board shall determine the Company's vision and mission statements, which steer directors, executive officers, and employees towards the same goals. The vision and mission statements shall be annually reviewed.

Guidelines

1. The Board shall determine the Company's vision and mission statements, objectives, targets, strategies, operational policies, and budgets. Board members shall freely express their opinions while conducting an annual workshop with senior management to establish directions for the Company.
2. The Board shall review company objectives and targets annually to ensure that executive officers are able to execute their plans according to the Company's directions and strategies.
3. The Board shall grant executive officers the freedom to express their opinions and hold discussions to establish the framework of the Company's directions and prepare for events of economic significance.
4. The Board shall offer management-related advice, suggestions, and guidelines, which will be used to establish clear plans and in the allocation of major resources to ensure the achievement of objectives.
5. The Board shall communicate company policies, goals, and directions to everyone in the Company in the following manners:

- To executive officers via meetings, and
 - To employees via meetings and internal communication.
6. The Board shall monitor and assess the Company's performance. In this regard, management shall be tasked with preparing and presenting a performance report to the Board at least once every quarter.

Principle 1.2

The Board plays an important role in driving forward all aspects of the Company's organizational culture by supporting and encouraging good corporate governance, competitiveness, and desirable profitability. To this end, the Board shall consider long-term effects, ethical business practices, respect for and responsibility towards shareholders and stakeholders, benefits to society, eco-friendly developments, the minimization of environmental impact, and the ability to cope with change, all of which creates long-term value for the Company.

Guidelines

1. While evaluating the Company's performance, the Board shall consider not only its financial results but also other factors, such as the Company's ethical conduct and environmental impact, by reviewing and approving the proposed environmental management and corporate social responsibility policies.
2. The Board shall play a leading role in creating and driving forward a steadfast organizational culture of ethical conduct. As leaders, board members shall serve as role models and set an example of compliance with good corporate governance principles.
3. The Board shall provide in writing policies and guidelines of good corporate governance, business ethics, and code of conduct, applicable to all directors, executive officers, and employees.
4. The Board shall oversee communication to all directors, executive officers, and employees to ensure their understanding of good corporate governance. The Board shall also make certain that adequate mechanisms have been put in place for regular monitoring, reviewing, and reporting of their compliance with the Company's policies and guidelines.
5. Due to constantly changing factors, the Board shall always monitor current news and events, especially economic conditions and other crises that may affect the Company's performance. Strategies and revenue targets shall be established in accordance with the Company's risk appetites and tolerances. The Board shall promote risk management as an integral aspect of the Company's organizational culture and supports the adequate management of risks that may hinder the achievement of the Company's objectives and strategies. The Risk Management Committee shall oversee matters of risk management.

Principle 1.3

The Board shall oversee that all directors, executive officers, and employees perform their fiduciary duties responsibly and prudently, and that the Company operates in accordance with applicable laws, Articles of Association, related notifications, and resolutions passed at general meetings of shareholders.

Guidelines

1. The Board shall ensure that all directors and executive officers perform their fiduciary duties responsibly and prudently, pursuant to applicable laws, rules, and regulations.
2. The Board shall provide adequate systems and mechanisms to ensure that the Company complies with applicable laws, Articles of Association, related notifications, and resolutions passed at general meetings of shareholders, as well as established policies and guidelines. In addition, any major transaction shall be approved through a due process pursuant to the rules of law.

Principle 1.4

The Board shall demonstrate a thorough understanding of the scope of its powers, duties, and responsibilities. The Board shall clearly define the roles and responsibilities of the President and management, as well as ensure that the President and management properly perform their duties.

Guidelines

1. The Board shall appoint committees to oversee specific matters and report back to the Board.
2. The Board shall provide charters for itself and for each of the committees, by which the roles and responsibilities of directors are defined. These charters shall serve as points of reference for every director. Each charter shall be reviewed at least annually.
3. The Board shall assign duties and responsibilities to management, as well as monitor its performance, including
 - 1) Reports on operating results and assigned tasks;
 - 2) The scope of powers, duties, and responsibilities of the President; and
 - 3) Annual review of the executive authority or approval process handbook.

Principle 2 The Board of Directors shall define the Company's objectives to ensure sustainability.

Principle 2.1

The Board shall define or oversee that the Company's long-term objectives promote sustainability by creating value for the Company itself, in extension to its customers, stakeholders, and society at large.

Guidelines

1. The Board shall oversee that the Company has clearly defined and suitable long-term objectives that support its business model. The Board shall ensure company-wide communication of these objectives to drive everyone in the same direction by establishing the vision and mission statements, as well as organizational values that reflect good corporate governance.

2. The Board shall develop a business model for sustainable value creation for the Company itself, its stakeholders, and society, taking into consideration the following factors:
 - 1) The Company's ecosystem, including changes to business conditions and opportunities, and the Company's effective use of innovation and technology;
 - 2) The needs of its customers and stakeholders; and
 - 3) Its available competitiveness, skillfulness and opportunity/risk of business.
3. The Board shall oversee that the Company's long-term objectives are communicated to and instilled in the mind of all levels of personnel, engraining them as part of the organizational culture.

Principle 2.2

The Board shall ensure that the Company's annual and/or medium-term objectives, targets, and strategies are consistent with its long-term objectives, and that the Company uses innovation and technology safely and effectively.

Guidelines

1. The Board shall ensure that the Company's annual objectives and plans are aligned with its long-term objectives with due regard to its business environment, opportunities, and risk appetite. The Board shall arrange the Company's objectives and strategies to be annually reviewed.
2. The Board shall make certain that the Company's strategies and plans take into account the business environment and risk factors that may affect its stakeholders throughout the supply chain, including factors that may affect the achievement of the Company's long-term objectives. To this end, the Board shall
 - 1) Clearly define the method, process, and channel by which stakeholders may engage or communicate with the Company, enabling the Company to identify the interests of each stakeholder group accurately or as close as possible;
 - 2) Identify internal and external stakeholders; and
 - 3) Identify stakeholders' expectations in order to analyze potential impacts on the Company and on the stakeholders themselves. These shall be ranked in order of importance and dealt with accordingly.
3. The Board shall encourage innovation and promote the use of innovation and technology to enhance competitiveness and to respond to stakeholders' expectations without compromising its social and environmental responsibilities.
4. While in the process of approving financial and non-financial targets, the Board shall take into account the Company's business environment and potential while ensuring compliance with good corporate governance.
5. The Board shall make certain that the Company's annual objectives, targets, and plans are thoroughly communicated to everyone throughout the organization.
6. The Board shall ensure the proper allocation of resources and see to the effective control of operations, as well as monitor the progress of operations according to the annual plan.

Principle 3 The Board of Directors shall strengthen its effectiveness.

Principle 3.1

The Board of Directors shall be responsible for determining and reviewing its own structure, in terms of the size, composition, and number of independent directors that is suitable and needed to bring about the achievement of the Company's long-term objectives.

Guidelines

1. The Board of Directors shall be diverse in terms of qualifications, such as skills, professional experiences, and specialized traits that will benefit the Company. Directors may be of any gender as long as they possess all the legally required qualifications. In addition, there shall be at least one non-executive director with experience and competence in the Company's main business or industry.
2. The appropriate number of directors shall be determined by the Board itself, provided that the Board is able to function effectively. It shall comprise at least five (5) directors, depending on the Company's size, type, and business complexity.
3. The ratio between executive and non-executive directors shall support proper checks and balances. The majority of the Board shall be non-executive directors, who shall exercise objective and independent judgement on the work of management. The number and qualifications of independent directors shall meet the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Board shall afford independent directors the ability to work efficiently with the rest of the directors and to exercise objective and independent judgement.
4. The Board shall explicitly disclose its board diversity policy and details of its members, including directors' age, gender, education, experiences, shareholding percentage, years of service as directors, and directorships at other listed companies in annual reports and on the Company's website.

Principle 3.2

The Board shall select a suitable member as its Chairman, as well as oversee that its composition and exercise of power allow the Board to objectively and independently exercise judgement on corporate affairs.

Guidelines

1. The Board shall not require that the Chairman be an independent director.
2. The Chairman's roles and responsibilities shall be distinct and separate from those of the President to establish effective checks and balances of power:
 - 1) The Chairman shall be responsible for leading the Board of Directors. The Chairman's duties shall at least include the following matters:
 - (1) Chairing any general meeting of shareholders;
 - (2) Chairing any board meeting;
 - (3) Casting the deciding vote to break a tie;
 - (4) Calling board meetings and establishing meeting agenda in tandem with the President, in which important matters shall be included;
 - (5) Overseeing, monitoring, and ensuring that the Board efficiently carries out its duties;
 - (6) Ensuring that all directors contribute to the Company's ethical culture and good corporate governance;

- (7) Allocating sufficient time for management to propose topics and for directors to debate important matters thoroughly; Encouraging directors to exercise prudence and express their opinions freely;
 - (8) Promoting constructive relations between executive and non-executive directors, and between the Board and management.
- 2) The President's roles and responsibilities shall be determined by the Board.
- 3. Should the Chairman and the President be the same person, the following measures shall apply:
 - 1) In the event of a conflict of interest, the Chairman or President shall be barred from the meeting and have no right to vote on that particular agenda item.
 - 2) The Vice Chairman shall chair the meeting in his or her stead. If the post is vacant or the Vice Chairman is unable to serve in this capacity, the Board shall elect a director to chair the meeting for the time being.
- 4. There shall be no term limit for independent directors; however, if an independent director has already served nine (9) consecutive years since his or her first appointment to the post, the Board shall reasonably evaluate the necessity of his or her continued directorship.
- 5. The Board shall appoint committees to oversee specific matters, to filter information, and to recommend action for board approval.
- 6. The Board shall disclose the roles and responsibilities of the Board itself and of its committees, the number of meetings, and the number of directors in attendance over the course of the year. The Board shall also report the performance of each committee.

Principle 3.3

The Board of Directors shall ensure that the selection and nomination of directors be transparent, resulting in the desired board composition.

Guidelines

- 1. The Board shall establish a Nomination Committee.
- 2. The Nomination Committee shall meet to determine the nomination criteria and process to ensure that elected board members possess the appropriate qualifications, knowledge, and expertise.
- 3. The Board shall afford shareholders the opportunity to nominate directorial candidates.

Principle 3.4

When proposing directors' remuneration to a shareholder meeting for approval, the Board shall consider whether the remuneration structure is appropriate for the directors' respective roles and responsibilities, reflects their individual and company performance, and provide incentives for the Board to lead the Company to achieve its short- and long-term objectives.

Guidelines

1. The Board shall appoint a Remuneration Committee.
2. The remuneration of the Board shall reflect each member's accountability and responsibilities, in addition to being comparable to the practice of other companies in the industry.
3. The structure and rate of the Board's remuneration, as well as other benefits, shall require shareholders' approval.
4. The Board shall disclose its remuneration policy and criteria that reflect the duties and responsibilities of each individual.

Principle 3.5

The Board shall ensure that all directors serve responsibly and that they allocate sufficient time for their role as board members.

Guidelines

1. The Board shall provide a director handbook to empower its members with an understanding of their roles and responsibilities.
2. The Board shall publicly disclose its members' posts at other companies.
3. In the event that a director of the Company serves as a director or executive officer at or have a direct or indirect stake in another entity that creates a conflict of interest with the Company, or is able to use insider information or take advantage of the Company's opportunity for his or her own benefit, it shall be reported to the Chairman of the Board and the Chairman of Audit Committee for acknowledgement.
4. Each director shall attend no less than 75 percent of all board meetings in any given fiscal year, unless necessity demands otherwise.
5. Believing that each director's business expertise and capabilities are not restricted by the number of companies in which he or she currently serves, the Company shall not establish any regulation on board members' directorships at other listed companies.

Principle 3.6

The Board shall ensure that the Company's governance framework and policies appropriately extend to and are accepted by subsidiaries and other businesses in which it has a significant investment.

Guidelines

1. The Board shall consider and establish a subsidiary's governance policies, including:
 - 1) The appointment of a director, executive officer, or another authoritative post to a subsidiary. The senior executive team of the investing Company shall consider a director or an executive officer from within the group who possess the knowledge, ability, and expertise in the subsidiary's business to represent the Company as an investor or in compliance with the joint-venture agreement.
 - 2) The scope of duties and responsibilities of the position in 1). The Board shall also have the representative to oversee that the subsidiary's operations comply with its own policies. If the subsidiary has other investors, the Board shall require the Company's appointed representative to perform his or her role in the subsidiary's in the best interest of the subsidiary while maintaining compliance with the Company's policies.

- 3) The suitability and adequacy of the subsidiary's internal control, along with the conformity with relevant laws and regulations of all transactions.
 - 4) The disclosure of the subsidiary's financial information, operating results, related party transactions, acquisition and disposition of assets, other important transactions, capital increases or decreases, termination, etc.
2. For any significant investment in a business, the Board shall make certain that the shareholders' agreement or another agreement in place clearly defines the Company's ability to manage the subsidiary's affairs, partake in major decisions, and monitor the subsidiary's performance, which will enable the Company to prepare its financial statements in a timely manner and in conformity with relevant standards.

Principle 3.7

The Board shall conduct a formal annual performance evaluation of itself and its committees. The evaluation results shall be used to strengthen their future performance.

Guidelines

1. The performance of the Board and its committees shall be evaluated at least once a year.
2. The Board shall disclose performance evaluation results, whether as a whole or as individuals, in the corresponding annual report.
3. The Board shall use evaluation results to improve its and its committees' performance.

Principle 3.8

The Board shall ensure that each of its member understand his or her roles and responsibilities, the nature of the business, the Company's operations, and relevant laws. The Board shall encourage all directors to regularly bolster any skills and knowledge necessary for their posts.

Guidelines

1. A newly appointed director shall undergo orientation, which includes the following:
 - Any information that may benefit his or her directorial role;
 - Business directions (objectives, target, vision, mission, and organizational values); and
 - Roles and responsibilities, as well as directorial remunerations and other benefits.
2. Directors shall regularly receive the necessary training, any of which shall be disclosed in the corresponding annual report.
3. The Board shall possess the knowledge and understanding of relevant laws, regulations, standards, risks, and business-related environment. The Board shall always stay up to date on such information.

Principle 3.9

The Board shall ensure the effectiveness of its performance and have access the necessary information. The Board shall appoint a person with the desired qualifications, knowledge, skills, and experience to support the Board as “Company Secretary”.

Guidelines

1. Board meetings shall be scheduled in advance to afford each director sufficient time to arrange to attend.
2. The Board shall meet at least six (6) times per fiscal year.
3. The Board shall provide a mechanism that allows each board member and management to propose relevant topics to be included on the meeting agenda.
4. The Board shall oversee that relevant meeting documents be sent to each director at least seven (7) business days before the meeting.
5. The Board shall encourage the President and other executive officers to attend board meetings to present additional information and details on matters for which they are directly responsible.
6. The Board shall be able to request additional information from the President, Company Secretary, or a designated executive officer within the framework of the established policy. If necessary, the Board shall be able to seek independent professional advice, the expenses for which shall be absorbed by the Company.
7. Non-executive directors shall be able to meet, as many times as necessary, among themselves without management to debate their concerns and report the outcome of their meeting to the President.
8. The Board shall appoint a Company Secretary with duties pursuant to the Securities and Exchange Act and provide any training and education relevant to his or her ability to serve in this capacity.

Principle 4 The Board of Directors shall nominate and develop senior executive officers and ensure good people management.

Principle 4.1

The Board shall afford a proper mechanism for the nomination and development of president and senior executive officers, making certain that they possess the knowledge, skills, experience, and characteristics necessary for the Company to achieve its objectives.

Guidelines

1. The Board shall nominate or assign the Nomination Committee to nominate a candidate with the desired qualifications for the post of the President.
2. The Board shall task the President with overseeing the suitability of senior executive officers.
3. The Board shall ensure business continuity. To this end, succession plans shall be developed for the posts of the President and other senior executive officers. The implementation of these plans shall be reported to the Board at least once a year.
4. The Board shall encourage the President and other senior executive officers to continuously undergo any training relevant to their roles.

5. The Board shall require the President and other senior executive officers to report their directorships or executive posts at any other company to the Chairman of the Board and the Chairman of Audit Committee through the Company Secretary.

Principle 4.2

The Board shall ensure that an appropriate compensation structure and performance evaluation are in place.

Guidelines

1. The Board shall establish the President's compensation structure:
 - Short-term benefits, such as monthly salaries, bonus, and pension, based on the Company's performance and the President's performance evaluation.
 - Long-term benefits, such as contribution to the Provident Fund, retirement compensation, and ESOP.
2. The Board shall assign the Chairman or the Chairman of Executive Board to communicate the following evaluation results to the President:
 - The year's performance evaluated against the year's objectives and the previous year's performance
 - The Company's financial liquidity and economic condition in comparison with other businesses in the same sector.
3. The Board shall task the President with evaluating senior executive officers and other personnel in accordance with the predetermined performance evaluation criteria.

Principle 4.3

The Board shall consider the Company's shareholding structure and relationships with its shareholders, which may affect its management and operation.

Guidelines

1. The Company shall not have a shareholders' agreement that hinders the duties of the Board.

Principle 4.4

The Board shall monitor the management and development of the Company's human resources to ensure that the Company has adequate staffing and appropriately knowledgeable, skilled, experienced, and motivated employees.

Guidelines

1. The Board shall task the Executive Board with the supervision of human-resource management. The following matters shall be reported to the Board at least once a year:
 - Company structure and appropriate remunerations; and
 - Talent development and retention plans.
2. The Board shall see to the establishment of a provident fund to make certain that the Company's employees will have sufficient savings to support their retirement.

Principle 5 The Board of Directors shall nurture innovations and responsible business practices.

Principle 5.1

The Board shall prize and encourage innovations that create value for the business together with benefits for its customers, other stakeholders, society, and the environment.

Guidelines

1. The Board shall attach importance to an organizational culture of innovation that creates value or sets a standard for products, services, or work processes. Innovations of this nature shall be incorporated into the Company's strategies and guidelines.
2. The Board shall encourage further development of a business innovation, subject to the current business environment. The Board shall also endeavor to improve the production and work process, in addition to jointly developing innovations with the Company's partners, to increase the Company's competitiveness.

Principle 5.2

The Board shall ensure that management operates the Company's business with due regard to corporate social and environmental responsibility and without infringing upon the rights of any stakeholder. These efforts will allow every department to contribute to the achievement of objectives and targets in a sustainable manner, which is reflected in the operational plan.

Guidelines

1. The Board shall recognize and respect the rights of its various groups of stakeholders. Pursuant to the rules of law or to any agreements made with the Company, the Board shall ensure the protection of stakeholders' rights and that all stakeholders be treated equitably. In this regard, the Board shall devise policies to serve as guidelines for the treatment towards each group of stakeholders and shall take into account the interests of communities and society, benefits to the environment, sustainable development, anti-corruption efforts, intellectual property protection, and respect for fundamental human rights.
2. The Board shall support the preparation of the corporate social responsibility report, which shall be included in the annual report.
3. The Board shall afford all groups of stakeholders a channel and process by which they may submit a report or complaint about a matter that may result in damage to the Company, the accuracy of financial reports, or unequitable treatment.
4. The Board shall devise a whistleblower protection policy or set of guidelines, its matters that may cause damage to the company or unfair, which shall appear in the Business Ethics and the Code of Conduct for Directors, Executive Officers, and Employees.

Principle 5.3

To bring about sustainability, the Board shall monitor that resources are efficiently and effectively managed with due regard to the impact of such management and to resource development throughout the supply chain.

Guidelines

1. The Company's operations shall conform to the rules of law, regulations, and environmental policies, taking into consideration its impact on natural resources and the environment. Operations shall have its performance reviewed and evaluated regularly.
2. Participation in environmental management, environmental accountability, and efficient and sustainable use of resources shall become part of the organizational culture. An awareness of these topics shall be instilled in the mind of all employees.
3. Environmental education and training shall be provided to all employees.
4. A comprehensive environmental management system shall be encouraged, including economical use of resources, treatment and rehabilitation of resources exploited, replenishment of resources, and sustainable environmental watch and impact prevention.
5. A mechanism shall be put in place to allow the Company to select eco-friendly trading partners in the supply chain.
6. The Company shall support the development and distribution of eco-friendly technology.

Principle 5.4

The Board shall make use of information technology to augment business opportunities and to further develop the Company's operations, which will bring about the achievement of the Company's objectives and targets.

Guidelines

1. The Board shall ensure sufficient information technology resources for operations.
2. The Board shall develop an information technology security policy and measures.

Principle 6 The Board of Directors shall provide an adequate system of risk management and internal control.

Principle 6.1

The Board shall ensure that the Company has effective and appropriate risk management and internal control systems that comply with applicable laws and standards.

Guidelines

1. The Board shall educate its members about major risks to the business.
2. The Board shall task the Risk Management Committee with the following:
 - Establishing the Company's risk management policy and system;
 - Promoting risk management as an integral part of the Company's organizational culture;
 - Providing the appropriate level of risk management with a particular emphasis on early warning signs; and
 - Overseeing, monitoring, and evaluating risk management performance.

3. The Board shall establish Internal Audit as an internal department. Internal Audit shall report to the Audit Committee on the following matters:
 - The adequacy of the Company's internal control; and
 - Reviewing and devising internal control measures with a particular emphasis on any significant anomalies

Principle 6.2

The Board shall establish an Audit Committee, who shall perform its tasks effectively and independently.

Guidelines

1. The Board shall establish an Audit Committee that comprises at least three (3) directors, all of whom shall be independent directors with required qualifications pursuant to applicable legal requirements promulgated by the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. The Board shall provide a charter for the Audit Committee, in which the directors' term in office and scope of duties and responsibilities are clearly defined.

Principle 6.3

The Board shall establish a policy to manage and monitor conflicts of interest that might occur among the Company, directors, management, and shareholders. The policy shall include measures to prevent the inappropriate use of corporate assets, information, and opportunities, as well as inappropriate transactions by related parties.

Guidelines

1. The Board shall provide an information security system, which includes policies and procedures on the confidentiality, integrity, and availability of such information, as well as market-sensitive information. The Board shall oversee compliance by any directors, senior executive officers, employees, and outsiders with access to such information.
2. The Board shall manage and monitor any transaction with a potential conflict of interest, as well as provide guidelines and procedures to make certain that such a transaction will be made in conformity with the legally prescribed procedure and information disclosure requirements in the best interest of the Company and the majority of the shareholders. Any party with a vested interest in a particular transaction shall be excluded from the decision.
3. The Board shall require all directors to report their personal stake in a particular agenda item that will constitute a conflict of interest before the commencing the consideration of the item. Such a report shall be recorded in the minutes. The director(s) in question shall be excused from the meeting for the time being and shall cast no vote on that agenda item.

Principle 6.4

The Board shall adhere to anti-corruption laws and devise its own anti-corruption policy and procedures. The policy shall be made known to all within the Company and to outsiders as well.

Guidelines

1. The Board shall provide in writing an anti-corruption handbook and anti-corruption regulations. All directors, executive officers, and employees shall abide by the handbook and regulations. The Board shall also support activities that promote and instill an awareness of the relevant laws, rules, and regulations in the mind of all directors, executive officers, and employees.
2. The Board shall disclose to the public its anti-corruption policy and whistleblower channel on the Company's website and annual report.

Principle 6.5

The Board shall provide a mechanism for handling complaints and whistleblowing.

Guidelines

1. Instructions on how to handle complaint submissions shall be included in the Code of Conduct for Directors, Executive Officers, and Employees.
2. In the event that a submission entails matters of corruption, it shall be subject to the procedures in the Anti-Corruption Policy.

Principle 7 The Board of Directors shall ensure information disclosure and financial integrity.

Principle 7.1

The Board shall ensure the integrity of the Company's financial reporting system and that timely and accurate disclosure of all material information regarding the Company is made consistent with applicable requirements.

Guidelines

1. The Board shall ensure that any person involved in the preparation and disclosure of any information of the Company, including the President, the Chief Financial Officer, accountants, internal auditors, Company Secretary, Investor Relations Officers, including related relevant staffing, has relevant knowledge, skills and experience, and that sufficient resources, are allocated.
2. Regarding information disclosures, the Board shall include a report on its financial reporting accountability.
3. The Board shall oversee that information disclosures, including financial statements, annual reports, and Form 56-1, sufficiently reflect the Company's financial status and performance. The Board shall promote the inclusion of Management Discussion and Analysis (MD&A) in quarterly or annual financial reports.
4. Any disclosure of information about the Company's directors and executive officers shall be in conformity with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand, as well as other relevant laws.

Principle 7.2

The Board shall monitor the Company's financial liquidity and solvency.

Guidelines

1. The Board shall ensure that management regularly monitors, evaluates, and reports on the Company's financial status. Upon the earliest signs of problems, the Board and management shall work together to find solutions as quickly as possible.
2. The Board shall ensure that it does not consciously approve any transactions or propose any transactions for shareholders' approval that could negatively affect business continuity, financial liquidity, and solvency.

Principle 7.3

In the event of financial difficulties, the Board shall ensure that the Company has a mitigation plan or mechanism in place. Stakeholders' rights shall always be taken into consideration.

Guidelines

1. The Company operates prudently and in conformity with information disclosure requirements. In the event of financial difficulties, the Board shall monitor the situation closely.
2. The Board shall ensure that the Company has sound financial mitigation plans that consider stakeholders' and creditors' rights. The Board shall diligently monitor the mitigation process through regular reports from management.
3. The Board shall ensure that any migratory action taken is reasonable.

Principle 7.4

The Board of Directors shall make certain of appropriate Sustainable Development Report.

Guidelines

1. The Board shall consider the appropriateness of the Company's information disclosure on its legal compliance; ethical business practices; code of conduct for directors, executive officers, and employees; anti-corruption policy; treatment of employees and other stakeholders, including equitable treatment and respect for human rights; and social and environmental responsibilities. Such disclosure shall be aligned with national or international reporting standards. For instance, the Company may disclose these types of information in the annual report.
2. The Board shall ensure that the information disclosed is important and reflects corporate practices that will bring about sustainable value creation.

Principle 7.5

The Board shall oversee management's establishment of a dedicated Investor Relations department or officer, who shall be responsible for suitable, equitable, and timely communication with shareholders, stakeholders, investors, analysts, and the media.

Guidelines

1. The Board shall assign the President or a related person, who thoroughly understands the Company's business, to disclose information to and communicate with external entities via appropriate channels.

2. The Board shall oversee that management establishes a dedicated Investor Relations department or officer.

Principle 7.6

The Board shall encourage the use of information technology to disseminate information.

Guidelines

1. The Board shall afford information disclosures in Thai and English via the Stock Exchange of Thailand and on the Company's website.

Principle 8 The Board shall encourage engagement and communication with shareholders.

Principle 8.1

The Board shall afford shareholders the opportunity to participate in the decision-making process involving significant corporate matters.

Guidelines

1. The Board shall recognize and respect the ownership rights of shareholders and shall not act in any manner to violate or deprive shareholders of these rights. The Board shall justly serve as caretakers of shareholders' interests and shall encourage shareholders, whether they be majority or minority or institutional shareholders from Thailand or overseas, to exercise their rights, including their basic rights as shareholders, their right to access sufficient information in a timely manner, and their right to attend any shareholder meeting during which corporate directions and major decisions are made.
2. The Board shall ensure that the agenda of any general meeting of shareholders comply with the Company's Articles of Association and relevant laws. Explanations and reasons shall accompany each agenda item in the meeting notice.
3. The Board shall afford minority shareholders an opportunity to propose an agenda item and/or nominate a directorial candidate to be elected at a general meeting of shareholders.
4. The Board shall allow shareholders to submit questions prior to the meeting.
5. The Board shall ensure that the notice of a general meeting of shareholders and related documents contain complete and correct information and be made available in both Thai and English on the Company's website at least 30 days before the meeting.
6. The Board shall encourage all shareholders to exercise their rights. The notice of a general meeting of shareholders and related documents in both Thai and English shall be delivered to them in advance to afford them sufficient time for consideration.
7. The Board shall treat every shareholder equitably. Every share of the same type has the same voting right, which is one share per vote.
8. The Board shall allow shareholders who are unable to attend a shareholder meeting in person to assign a proxy to attend and vote on their behalf. The Board shall facilitate the process by using a proxy statement form that allows shareholders to specify their votes in advance and by nominating at least one independent director as a proxy choice for shareholders.

Principle 8.2

The Board shall ensure that shareholder meetings are held properly, transparently, and efficiently, and that all shareholders are able to exercise their rights.

Guidelines

1. The Board shall consider shareholders' interests before setting a meeting's date, time, and place.
2. The Board shall ensure that no action is taken to limit shareholders' attendance.
3. The Board shall use information technology to facilitate shareholder meetings
4. The Board shall adhere to the following shareholder meeting regulations:
 - 1) The Chairman of the Board shall preside over a shareholder meeting.
 - 2) No agenda items shall be added without prior notice.
 - 3) Directors, committee chairpersons, the Chief Financial Officer, and other relevant executive officers are required to attend shareholder meetings.
 - 4) The number and ratio of shareholders attending in person to shareholders attending via proxies, meeting procedures, voting instructions, and vote-counting process shall be made known to the meeting before its commencement.
 - 5) Each director shall be individually elected by shareholder votes.
 - 6) The authority to approve directors' remuneration shall lie with shareholders
 - 7) Ballots shall be used for voting, and there shall be independent witnesses during the vote counting process.

Principle 8.3

The Board shall ensure accurate and complete disclosure of shareholder resolutions and preparation of the minutes of any shareholder meeting.




Guidelines

1. The Board shall disclose shareholder resolutions and voting results of each agenda through the designated channel of the Stock Exchange of Thailand and on the Company's website by the next business day.
2. The Board shall oversee that the minutes of a shareholder meeting include the following: meeting and voting instructions; names of directors, committee members, and executive officers present and absent; each agenda item's voting result; and every question and answer. The minutes shall be made available on the Company's website.
3. The Board shall ensure that the minutes of every shareholder meeting is submitted to the Stock Exchange of Thailand within 14 days from the meeting date and to the Department of Business Development, Ministry of Commerce, within the legally required period.

Good Corporate Governance Report

The Board of Directors, executives, employees pay attention to the compliance with good corporate governance. We strive for the best practice by focusing on stakeholders. We aim to see our business grow together with being a part that supports our society and environment sustainability. The result of the company's corporate governance appraisal can be showed as follow.

1. The evaluation from a corporate governance survey of listed companies (CGR Project)

Categories	2018 (%)	2019 (%)	2020 (%)
1. Rights of Shareholders	92	92	92
2. Equitable Treatment of Shareholders	99	99	99
3. Role of Stakeholders	93	94	94
4. Disclosure and Transparency	95	95	97
5. Board Responsibilities	79	80	84
Average Score	88	89	91
SCG Score			

2. The Company was graded as 5 TIA in the assessment of the quality on holding the Annual General Shareholders' Meeting in 2020 from Thai Investor Association.

yearly	Number of companies			
	Number of companies	Full Score	Average Score	Company
2020	712	100	93.10	100
2019	672	100	93.70	100
2018	657	100	92.42	100
2017	618	100	91.97	100
2016	601	100	91.62	100

3. Thailand Sustainability Investment

In 2020, the company has been selected as a company in "Thailand Sustainability Investment 2020" (THSI). The company is one of the sustainable stocks in the group with market capitalization of THB 3,000-10,000 million.



In 2020, the company adopted the principles of good corporate governance (8 Principles)

Principle 1 The Board of Directors shall be aware of its leadership roles and responsibilities in the creation of the Company's sustainable prosperity.

"We will be a leading small power producer and relating business with the continuous and sustainable developments to maximize the satisfaction of stakeholders" The vision can be described below;

1. Effective and stable production
2. Service Excellence
3. Improve and enhance the management to meet the vision and business goals by creating and Developing leadership capability (good and smart persons)
4. Manage business operation under "Sufficiency Economy" and "Good Corporate Governance" by treating all stakeholders in a fair, ethical and balanced manner as well as put great importance on compliance with laws relevant to all forms of anti-corruption, which the Company intends to define as one of its organizational culture and core value
5. Run business in accordance with Corporate Social Responsibility policy by building and maintaining relationship with environment and society for good return in a long term

In addition, the company has Sahacogen Code of Conduct. The executives and employees helped set the corporate core value (PITEP) to support the core idea of the business which are "Sustainable power with the value to society"

The Company also disclosed the details of this matter in the annual report and the Form 56-1 under the topic "Nature of the Business".

Roles, Duties and Responsibilities of the Board of Directors

(1) Leadership and Vision

The Board of Directors is comprised of persons with knowledge, competence, skills and experience in the Company's principal business. The vision, mission, strategies and goals as well as working plans and annual budget are determined in order to enhance operational efficiency for the greatest benefits of the business and achievement of the Company's business goals. In this regard, the Board of Directors undertakes the duties of monitoring the management of the executive according to the various working plans. The operating result and the executives' securities holding status will be reported to the Board of Directors annually. The updates will be used to set the business strategy corresponding to the change. The company has determined the delineation of roles, functions and responsibilities between the Board of Directors, executive officers, employees and relevant persons.

In addition, the Audit Committee has been entrusted with the function of supervising the operations of the internal audit section. Dharmniti Internal Audit Co., Ltd. was assigned to audit all procedures of the Company and its subsidiaries' operation so as to ensure sufficiency for the business and to ensure suitable risk management in order to achieve the highest safeguard of interests. The principles of good corporate governance are applied as management tools for adding value to the business and the shareholders.

(2) Good Corporate Governance

The Board of Directors appreciates the importance of good corporate governance. In consequence thereof, the Board of Directors has laid down a policy on corporate governance in writing, consisting of 4 parts

1. Corporate Governance Policies
2. The Principles of Corporate Governance which are divided into 8 categories
3. Business Ethics
4. Code of Conduct for Company Directors, Executives and Employees

For those who do not comply with such measures will be appropriately punished and might be prosecuted in the case of law violation. If employees are in doubt and cannot comply or make decision, they shall consult with sequence supervisor. In the case of dispute, the judgment from the Managing Director, the Executive Board and the Board of Directors will be considered as final order.

(3) Conflict of Interests

The Board of Directors proceeds carefully and rationally concerning conflict of interests and related transactions. The Company's best interest is the priority in consideration. The company set the price to be consistent with fair trading conditions as if the transactions are those engaged in by members of the general public. Our handling of matters in this area is transparent and consistent with the announcements of the Capital Market Committee. It is established as a good corporate governance policy and an ethical requirement binding upon The Company and shareholders. Information is disclosed to ensure equal access by all. The details are available on the Business Code of Conduct, section regarding to Conflict of Interests and Related Parties Transactions.

(4) Promotion of Social Responsibility, Environment, and Human Rights

The Company has realizes on the importance of social responsibility and environment in parallel with the business operation. Therefore, the Company focuses on fostering quality of life in surrounding communities, human rights awareness, and fair employment in the sustainable ways. The policy is stated in the annual report and the annual information disclosure form (Form 56-1) in "The Corporate Governance" section under the topic of Business ethics: Responsibilities to the stakeholders.

(5) Internal Control and Audit

The Board of Directors attaches importance to and has installed a control system for operations, financial reporting in compliance with rules, regulations and policies. The Company has employed Dharmniti Internal Audit Co., Ltd. to audit the internal control and reported to Audit Committee, and the Board of Directors. The auditors have independence on their audit. The Board of Directors shall consider the suitability and adequate on internal control system in accordance with the COSO 5 principles i.e. the Control Environment, the Risk Assessment, the Control Activities, the information and Communication, and the Monitoring, which will be conducted annually.

In addition, the company authorized the Corporate Governance and Risk Management Department to act as the Compliance Unit to oversee the operation according to the rule and the articles of association of the company and related laws.

In 2020, the audit committee has considered the internal control and risk management system were sufficient and suitable for the nature of the business. The assessment of the internal control system detected some issues to be improved. The mentioned issues and recommendations were informed to the functions. The implementation of the said process was presented to the Board of Directors for consideration on the quarterly meeting.

The evaluation of internal control system was revealed in “Shareholders and Management Structure” in the annual report and the Form 56-1 under the topic “The internal control and risk management”.

(6) Risk Management

The risk management is a policy implemented systematically in the organization under the supervision of the Corporate Governance and Risk Management Committee comprising the Executive Director and Manager. In this regard, the senior management of each department have been appointed as a commission responsible for the risk management according to the policy and assigned duties. The report on risk management is presented to the Audit Committee and the Board of Directors. If necessary, they can propose statement of necessity to the Board of Directors to be considered. Whenever there is a significant risk or an irregular transaction. These proceedings are taken to ensure that the level and magnitude of damages that could occur are maintained within acceptable, assessable and controllable levels for the organization that can be systematically inspected with due consideration to the organization’s goals.

In 2020, the Corporate Governance and Risk Management Committee reported findings and suggestions given to the related operating units. The result of actions and suggestions annual business plan will tions had beenbe proposed to the Board of Directors annually.

The Company disclosed the risk management in “Risk Factors and Risk Management” and “Report of the Corporate Governance Risk Management Committee” in the annual report and the Form 56-1.

During the previous year, the Board of Directors has legally operated the Company in compliance with the laws and regulation. Therefore, there is no infringement on the official regulations found.

(7) Board of Directors’ Meetings

1. The Board of Directors has determined that meetings shall be held at least every three months. The ad-hoc meetings could be called base on necessity. An annual schedule of Board of Directors’ meetings is prepared by the corporate secretary wherein the agenda are clearly stated. The Company Secretary would submit such schedule in the December of each year together with the submission of documents at least 7 days prior to the meeting date so as to give the Board of Directors sufficient time to consider and examine the data prior to attending the meeting, except in the event of urgency for the protection of the Company’s interests where notice may be given less than 7 days. Each meeting would last approximately 2 hours.

2. All directors are considered as their duties to attend the meeting each time unless unable to do so due to significant obligation or illness. The company has set a policy of minimum quorum of the committee to vote at the meeting of the Committee that must be composed of directors not less than 2/3 (two-third) of all members. On consideration of other issues, the Chairman of the Board of Directors, be the Chairman of the Meeting, has invited the Directors to comment independently. The voting shall be held the majority. Each director shall have one vote and the director who have conflicts of interest in each agenda, as the case may be. In case that the voting is equal, the Chairman of the Meeting is entitled to one vote on a resolution.
3. The Board of Directors has focused on the management of the conflicts of interest of all parties carefully and fairly. The information must be completely disclosed. In the event that any directors have conflicts of interest with the benefit on the issued considered, such interested director has no right to make decision.

One the Board of Directors' Meeting, if there is a query or a need to obtain additional information from relevant persons, Managing Director would invite a high level management to give an explanation.

4. The Company Secretary would record the meeting and propose to the Executive Board to review prior to present to the Board of Directors' Meeting for endorsing on the first agenda of the next meeting and verified by signatures of the Chairman of the Board of Directors. In addition, the Directors can express opinion or amend on the Minutes of the Meeting before endorsement.

The Minutes of Meetings, already endorsed, are kept at the head office and filed the original minutes of meeting together with the relevant documents on each agenda for convenience of reference and searching.

5. Besides, the Board of Directors has allowed the Non-Executives Directors to hold meetings amongst themselves in the absence of the management in necessity and present to the board for acknowledgement.
6. The Board of Directors supported the joint meeting between the Board of Directors and the Executive Board at least once a year, to deliver yearly strategic targets and operation plans of the Company, as well as to build good relationships between directors and executives. Moreover, Chief Financial Officer has joined the Board of Directors' meeting at all times.
7. The Board of Directors has laid down a policy that independent directors arrange their own meeting, without executive directors or the management of the Company, at least once a year so that independent directors can consider and discuss various issues about management or issues that are of interest. The results of the meeting were informed to the Managing Director.
8. The company's Chief Financial Officer is required to attend the meeting regularly.

In addition, the Board of Directors has reviewed the Company's visions, missions and business strategy. The Board as so monitored for action in the previous fiscal year, for example, making sure the electricity and steam distributed efficiently under the management of the sufficiency economy principle and 8 principles of Good Corporate Governance. The Board of Directors also supports the group company to act accordance to guideline of anti-corruption policy.

The meeting schedule for the year 2021 had been marked. The extraordinary meeting could be called depending onto the circumstance.

No.	Board Of Directors	Executive Committee	Audit Committee	Nomination and Remuneration Committee	Corporate Governance and Risk Management Committee	Corporate Social Responsibility Committee
1	Jan 26, 2021	Jan 19, 2021	Feb 23, 2021	Jan 26, 2021	Feb 17, 2021	Feb 17, 2021
2	Feb 23, 2021	Feb 16, 2021	May 11, 2021	Dec 7, 2021	May 11, 2021	Nov 9, 2021
3	Mar 30, 2021	Mar 6, 2021	Aug 10, 2021		Jul 6, 2021	
4	Apr 26, 2021	Apr 6, 2021	Nov 9, 2021		Nov 9, 2021	
5	May 11, 2021	May 5, 2021				
6	Jun 22, 2021	Jun 29, 2021				
7	Jul 13, 2021	Jul 6, 2021				
8	Aug 10, 2021	Aug 3, 2021				
9	Sep 7, 2021	Sep 14, 2021				
10	Oct 12, 2021	Oct 5, 2021				
11	Nov 9, 2021	Nov 14, 2021				
12	Dec 14, 2021 *	Dec 7, 2021				

* Independent Director meeting

The company and the subsidiaries' operating performance will be monthly reported to the Executive Committee. The report will be later on proposed to the Board of Directors in each meeting.

(8) Self-Assessment of the Board of Directors

The Board of Directors has established the policy of the Board assessment at least once a year. The Nomination and Remuneration Committee is responsible for the annual assessment. The assessment allows each Board member to discuss the about the past performance, limitations and problems to improve the Board's efficiency.

In 2020, the Company Secretary delivered the self-assessment of the Board of Directors form which is in accordance with the criteria of the Corporate Governance Center, the Stock Exchange of Thailand to each director. Such assessment is covered to the policy of the Boards, the director structure and the practices of the Boards, and the preparation and implementation of the Meeting in order to be the guidelines on operation improvement. Every director was independent in taking such evaluation.

The assessment score is set as indicated in the table.

Criteria	Score
Excellent	90 percent and higher
Good	70 percent and higher
Fair	50 percent and higher
Poor	30 percent and higher
Bad	20 percent and higher

8.1 Self-Assessment of the Board of Directors

The Company carried out the board's performance assessment, divided into 4 aspects as follows:

1. Board structure and qualifications
2. The Board of Directors' meeting
3. Roles, duties and responsibilities of the Board of Directors
4. Other topics

The performance assessment procedures are as follows;

1. The performance assessment of the Board of Directors as in group at least once a year.
2. Corporate Secretary summarizes and reports the result of the performance Board assessment to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration reports the result and other additional guidelines to improve the efficiency of the Board of Directors' performance to the Board.

The evaluation result for the year 2020 was in "Excellent" level with the average score of 95.42%

8.2 Self-Assessment of the Board of Directors Member

The Company carried out the board's performance assessment, divided into 3 aspects as follows:

1. Roles, duties and responsibilities of the Board of Directors
2. Duties of Directors
3. Director's self-improvement

The performance assessment procedures are as follows;

1. The Board of Directors has to do self-assessment at least once a year.
2. Corporate Secretary summarizes and reports the result of the performance assessment of individual directors to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration reports the result and other additional guidelines to improve the efficiency of the Board of Directors' performance to the Board.

The evaluation result for the year 2020 was in "Excellent" level with the average score of 90.91%

8.3 The Self-Assessment of the sub-committees

The Company carried out the board's performance assessment, divided into 3 aspects as follows:

1. Board structure and qualifications
2. Roles, duties and responsibilities
3. The Board of Directors' meeting

The performance assessment procedures are as follows;

1. The performance assessment of the Board Committees as in group at least once a year.
2. Corporate Secretary summarizes and reports the result of the assessment of every Board Committees to the Nomination and Remuneration Committee in order to consider any guidelines to improve the performance of the Board of Directors efficiently.
3. The Nomination and Remuneration reports the result and other additional guidelines to improve the efficiency of the Board Committees' performance to the Board.

The Board of Directors has set the performance assessment for all sub-committees in 2020, the evaluation results can be summarized as below;

Sub-Committees	Evaluation Result	Result
Executive Committee	85.19 %	Excellent
Audit Committee	98.22 %	Excellent
Nomination and Remuneration Committee	87.92 %	Excellent
Corporate Governance and Risk Management Committee	98.55 %	Excellent
Corporate Social Responsibility Committee	91.52%	Excellent

8.4 The annual performance appraisalSelf-Assessment of the Managing Director

With regard to the performance appraisal of Managing Director, this would be carried out annually by the Chairman and the Board of Directors based on the company goals and operating performance. The assessment,t based on the guideline as recommended by the Stock Exchange of Thailand,'s guidelines will be covering ; and reported to the Board of Director in 2 aspects.

- The assessment of Key Performance Index (KPI)
- The assessment of Leadership competency

The appraisal result is considered as a private information and cannot be disclosed to public.

(9) Orientation of New Directors

The Company has arranged for the orientation of new Directors in order to inform them of the Company's policies and relevant information, such as the Company's principal business, operating results, organizational structure, and shareholders, including relevant rules and regulations as well as plant visit to each subsidiary of the Company. Also, for the benefit of the discharge of functions by new Directors, the Company has prepared a handbook for Directors as follows;

Director's Handbook

1. Securities and Exchange Act (No. 4) B.E. 2551 (2008)
2. Charter of the Board of Directors
3. Certificate of Registration as a Public Limited Company
4. Company Certification and Objects of the Company
5. Good Corporate Governance Handbook
6. SEC's Listed Company Directors Handbook
7. Anti-Corruption Handbook

Other Information

- Visions, mission, core value and goals of the Company;
- Annual report, the sustainability report together with the presentation on the Company's business description for new Directors and business practices of the company
- The Company's video presentation

In 2020, the Company held 1 Orientation session for 1 new director. (Admiral Apiwat Srivardhana)

(10) Company Secretary

Under the Securities and Exchange Act (No. 4) B.E. 2551 (2008), the Board of Directors is required to appoint the Company Secretary to take responsibility for carrying out proceedings prescribed by law on behalf of the Company or the Board of Directors. In this regard, the Board of Directors has appointed Mr. Apipong Vischuveskamin* as the Company Secretary. He has been trained on the Company Secretary Program from the Thai Institute of Directors (IOD).

Moreover, the office of the Company Secretary consists of officers having law and accounting knowledge, who have been trained on the Fundamental Practice for Corporate Secretary from the Thai Listed Company Association to reinforce their capabilities. Besides, they were assigned to conduct the orientation for the new Directors, as well as to enhance knowledge and understanding on Good Governance to the Directors, the executives, and employees. In other words, they perform as the Compliance Unit in building the corporate image.

* Resolution of the Board of Directors' Meeting No. 2/2021 on February 23, 2021

Guidelines to enhance the Corporate Governance for the Company Secretary

Foundation	Functional	Extension Skill
- Company Secretary Program	- Board Reporting - Company Reporting	- Strategy Formulation

Principle 2 The Board of Directors shall define the Company's objectives to ensure sustainability.

"We will be a leading small power producer and relating business with the continuous and sustainable developments to maximize the satisfaction of stakeholders"

The company announced the company's core value (PITEP) in the annual report and form 56-1 under the topic "Nature of the business"/

The company aimed to create the core values and corporate culture that leads to the concept of "sustainable power with the value to society" and the adoption of CG code (8 principles).

- **Short-term Plan**

1. Invest in Cogeneration power plant (SPP Renewal Project) based on the power purchasing plan from SPP firm contract, cogeneration type, which expired during 2019-2025 (new power plant).
2. Study the government policy about Smart Grid and power liberalization plan (Power Pool)
3. Joint developing the electricity distribution system in Saha Group Industrial Park-Sriracha to be the Micro Smart Grid. It can be received electricity from Solar rooftop and floating to combine with electricity from the existing cogeneration power plant including energy storage to deliver to the end users.
4. Working closely with partners in doing the feasibility study of the local community power plant based on Power Development Plant 2018 (PDP 2018 Revision 1)
5. Extend the knowledge of producing biomass to new business by promoting new product creation from bamboo parts.

- **Long-term Plan**

1. Study the feasibility of renewable energy expansion along with select experienced and professional strategic partners to strengthen the business competency of the Company and its affiliates
2. Study the feasibility of investment in energy business in ASEAN region in order to meet the business growth of the ASEAN Economic Community

The Board of Directors ensures the communication of the vision, mission, core values through multi channels such as announcement board, Intranet, company's website. These concepts are also included in the training plan and meeting agenda of the management.

Principle 3 The Board of Directors shall strengthen its effectiveness.

The Board of Directors shall be responsible for determining and reviewing its own structure, in terms of the size, composition, and number of independent directors that is suitable and needed to bring about the achievement of the Company's long-term objectives.

1. The Structure of the Board of Directors

The Board of Directors has appointed several committees comprising of competent and experienced members, and responsibility scope for each committee per the charter for said committee. The chairmen of sub-committee are responsible for supervising the operations in accordance with the policies of the company and reporting the results in the Board of Directors' meetings. Responsibilities are also including complying with the principles stated in the Director's Guides for the listed companies accordingly;

- 1 Fiduciary Duties
- 2 Duty of Care
- 3 Duty of Loyalty
- 4 Accountability

1. The Board of Directors

The Board of Directors consists of 13 members as of February 28, 2021

Name		Date of Appointment	Position	Directors with authority to sign on behalf of the company	Non-management Directors
1. Mr. Sujarit	Patchimnan	Mar 28, 2008	Chairman	•	•
2. Mr. Boonkiet	Chokwatana	Mar 6, 2003	Director	•	•
3. Mr. Vichai	Kulsomphob	Apr 23, 2018	Director	•	
4. Mr. Vorayos	Thongtan ¹	Jan 1, 2021	Director	•	
5. Mr. Thirasak	Vikitset	Mar 6, 2003	Director	•	
6. Mr. Viroj	Theeravatee	Mar 6, 2003	Director	•	
7. Mr. Sontaya	Tabkhan	Apr 23, 2018	Director	•	
8. Miss Krongkao	Kritayakirana ²	Feb 23, 2021	Director	•	•
9. Mr. Nophorn	Bhongsvej	Mar 30, 2003	Independent Director		•
10. Mr. Amorn	Asvanunt	Mar 6, 2003	Independent Director		•
11. Pol. Gen. Somchai	Prabhasabhakdi	Mar 30, 2005	Independent Director		•
12. Mr. Boonyarith	Mahamontri	Mar 6, 2007	Independent Director		•
13. Adm. Apiwat	Srivardhana ³	Feb 26, 2020	Independent Director		•

Company Secretary : Mr. Apipong Vischuveskamin ⁴

¹ Started the position on Jan 1, 2021

² Started the position on Feb 23, 2021.

³ Started the position on Feb 26, 2020.

⁴ Started the position on Feb 24, 2021

The Authorities of the Board of Directors

1. To consider and appoint the Executive Committee, the Audit Committee, the Remuneration Committee, the Nomination Committee, the Risk Management Committee and determine their authorization;
2. To appoint, remove and authorize consultants to the Board of Directors, to committees and/or to other committees;
3. To approve loans to companies with a business relation to the Company as shareholders, or to companies with a trading relation or other companies;
4. To approve guarantee of loans to companies with a business relation with the Company as shareholders or to companies with a trading relation of other companies;
5. To grant approval to those transactions, not a financial transaction, of the amount greater than the authority of The Executive Board;
6. To approve acceptance or cancellation of loans which the amount greater than the authority of the Executive Board;
7. To approve investment, sale of investment capital in ordinary shares and/or any other securities of the amount greater than the authority of the Executive Board;
8. To approve sourcing and investment in fixed assets of the amount greater than the authority of the Executive Board;
9. To approve modification, destruction and disposal of fixed assets and intangible assets which are no longer in use, damaged, lost, destroyed, deteriorated and out of date, which are of the amount greater than the authorities of the Executive Board;
10. To approve modification, change of price and destruction of raw materials and/or remaining inventories which are deteriorated or out of date, which are of the amount greater than the authority of the Executive Board;
11. To consider entering into any connected transactions.
12. To initiate civil or criminal litigation, submit a request for judicial arbitration of disputes, to petition an inquiry by competent authorities, to file charges against an offender of the company for legal proceedings under the Criminal Code, and to delegate power of attorney to any party to act on behalf of the company, which shall include the power to revoke the petitions, to settle any dispute, and to accept compensation for the company, as well as to appoint legal counsel to pursue litigation or submit testimony in all courts on behalf of the company until the final court proceedings for any cases, both in the regular and irregular courses of business.

In the urgent case, the Board of Director may authorize the Executive Board to make decision in such case and later on proceed to the Board of Director for acknowledgement in the next meeting.

13. All power of the Company's Board of Directors relating to acquisition or disposition of assets and entering into connected transactions must be in compliance with the notifications of the Capital Market Supervisory Board.
14. To propose to shareholders an increase or a decrease of capital, a change of share value; modification of memorandum, articles of association and/ or objectives of the Company;
15. To approve incorporation, merger or dissolution of subsidiaries;

16. To authorize the management, managerial employees of the Company or any other individual to act on their behalf;
17. To invite member of the management, executives, or relevant employees to provide explanations, opinions or document as necessary;
18. To consult with specialist or company consultants (if any) or hire third-party consultant or outside specialist if necessary at the expense of the Company;
19. To appoint and rescind a company secretary.

The Responsibilities of the Board of Directors

1. To carry out corporate operation in accordance and compliance with the law and regulations of the Securities and Exchange Commission and of the Stock Exchange of Thailand, the company's objectives and Articles of Association, and with the resolutions of the shareowners' meetings.
2. To define the Company's directions, objectives and policy;
3. To approve the annual budgetary and operation plans, including monitoring the Company's management contributed under application laws, policy and operational plans efficiently and effectively;
4. To endorse the corporate good governance policy, code of ethics and business ethics as the guidelines for the management, executives and employee to implement, including monitoring and ensuring all conducted closely;
5. To establish an adequate and suitable internal control system to ensure that all relevant transactions are approved by authorized persons, that accounts and records are kept accurately, and that the relevant systems to prevent improper use of the Company's assets are operating;
6. To supervise intensively and definitely on any conflict of interests in compliance with the procedures and regulations, in which the stakeholders have no right to make a decision on those conflict of interest, and disclose the information of the conflict of interests concisely for benefits of the shareholders;
7. To comment the financial report that audited and/or reviewed by the certified auditor and the audit committee has already verified;
8. To act responsibly and consistently on behalf of the shareowners.
 - To run the business for the best interest of the shareowners.
 - To disclose accurate, complete, up-to-standard and reliable information.
 - To report company's operation with correct, complete and up-to-date content.
 - To allocate appropriate and worthwhile returns on investment for shareowners
9. To acknowledge the report informed by the executive committee;
10. To schedule the shareholders' meeting, define the date, time, location, and agenda of the meeting, including the dividend payment (if have) with the comments of the Board of Directors to propose to the shareholders. Such activities shall be done within 21 days prior the meeting date. The Company shall record share transfer in a shareholders registry book

by notifying the shareholders at the head office and branch not less than 14 days before recording share transfer or setting the record date for the shareholder record prior the meeting date for 2 months. Then the Company sets the closing date of a shareholders registry book for a day after the record date to counting a shareholder the rights of shareholders to attend the meeting and rights on dividend;

11. To prepare “the report on the Board of Directors’ responsibility on financial statements” and disclose it on the annual report (Form 56-2) and the annual information form (Form 56-1);
12. To control and ensure that any relevant documents are concisely recorded as same as shown on a registration books or other reports concerned, and submitted to related governance departments;
13. To approve the charter for the Board of Directors and/or other committee;
14. To Review, revise and amend the Charter of the Board of Directors at least once a year
15. To execute or consider any management that the Executive Committee has no authorized as appropriately.

In 2020, the Board of Directors conducted 7 meetings. The meeting dates had been earlier decided throughout the entire year. Furthermore, additional meeting could also be summoned according to necessary circumstances, which disclosed the detail in “Management Structure”, topic number 1.3 “The number of Directors’ meetings”.

2. The Executive Committee

The Executive Committee is appointed by the Board of Directors to manage the Company operation to ensure that the Company has excellent management procedure. Such committee consisted its term is one year, and selected by the Board of Directors after the Annual General Shareholders’ Meeting.

The Executive Committee consists of 8 members as of February 28, 2021

	Name	Date of Appointment	Position	Position Period
1.	Mr. Vichai Kulsomphob ¹	May 12, 2020	Chairman	May 2020 - May 2021
2.	Mr. Vorayos Thongtan ²	Jan 1, 2021	Managing Director	Jan 2021 - May 2021
3.	Mr. Thirasak Vikitset ³	Mar 6, 2007	Executive Committee	May 2020 - May 2021
4.	Mr. Viroj Theeravatvatee ⁴	Mar 6, 2007	Executive Committee	May 2020- May 2021
5.	Mr. Suthep Dansiriviroj	May 14, 2012	Executive Committee	May 2020- May 2021
6.	Mr. Sontaya Tabkhan	May 13, 2013	Executive Committee	May 2020- May 2021
7.	Mr. Teerayuth Kaewcoon	May 9, 2017	Executive Committee	May 2020 - May 2021
8.	Mr. Apipong Vischueskamin	May 12, 2020	Executive Committee	May 2020- May 2021

Secretary to the Executive Committee : Mrs. Pannee Chantavoraluk

¹ Started the position as Chairman of Executive Committee on Jan 1, 2021

³ Completed the term as Chairman of Executive Committee on Jan 1, 2021

² Appointed the position on Jan 1, 2021

⁴ Completed the term as Managing Director on Jan 1, 2021

The Authorities of the Executive Committee

1. In accordance with the authority assigned by the Board of Directors.
2. To appoint, remove, transfer evaluate and determine compensation and welfare of employees of different levels;
3. To appoint and remove any other working committee to carry out actions necessary for the management of the Company;
4. To issue regulations and announcements on the Company's operation, and to assign authority to members of the Executive Board and/or the Management to execute authorization on Company assets;
5. To approve engagement in non-financial juristic actions provided that the amount does not exceed the limited amount 30 million baht per case;
6. To approve investment, sale of investment capital in ordinary shares and/or any other securities, provided that the amount does not exceed the limited amount 30 million baht per case;
7. To approve sourcing and investment in fixed assets, provided that the amount does not exceed the limited amount 30 million baht per case;
8. To approve modification, destruction and disposal of fixed assets and intangible assets which are no longer in use, damaged, lost destroyed, deterioration and out of date, provided that the book value does not exceed the limited amount one million baht per case;
9. To approve modification, change of price and destruction of raw materials and/or remaining inventory which are deteriorated or out of date, provided that the book value does not exceed the limited amount one million baht per case;
10. To review, diagnose for the related transactions and report to the Audit Committee as well as The Board of Directors for their approval. This action shall fall in line with announcements of the Capital Market Supervisory Board;
11. To authorize executive of the company or other individuals to act on their behalf;
12. To invite relevant employee to provide explanations, opinions or document as necessary;
13. To consult with specialists or Company consultants (if any) or hire third-party consultants of specialists if necessary at the expense of the Company;
14. To stipulate other regulations as deemed appropriate.

The Responsibilities of the Executive Committee

1. To propose the Company's goal, policy, business plan, and yearly budget to the Board of Directors;
2. To control the business management to achieve the goal, objectives as well as business policy;
3. To conduct the operation management in compliance with the laws, objectives, the articles of association, the Board of Director's and shareholders' resolution as well as other related regulations;

4. To increase the capability on competition and create any innovation continually
5. To prepare the financial report for the auditor and/or verify it prior proposing to the Audit Committee and the Board of Directors respectively;
6. To consider agenda before propose to the Board of Directors for approval or comment;
7. To report on the performances each executive director be accountable to the meeting of the Executive Committee;
8. To prepare the Executive Committee reports to be disclosed in the Company's annual report;
9. To improve and amend the chapter of the Executive Committee and propose to the Board of Directors for approval;
10. To perform other functions assigned by the Board of Directors.

In 2020, the company's executive directors, with the lead of the managing director, are responsible for the company's operation planning and implementation based on the policies from the Board of Directors.

During the year 2020, the Executive Board conducted 10 meetings to report the operating matters to the Board of Director. Such topics will be disclosed in the annual report. The meeting schedule had been set in advance. The extraordinary meeting shall be called depending on the circumstance. The details are disclosed under the topic of the "Management Structure" number 1.3) the number of Directors' meetings.

3. The Audit Committee

The Board of Directors has approved the appointment of the Audit Committee with the qualifications specified under the conditions of security law and the Stock Exchange of Thailand. Such the committee must consist of at least three independent directors and at least one director must be qualified in accounting and finance, and whose term is one year. The Audit Committee shall be yearly appointed by the Board of Directors after the Annual General Shareholders' Meeting.

The Audit Committee consists of 3 members as of February 28, 2021.

Name		Date of Appointment	Position	Experience & Expertise	Position Period
1. Mr. Nophorn	Bhongsvej	Mar 29, 2006	Chairman	Accounting and Financial	May 2020 - May 2021
2. Mr. Amorn	Asvanunt	Mar 6, 2003	Director	Accounting and Financial	May 2020 - May 2021
3. Pol. Gen. Somchai	Prabhasabhakdi	Mar 30, 2005	Director	Management	May 2020 - May 2021

Secretary to the Audit Committee : Mrs. Pannee Chantavoraluk

The Authorities of the Audit Committee

1. To communicate among the auditor, the Board of Directors and the internal audit to have clear understanding on internal functions;
2. Have a right to invite the executives, the management, or employees to clarify, commentate, attend the meeting or submit any relevant documents, including be able to reach into any classified information of the Company;
3. Have a right to verify person or any matters concerned under the authorities and responsibilities of the Audit Committee;
4. To consult a specialist or the Company's consultant (if any) or outsource expert in case of crucial matter by the Company's expenses;

The Responsibilities of the Audit Committee

1. To review that the Company's financial statements are correct and sufficient. Including information disclosure in accordance with the Financial Reporting Standard;
2. To review that the Company's internal control system and internal audit system are sufficient and effective;
3. To review that the Company's operation conforms to laws on securities and exchange, requirements of the Stock Exchange of Thailand and any other laws relating to the Company's business;
4. To review the compliance of the anti-corruption policy;
5. To support and monitor to ensure that the Company acquires the efficient risk management system;
6. To ensure that the Company has adequate management system in accordance with the good corporate governance practice;
7. To review the sufficient independence of the Office of Internal Audit, and provide opinions for the appointment, transfer, and dismissal of heads of the Office of Internal Audit or other offices with responsibilities for internal audit activities;
8. To review the internal audit plan and the operation of the internal audit functions;
9. To review, select, nominate for approval for the persons with independence of performing the duties of external auditors for the Company, propose the remuneration of such external auditors and present to the Annual General Meeting for approval, and jointly attend the meeting with the external auditors, at least once a year, without the presence of the Company's management;
10. To review any related transactions or transactions with potential conflict of interest to be in compliance with laws and regulations of the Stock Exchange of Thailand and the notification of the Capital Market Supervisory Board in order to ascertain that such transactions are reasonable and provide the best benefits for the Company;

11. To prepare the Audit Committee reports to be disclosed in the Company's annual report; such reports must be signed by the Chairman of the Audit Committee and it must contain, at least, some significant information as described below:
 - (a) The opinions about the accuracy, correctness and reliability of financial statements and financial reports of the Company;
 - (b) The opinions about the sufficiency of internal control system of the Company;
 - (c) The opinions about the compliance with laws on securities and exchange, requirements of the Stock Exchange of Thailand and any other laws relating to the Company's business;
 - (d) The opinions about the appropriateness of external auditors;
 - (e) The opinions about transactions with potential conflict of interest;
 - (f) The number of meetings to be convened by the Audit Committee and meeting attendance of each Audit Committee member;
 - (g) The opinions or general findings obtained by performing its duties in accordance with the Audit Committee Charter;
 - (h) The opinions about other matters that should be notified to general shareholders and investors under the scope of duties and responsibilities assigned by the Board of Directors.
12. In performing the duties as the Audit Committee, if discovering or suspecting of either of the following transactions or acts, which may give significant effects to the financial status and operating results of the Company, the Audit Committee must report it to the Board of Directors for improvements within the reasonable period determined by the Audit Committee:
 - (a) A transaction with potential conflict of interest;
 - (b) A fraud and corruption or irregularity or significant defect in the internal control system; or
 - (c) A violation of laws on securities and exchange, requirements of the Stock Exchange of Thailand and any other laws relating to the Company's business. If the Board or management of the Company fails to make remedies within the established period, one of the Audit Committee members may report such transaction or act to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.
13. To review, improve and amend the Audit Committee Charter, and propose such amended charter for the Board of Directors' approval;
14. To perform other functions assigned by the Board of Directors under the approval of the Audit Committee by virtue of its authority stated in the Articles of Incorporation of the Company and other related laws.

In carrying out the above mentioned duties, the Audit Committee is directly responsible to the Board of Directors, who in turn is responsible to the shareholders and general investors.

In 2020, the Audit Committee conducted 4 meetings. The meeting dates had been earlier decided throughout the entire year. The extraordinary meeting could be called depending on the circumstance. The Audit Committee regularly reported its findings to the Board of Directors and reports to be disclosed in the Company's annual report; There are joint meetings with the Company's auditor and the Chief Financial Officer each quarter, to review the Company's quarterly financial statements and related parties transactions. Two meetings were conducted without management's presence. The details of actions are disclosed in "Management Structure" topic number 1.3 "The number of Directors' meetings".

4. The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is appointed by the Board of Directors to supervise the corporate good governance management, especially to select a qualified person to be a director transparently. Such committee consisted of four persons, including the Chairman of the Nomination and Remuneration Committee and three of them were non-executive directors, presented as 75% of this committee. Its term is one year, and selected by the Board of Directors after the Annual General Shareholders' Meeting.

Selection : To select and screen a qualified person suitable to serve as a Company director. This selection procedure can be verified to ensure the selection is transparently.

Compensation : To consider criteria on payment and type of compensation to ensure that this Compensation is paid transparently and explicitly.

The Nomination and Remuneration Committee consists of 4 members as of February 28, 2021.

	Name	Date of Appointment	Position	Position Period
1.	Mr. Sujarit Patchimnan	May 10, 2016	Chairman	May 2020 - May 2021
2.	Mr. Boonkiet Chokwatana	Feb 27, 2009	Director	May 2020 - May 2021
3.	Mr. Thirasak Vikitset	Feb 27, 2009	Director	May 2020 - May 2021
4.	Mr. Nophorn Bhongsvej	Feb 27, 2009	Director	May 2020 - May 2021

Secretary to the Nomination and Remuneration Committee : Mrs. Pannee Chantavoraluk

The Authorities of the Nomination and Remuneration Committee

1. To invite the management or Company relevant employees to provide explanations, opinions or documents as necessary.
2. To consult with specialists or Company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the Company.

The Responsibilities of the Nomination and Remuneration Committee

Selection

1. To identify and screen individuals who are qualified to serve as Company directors;
2. To review the background of selected individuals to ensure that they are qualified by their knowledge, competence, experience and expertise in accordance with Company regulations and relevant laws;
3. To provide selection opinions or recommendations for the consideration of the Board of Directors;
4. To nominate selected individuals to the Board of Directors for consideration;
5. To Review, revise the Nomination and Remuneration Committee Charter, when needed, and propose it to the Board of Directors for their approval;
6. To engage in any other action as assigned by the Board of Directors.

Compensation

1. To evaluate the performance of the Board of Directors each year;
2. To determine the compensation of Company directors on the basis of the operational performance of the Company, the amount of compensation approved by a shareholder meeting and the amount paid in the prior year; and, to propose the determined amount to the Board of Directors for their consideration and to the shareholders meeting for approval;
3. To determine the compensation for Company directors on the basis of performance, as well as, duties and responsibilities, which is not in excess of the amount approved by the shareholders; and, to propose the determined amount to the Board of Directors for approval;
4. To determine the compensation for members of the Nomination and Remuneration Committee (those who are not Company directors) on the basis of performance as well as duties and responsibilities; and, to propose the determined amount to the Board of Directors for approval;
5. To Review, revise the Nomination and Remuneration Committee Charter and propose it to the Board of Directors for approval;
6. To engage in any other action as assigned by the Board of Directors.

In 2020, the Nomination and Remuneration Committee convened 2 meetings, and subsequently reported the results to the Board of Directors and reports to be disclosed in the Company's annual report. The meeting dates had been earlier decided throughout the entire year not including the extra-ordinary meeting. The details of the actions taken are disclosed "Management Structure" number 1.3 "The number of Directors' meetings".

5. The Corporate Governance and Risk Management Committee

The Corporate Governance and Risk Management Committee is appointed by the Board of Directors to select qualified persons from Company director, management team or other person with experience and knowledge of risk management and good corporate governance. Such committee must consist of at least three persons, the term is one year, and selected by the Board of Directors after the Annual General Shareholders' Meeting.

The Corporate Governance and Risk Management Committee consists of 5 members as of February 28, 2021.

Name	Date of Appointment	Position	Position Period
1. Mr. Suthep Dansiriviroj	May 6, 2014	Chairman	May 2020 - May 2021
2. Mr. Teerayuth Kaewcoon	May 6, 2014	Director	May 2020 - May 2021
3. Mr. Apipong Vischuveskamin	May 6, 2014	Director	May 2020 - May 2021
4. Mr. Nophorn Bhongsvej	May 12, 2020	Director	May 2020 - May 2021
5. Mr. Sontaya Tabkhan	May 12, 2020	Director	May 2020 - May 2021

Secretary to the Corporate Governance and Risk Management Committee : Ms. Penpak Vongrakvanich

The Authorities of the Corporate Governance and Risk Management Committee

1. To be empowered to invite any related executives or employees to present their opinions, participate in meetings or submit documents as deemed necessary.
2. Seek for advice from the Company specialists or consultants (if any) or, if necessary, employ external consultants or specialists at the Company's expenses.
3. To be empowered to appoint a working team to implement corporate governance policy throughout the organization.

The Responsibilities of the Corporate Governance and Risk Management Committee

1. Corporate Governance

- 1.1 Stipulate, review and improve Corporate Governance Policy, Business Ethics and Code of Conduct Policies for Company directors, executives and employees, including Anti-corruption Policy and other regulations to conform to changes in business, related rules, regulations, announcements and relevant laws, on a continuous basis.
- 1.2 Formulate guidelines and procedures in accordance with the principles of good corporate governance and anticorruption policies, as well as monitor and provide counsel, advice and evaluation of their implementation in the development of the Company's corporate governance systems.
- 1.3 Promote and support Company Directors, management and employees to conform to Good Corporate Governance Guidelines and Anti - Corruption Policy.
- 1.4 To review, improve and amend the Charter of the Corporate Governance Committee and present it to the Board of Directors
- 1.5 To perform other functions assigned by the Board of Directors.

2. Risk Management

- 2.1 To determine risk management policies, targets, and to plan and establish corporate risk management systems clearly and consistently, as well as to ensure that the internal control system is adequate for effective management of major risks; and to report to the Board of Directors.
- 2.2 To encourage and stimulate cooperation in corporate risk management at all levels.
- 2.3 To monitor corporate risk management appropriately and effectively, including risks pertaining to fraud and corruption by giving priority to early warning signs and irregularities.
- 2.4 To oversee that the Company and its agencies fully comply with all relevant legal and regulatory requirements governing the conduct of its business operations.
- 2.5 To review and approve the Risk Management plan proposed by the working group.
- 2.6 To oversee and monitor the working group's performance regarding to the risk management implementation to ensure the effectiveness of plan.
- 2.7 To review, improve and amend the Charter of the Risk Management Committee and present it to the Board of Directors for approval.
- 2.8 To perform other functions assigned by the Board of Directors.

The company has set the risk management policy and distributed to the Board of Directors, the executives, and all employees. The policy is complied with the good corporate governance principle number 6: Providing the proper risk management and internal control systems. The details of the operation are disclosed through company's website, intranet and the annual information disclosure form (Form 56-1) section "Risk Factors and Risk Management".

In 2020, the Corporate Governance and Risk Management Committee convened 6 meetings, and subsequently reported the results to the Board of Directors and disclosed in the Company's annual report. The meeting dates had been earlier decided throughout the entire year not including the extra-ordinary meeting, the details are shown in "Management Structure" topic number 1.3: The number of Directors' meetings.

6. The Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee is appointed by the Board of Directors to select qualified persons from Company director, management team or other person with experience and knowledge of corporate social responsibility. Such committee must consist of at least three persons, the term is one year, and selected by the Board of Directors after the Annual General Shareholders' Meeting.

The Corporate Social Responsibility Committee consists of 6 members as of February 28, 2021.

Name		Date of Appointment	Position	Position Period
1. Mr. Viroj	Theeravatvatee	May 6, 2014	Chairman	May 2020 - May 2021
2. Mr. Apipong	Vischueskamin	May 6, 2014	Director	May 2020 - May 2021
3. Mr. Pomsak	Chuamuangphan	May 6, 2014	Director	May 2020 - May 2021
4. Mr. Wattana	Suninlahong ¹	May 8, 2018	Director	May 2020 - May 2021
5. Mr. Jaturong	Kornwet	May 15, 2019	Director	May 2020 - May 2021
6. Mrs. Uthoomporn	Sinprajackpol	May 12, 2020	Director	May 2020 - May 2021

Secretary to the Corporate Social Responsibility Committee : Mr. Pomsak Chuamuangphan

¹ Resigned on December 17, 2020

The Authorities of the Corporate Social Responsibility Committee

1. To invite the management or Company relevant employees to provide explanations, opinions or Documents as necessary.
2. To consult with specialists or Company consultants (if any), or hire outside consultants or specialists, if necessary, at the expense of the Company.
3. Appoint the corporate team to monitor and support the Corporate Social Responsibility process.

The Responsibilities of the Corporate Social Responsibility Committee

1. Set the company's Corporate Social Responsibility Policy and framework.
2. Consider and scrutinize activities and policy for the Company's society and environment.
3. Consider and approve strategies and activities to meet CSR goals and policy of society and environment.
4. Endorse annual plan and budget for operations about society and environment.
5. Review and monitor progress of CSR activities and to appraise the achievements and the quality of CSR projects.
6. Give opinions and suggestions on CSR Policy and the Code of Conduct of the Company's business operation and employees.
7. To review, improve and amend the Charter of the Responsibilities of the Corporate Social Responsibility Committee and present it to the Board of Directors for approval.
8. Engage in other acts as assigned by the Board of Directors.

The Company has determined the written CSR policy for business operation and informed it to the directors, executives and employees at all levels. The policy provides an ethical framework for the business operations, taking into account the balance and fairness for all stakeholders. Such information has also been published on the Company's website, intranet system as well as in the Sustainable Development Report.

In 2020, the Corporate Social Responsibility Committee convened 2 meetings, reported the results to the Board of Directors and disclosed in the Company's sustainability development report. The meeting dates had been earlier decided throughout the entire year not including the extra-ordinary meeting. The details of the operation are shown in "Management Structure" topic number 1.3: The number of Directors' meetings.

7. The Chairman

The authorities and responsibilities of the Chairman as a guideline to serves as the Chairman are described as below;

The Authorities and Responsibilities of the Chairman

1. Take responsibility as the leader of the Board of Directors in monitoring and supervising the operations of the Board of Directors and various committees.
2. Preside at the Board of Directors' meeting. In case of tie, the Chairman adds an additional vote as a casting vote.
3. Summon the Board of Directors' meeting or may assign another person to act on own behalf.
4. Preside at the shareholders' meeting and control the meeting to be in accordance with the company's regulations regarding the meeting. Conduct the meeting according to the agenda specified in the invitation to the meeting, unless the meeting resolves to change the order of the agenda by votes of not less than two-thirds of the shareholders present at the meeting.
5. Engage in other acts as assigned by the Board of Directors.

8. The Managing Director

The Board of Directors has clearly assigned the authority, duty and responsibility of the Managing Director as a guideline to serve as the Managing Director. The details are as follows:

The Authorities and Responsibilities of the Managing Director

1. Manage Company operations so as to well comply with the laws, objectives, Company regulations, resolutions by the shareholders' meeting, resolutions by The Board of Directors, resolutions by The Executive Board, and other standard practices concerned.
2. Direct or engage in necessary and appropriate acts, so as to achieve those purposes laid down in above item 1. Should the matter be deemed significant, the Managing Director is required to report said matter to The Board of Directors and/or The Executive Board.
3. Set Company regulations regarding work practice, which must not contradict with the policies, regulations, provisions, instructions, or resolutions, set forth by the shareholders' meeting, The Board of Directors' meeting, and/or The Executive Board's meeting.

4. Review and approve the recruitment, appointment, transfer, and dismissal of employees, granting approval to the promotion or disciplinary action against employees, as well as deciding on the remuneration and welfare benefits for employees. However, such action must not contradict with the authority and the decision by The Executive Board.
5. The authority of the Managing Director regarding the acquisition of assets and Connected transactions shall fall in line with Announcements of the capital Market Supervisory Board.
6. Authorize and/or assign other persons to carry out specific assignment on own behalf.
7. The exercise of authority by the Managing Director shall not be permitted, if he/she is deemed to have interests at stake, or have conflict of interests with the Company.
8. In the exercise of authority by the Managing Director, should there arise any doubt or unclear aspect regarding such action, the matter shall be forwarded to The Board of Directors for consideration and conclusion.
9. Other duties as assigned by the Executive Board.

Additionally, the Executive Committee has set up several sub-committees in order to have employees jointly organize the internal management appropriately, efficiently, and effectively to the Company. The established committees at present are as follows:

1. The Committee of Safety, Occupational Health and Working Environment
2. The Committee of Welfare
3. The Committee of Environment, Safety and Energy Conservation
4. The Committee of Managerial Policy
5. The Committee of Business Risk Management
6. The Committee of Anti-Corruption
7. The Committee of Energy Management
8. The Committee of Environment Management
9. The Committee of Information Technology Security
10. The Committee of Business Continuity Management
11. The Committee of Personal Data Protection (PDPA)
12. The Committee of Greenhouse Gas Management

2. Term for Company Directors

The term for Company directors is in accordance with the Company articles of association, Public Companies Limited Act and Charter for the Board of Directors as follows:

1. At every Annual General Meeting, one-third (1/3) of the directors shall retire from office. If the number of directors cannot be divided evenly into three (3) parts, the nearest number to such one third (1/3) of the directors shall retire from office. The director who retired in due course may be reelected.
2. In the case where a position on the Board of Directors becomes vacant due to reason other than completion of term and where the remaining term is longer than two months, the Board of Directors shall appoint a properly qualified individual to fill the vacant post at the next meeting. The replacement member is to only serve the remaining term of the member whom he / she replaces.
3. The tenure of members of the Board of Directors is terminated due to the following reasons:
 - (A) Expiration of term
 - (B) Resignation
 - (C) Death
 - (D) Being disqualified for lack of qualifications or possession of characteristics prohibited by law or corporate regulations
 - (E) Being found to have inappropriate characteristics to gain trust in managing the business of a listed company as per regulations specified by the Securities and Exchange Commission
 - (F) Removal by a resolution of the Shareholders Meeting
 - (G) Removal by the judgement of a court
4. A director who resigns before the expiration of tenure shall submit a notice of resignation to the Company, effective on the date such notice reaches the Company. The notice of resignation may also be sent to the Registrar as prescribed in the laws pertaining to public companies limited.

3. Holding Office Regulation for the Directors

- The Board of Directors does not limit the number of listed companies for the Directors to hold office because the Board of Directors and shareholders are confident in the Directors' qualifications as the experts equipped with knowledge, business capabilities, determination, and high commitment.
- The Company believes that each director's business expertise and capabilities should not be restricted by the number of companies which director served, as long as he/she proves to be capable and devotes enough to carry out own assignments in fulfilling the expectations by the Board of Directors and shareholders.
- For the independent Directors, the Board of Directors does not specify the term of office holding for the Independent Directors since both positions are appointed by the approval of the shareholders' meeting. The number of years on such position, which shown on the notice of meeting and the annual report for consideration.
- The Directors who hold office in other companies should be approved by the Board of Directors, according to the regulations of holding office for the Directors.

- Regarding holding office in the other listed companies, the Company's Directors and the Executives of the Saha Group, the Company has established policy and guidelines on such matter. The executives of Saha Group have also the directions and the management team to consider such criteria of those companies as types of business and the necessity in assigning the Director or the Executive of which companies of the Saha Group to be the Company's representative concerning partnership or partnership contract. If necessary, they will send the Director or the Executive who has knowledge, skills, and expertise in that area to hold office.

The disclosure of name and information of every Director holding office in other companies has been shown in the Form 56-1 and the annual report under the topic "Personal Information of Directors and Executives".

At present, there is 1 Director holding director positions in more than 5 listed companies. Nonetheless, the Company believes that it will not cause any impact on their performance. Furthermore, the Directors have shown their dedication in working and regular attendance in the meetings.

4. Merger or Segregation

The Company prescribes that the Chairman of the Board of Directors shall not be an Executive Director, Managing Director and shall not have any relationship with the entire management. There is a clear separation in the functions with respect to supervisory policies and the management of routine functions. The Company has prepared a Charter of the Board of Directors which clearly prescribes and delineates the powers of all committees and the Managing Director.

The Chairman of the Board of Directors is the leader and controller of Board of Directors meetings in order to ensure independence. All Directors are able to express opinions or make suggestions fully. The management of the executives is supported through the grant of powers and responsibilities to the Managing Director. The Board of Directors does not interfere with routine management work. Although the Chairman of the Board of Directors is not an Independent Director, the Company remains confident that the duties has always been undertaken with an understanding of good corporate governance principles. Decisions on significant matters approved by each relevant committee have achieved a balance and reviewed strictly.

5. Remuneration of the Directors and the Executives

The Nomination and Remuneration Committee would determine the appropriate remunerations for directors and sub-committees by consideration of the experience, duties, scope of roles and functions, participation and responsibilities of each Director for proposal to the Board of Directors and to the meeting of shareholders for approval. In this regard, the Annual General Meeting of Shareholders No. 18 held on Monday August 4, 2020 approved directorial remunerations on the amount of not exceeding Baht 10 million per year. The Board of Directors has delegated to the Nomination and Remuneration Committee the tasks of determining the remunerations for the Directors and Sub-Committees, and then proposing the appropriate remuneration to the Board of Directors for approval.

The amounts of remuneration to each director are disclosed in the "Shareholders and Management Structure" of the annual report and the Form 56-1.

Principle 4 The Board of Directors shall nominate and develop senior executive officers and ensure good people management.

The Board shall afford a proper mechanism for the nomination and development of president and senior executive officers, making certain that they possess the knowledge, skills, experience, and characteristics necessary for the Company to achieve its objectives.

1. The Directors and Top management Appointment

1.1 The director and independent director recruitment

1.1.1 The director qualifications

1. The combination of the Board of Directors should be composed people from various educational backgrounds, profession experiences and skills. All qualifications should be beneficial to the company business. Meanwhile, there must be no exclusion by gender, age and nationality.
2. Leadership, vision, ethics, morality shall be the factors for consideration. Past performance of the candidate must be transparent without illegal qualifications and comply with the company's articles of association.
3. The director re-election should consider past performance appraisal as the member of the Board of Directors and/or subcommittee. The shareholders should have such information for consideration.
4. The independent directors must have the qualifications complying with rules and regulations set by the Capital Market Supervisory Board

The director recruitment process

1. The Nomination and Remuneration Committee is entitled to seek for a qualified person as the company Board of Director's member. The approval is subject to the majority of company shareholders' vote. In the case where a position on the Board of Directors becomes vacant due to reason other than completion of term and where the remaining term is longer than two months, the Board of Directors shall appoint a properly qualified individual proposed by the Nomination and Remuneration Committee to fill the vacant post with at least three forth vote. The replacement member is to only serve the remaining term of the member whom he/she replaces.
2. The company is open to the minority shareholders' proposal of the qualified candidate.
3. The Nomination and Remuneration Committee may consider candidates from the director pool list of Thai Institution of Directors (IOD)
4. The Nomination and Remuneration Committee will consider the past experiences and expertise as the supportive factors in the recruitment in order to serve with long term corporate strategy.
5. The new Board member appointment will also be considered by the mixture of the Board of Directors' experience and expertise in the areas needed.

Independent director's qualifications

The Board of Directors resolved to adopt the definition for “independent director” having qualifications in accordance with the notification of the Capital Market Supervisory Board as follows:

1. The person must hold no more than 1% of shares with voting rights of the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company; inclusive of shareholding by individuals related to such independent directors.
2. The person must not be serving, or have served, as a director who is involved with the management, or a staff member, an employee or a consultant with a monthly wage. The person also must not be or be an individual with the authority to control the Company, the parent Company, the associates, the affiliates, the associates of the same level, the major shareholders or of the entities with the authority to control the Company, with the exception of the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director. The ineligibility however does not include the case where an independent director has previously served as a public servant or a consultant of a government agency which is a major shareholder of, or an entity with the authority to control the Company.
3. The person must not be related by blood or law as father, mother, spouse, sibling or child, spouse of son or daughter of executives, major shareholders, individuals with the authority to control the Company or candidates for the position of an executive or an individual with the authority to control the Company or an associate.
4. The person must not have, or have had, a business relationship with the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company, in such a manner that may interfere with one's independent discretion. The person also must have not been or has been a shareholder, individuals with the authority to control the Company, of the person who has business relationship with the Company, the parent Company, the associates, the affiliates, the major shareholder or the entities with the authority to control the Company. There is an exception in the case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.

The business relationship as described in the above paragraph is inclusive of normal trading transactions for the conduct of business; lease or letting of immovable; transactions relating to assets or service; provision or acceptance of financial assistance through acceptance or provision of loans and guarantees, the use of assets as collateral and other such practices which result in the Company or the party to the agreement being under the obligation to repay the other party for an amount from 3% of net tangible assets of the Company or from Twenty Million

Baht whichever is lower. The calculation of such obligation to debt is to be in accordance with the related transaction value calculation method as per the Announcement of the Capital Market Supervisory Board on the Related Transaction Criteria with exceptions. The said obligation to debt includes that which has materialized during the period of one year prior to the day of business relationship with the same individual.

5. The person must not be, or has been, an auditor of the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder, an individual with the authority to control or a partner of the audit office with which the auditor the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company is associated. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.
6. The person must not be, or has been, a provider of a professional service including the service as a legal consultant or a financial consultant for which greater than Two Million Baht of fee is paid per year by the Company, the parent Company, the associates, the affiliates, the major shareholders or the entities with the authority to control the Company. The person also must not be a significant shareholder or an individual with the authority to control or a partner of such provider of professional service. There is an exception in such case where he or she has retired from such a position for at least two years prior to the day on which he or she is appointed as an independent director.
7. The person must not be a director appointed to represent a director of the Company, a major shareholder or a shareholder who is related to a major shareholder.
8. The person must not be in a business of the same nature as, and of significant competition to, that of the Company or an associate. The person also must not be a significant partner in a partnership; a director who is involved with the management ; a staff member; an employee; a consultant with a monthly wage; as well as, a shareholder who holds more than 1% of shares with voting rights of another Company which is engaged in a business of the same nature as and of significant competition to that of the Company or an associate.
9. The person must not have any other characteristic which is an obstacle to the giving of free opinion on the operation of the Company.

In the event of any announcement by the Capital Market Supervisory Board imposing the revision to the qualifications for independent director, the Company's independent director would thereby be required to possess such qualifications well complying with such revision.

After having been appointed as an independent director following the qualifications specified under items (1) through (9) above, the independent director may be assigned by the Board of Directors to make decisions on the operation of the Company, the parent Company, the associates, the affiliates, the associates of the same level, the major shareholders or the entities with the authority to control the Company in the manner of a collective decision.

Additionally, in the past accounting period, the independent directors of the Company had neither business relationship nor professional services. Also, the appointed independent directors never have or had business relationship or professional services exceeded than the rules stipulated in the notification of the Capital Market Supervisory Board regarding the Application for and Approval of Offer for Sale of Newly Issued Shares.

The independent directors are independent from the management and major shareholder's control.

1.1.2 The rights accorded minor shareholders regarding director(s) appointment

Nomination of Directors

The Company provided minor shareholders with the opportunity to nominate candidates to be appointed as Company directors at the annual shareholders' general meeting in advance according to the criteria specified by the Company, whose further details were displayed on the Company website under the heading "Investor Relations : IR News".

Vote-casting method for director appointment

According to the Company's Articles of Association, the chapter 3 on the item 11, the shareholders' meeting was authorized to appoint Company directors according to the criteria and method as follows:

- One shareholder shall have one vote per one share.
- Each shareholder must exercise all of the votes he or she has under the first paragraph to elect one or several persons to be a director or directors and must not allot his or her votes to any person in any number.
- The persons receiving the highest number of votes, followed by those with descending highest number of votes shall be elected as the directors fulfilling the number of directorship required to be elected by the shareholder's meeting. In case the number of votes for the candidates in descending order are equal and exceed the number of directors to be elected at said meeting, the Chairman shall cast the deciding vote.

1.2 The selection of the management and top executive

The selection of the management

The selection process for the persons to further serve in management positions begins with the selection of the persons having good qualifications in terms of capabilities and morality and ethics to join the Company. The Company then trains and develops these people to be well-prepared to meet the challenges as future management members, through its consistent evaluation process of employees' potentials and capabilities. The Company regularly carries out training programs seeking to upgrade employees' potentials to a higher level, so as to be well-prepared to take up further significant positions when they become vacant.

The selection of the Chief Executive Officer

With the regard of selection methods for the Company's Chief Executive Officer, the Nomination and Remuneration Committee shall consider and select from the current management or others, with qualified knowledge and abilities, who understand the Company's business very well, as well as be able to manage to achieve the objectives and targets set by the Board of Directors, and also not be prohibited by laws. Accordingly, such person is then proposed to the Board of Directors for consideration of appointment.

1.3 Supervising the operations of subsidiaries and associates

The Nomination and Remuneration Committee will make a decision in selecting the person and present it to the Board of Directors to consider selecting the person nominated and appointed to be a director in subsidiaries and associate. The number of individual that the Company voted to appoint as a director is in accordance with the Company's proportion of shareholding. The person who was appointed as a director in subsidiary or associated companies was entitled to perform the operations for the best interests of their subsidiaries or associate, unless it is important policies affecting the Company's business operations. The Company required the appointed person to be approved by The Executive Board and / or the Board of Directors prior to cast a vote. The company has no control power over the selected Board of Directors' operating decisions.

The Company has laid down the policy for subsidiaries and associate that is the Company's main business to have proper and adequate internal control systems. Such internal control systems of the company and subsidiaries were monitored annually by Dharmniti Internal Audit Co., Ltd.

Furthermore, the Company has assigned the person who was appointed by the Company to oversee its subsidiaries and associate company to operate and disclose significant information according to the rules in the same way as the Company performed, such as making connected transaction, the acquisition or disposition of assets, or making other important transactions. The assigned person also has to supervise the information storage and bookkeeping of the subsidiaries and associate company for the Company, so that it can be reviewed and collected for financial statements in due time. The mission also includes the subsidiaries application to be members of Thai's Collective Action Coalition Against Corruption (CAC). The subsidiaries were successfully accredited as CAC members for the second time on December 31, 2020.

The Company had no agreements between the Company and other shareholders in the management of subsidiary (Sahacogen Green Co., Ltd.) The company is a major shareholder and no other persons holding shares more than 10 percent of the shares with voting rights of subsidiaries. In addition, the Company had no agreements between the Company and other shareholders in sharing returns beyond normal returns according to proportion of their shareholding in subsidiaries.

For Sahagreen Forest Co., Ltd, the subsidiary, the Company has the agreement with other shareholder in accordance with “Joint Venture Agreement for Biomass Power Plant Project” date August 21, 2010.

2. Development of Directors and the Executives

The Board of Directors and the executives have appreciated their roles, duties and responsibilities to the Company. Thus, the Company has attached importance to the development of all personnel throughout the organization, consistent with the leadership and vision of the Directors and the executives, in order to enhance knowledge, competencies, skills and potentials. The Board of Directors and the executives are encouraged to attend seminars and training courses that are beneficial to the performance of functions as are held internally or externally, including work visits.

Guidelines to enhance the Corporate Governance for the Directors

Foundation	Committee	Functional
<ul style="list-style-type: none"> - Director Certification - Director Accreditation - CG for Capital Market Intermediaries - CG for Family Business 	<ul style="list-style-type: none"> - Chairman - Audit Committee - Nomination and Governance Committee - Compensation Committee - Risk Management Committee 	<ul style="list-style-type: none"> - Chartered Director - Finance - Strategy Formulation - Strategy Measurement - Risk Planning - DCP Update

Guidelines to enhance the Corporate Governance for the Executives

Foundation	Functional
<ul style="list-style-type: none"> - CG for Executives - CG for Capital Market Intermediaries - CG for Family Business 	<ul style="list-style-type: none"> - Board Reporting - Risk Management Committee - Risk Planning - Strategy Formulation - Strategy Measurement

1. Developments for the directors and the management

The Company Directors' attendance at training sessions conducted by the Thai Institute of Directors Association (IOD)

รายชื่อ ผู้ถือหุ้น	รายชื่อ กรรมการ	The Company Directors' attendance at training sessions conducted by the Thai Institute of Directors Association (IOD)									
		Director Accreditation Program (DAP)	Director Certification Program (DCP)	Audit Committee Program (ACP)	Role of the Chairman Program (RCP)	Risk Management Committee Program (RMP)	Role of the Compensation Committee (RCC)	Company Secretary Program (CSP)	Advanced Audit Committee Program (AAP)	Driving Company Success with IT Governance (ITG)	How to Development a Risk Management Plan (HRP)
Mr. Sujarit	Patchimnan	41/2005	-	-	-	-	-	-	-	-	-
Mr. Boonkiet	Chokwatana	3/2003	41/2004	-	-	-	-	-	-	-	-
Mr. Vichai	Kulsomphob	-	61/2005	-	-	-	-	18/2006	-	-	-
Mr. Vorayos	Thongtan	272/2019	-	-	-	-	-	-	-	-	20/2018
Mr. Thirasak	Vikitset	3/2003	68/2005	-	-	-	-	-	-	-	-
Mr. Viroj	Theeravattavee	12/2004	68/2005	-	-	-	-	-	-	-	-
Mr. Sorntaya	Tabkhan	-	-	-	-	-	-	-	-	-	20/2018
Miss Krongkao	Kritayakirana	-	-	-	-	-	-	-	-	-	-
Mr. Atthakorn	Glankwandee	3/2003	68/2005	-	-	-	-	-	-	-	-
Mr. Suthep	Dansiriviroj	32/2005	60/2005	-	-	5/2014	7/2008	-	-	-	-
Mr. Nophorn	Bhongsvej	38/2005	71/2006	12/2006	-	-	-	-	-	12/2019	-
Mr. Amorn	Asvanunt	4/2003	-	-	-	-	-	-	-	-	-
Pol. Gen. Sornchai	Prabhasabhakdi	25/2004	51/2004	2/2004	12/2005	-	-	-	-	-	-
Mr. Boonyarath	Mahamontri	3/2003	68/2005	-	-	-	-	-	-	-	-
Admiral Apiwat	Sriyadhana	109/2014	197/2014	-	36/2015	-	-	-	19/2015	-	-

The details are shown in annual report and the annual information disclosure form(Form 56-1) under topic "The Board of Directors Information"

2. Training and seminar attended by the Board of Directors in 2020

The activities were cancelled due to the pandemic of Coronavirus Disease 2019 (Covid-19) for safety reason.

3. Relevant parties in Corporate Governance

The Company Secretary, the secretary to the Audit Committee and managers are regularly supported and engaged to attend assorted training courses and seminars organized by The Securities and Exchange Commission (SEC), The Stock Exchange of Thailand (SET), Thai Listed Companies Association (TLCA), Thai Institute of Directors (IOD), and other institute continually and consistently as follows;

4. Training and seminar attended by relevant parties in Corporate Governance in 2020

Name		Training Course/ Seminar
Mr. Teerayuth	Kaewcoon	Director Certification Program (DCP) : IOD
Mr. Apipong	Vischuveskamin	
Mr. Apipong	Vischuveskamin	Company Secretary Program (CSP) : IOD
Mrs. Waraphorn	Promlert	"2019 AGM Check list" : TIA
Ms. Kanchana	Prachakun	
Mrs. Pannee	Chantavaraluk	Road to Certify NO. 4/2020 : IOD
Ms. Naiyachan	Chongkolvanich	
Mrs. Waraphorn	Promlert	
Mrs. Pannee	Chantavaraluk	"Roles of the corporate secretary, beyond regulation" (Thai Business)
Ms. Naiyachan	Chongkolvanich	
Mrs. Waraphorn	Promlert	
Ms. Penpak	Vongrakvanich	"Open House CAC Checklist 4.0" : IOD
Ms. Naiyachan	Chongkolvanich	
Mrs. Waraphorn	Promlert	
Ms. Phatcharin	Sangphok	
Mrs. Sopita	Settaki	
Mr. Somchai	Srilachai	
Mrs. Pannee	Chantavaraluk	CGR Workshop No.1/2020 : IOD
Ms. Naiyachan	Chongkolvanich	
Mrs. Waraphorn	Promlert	
Ms. Kanchana	Prachakun	
Ms. Phatcharin	Sangphok	
Mrs. Pannee	Chantavaraluk	"The appointment, change and term completion of directors, independent directors and audit committee" : TIA
Ms. Naiyachan	Chongkolvanich	
Mrs. Waraphorn	Promlert	
Ms. Kanchana	Prachakun	
Ms. Phatcharin	Sangphok	
Mr. Teerayuth	Kaewcoon	"Preparation for directors and top executives about Personal Data Protection" : SEC
Ms. Penpak	Vongrakvanich	
Ms. Penpak	Vongrakvanich	COSO ERM 2017 : TIA

Principle 5 The Board of Directors shall nurture innovations and responsible business practices.

The Board shall prize and encourage innovations that create value for the business together with benefits for its customers, other stakeholders, society, and the environment.

“The sustainable power that return the value to society” The company implement the project to create added value to the residual component of the agricultural products. The project helped reduce the bio components burning and indirectly reduce the impact of pollution. The company initiated the idea of using the disposed bamboo parts as raw material of making “Bamboo Charcoal Briquettes” which is the fuel for cooking and “Bamboo Char Deodorizer” that helps reducing unpleasant odors. The products were marketing under “LAMBOOCHAR” brand. The product has the first commercial value of 645,000 baht. It won the prize awarded to the environmental friendly product (THAILAND GREEN DESIGN AWARDS 2019) in the Resource Efficiency category, for business operators and private companies by Kasetsart Agricultural and Agro-Industrial Product Improvement Institute (KAPI).

The company disclosed information about the product in the sustainable development report section “Energy Innovation”

Principle 6 The Board of Directors shall provide an adequate system of risk management and internal control.

The Board shall ensure that the Company has effective and appropriate risk management and internal control systems that comply with applicable laws and standards.

The company disclosed information regarding to risk factors and internal control in the annual report and form 56-1 topic “Risk factors and Risk management” and “Internal control and risk management”.

The audit committee has considered the internal control and risk management system are sufficient and suitable for the nature of the business.

Supervision of Internal Data Use

The Company has policies to the use of insider information by determining in the Company’s code of business ethics to implement to the Company and shareholders, including the code of employee conduct. The directors, the executives and employees must behave with integrity, accountability and moral consciousness. Under no circumstance should they exploit their authority for the benefit of themselves and / or others. All relevant employees must protect the interests and the Company’s asset. They must not use the Company’s information or assets for benefit of themselves and/or not to engage in any action which assists any individual in business that competes with Company. The code of business ethics were distributed to directors, executives and staff, also disseminated via the Company’s website. The Company monitors internal data use in line with the Corporate Governance in written and published on the Company’s intranet system such as the Code of Conduct; manuals about responsibility for directors, managers and employees; and guidelines regarding to company anti-corruption policy. The newly hired members will be informed such details on the first day of their work. The summary of significant policy is described as following;

1. The Company shall provide the directors, managers and employees with knowledge and understanding about reporting of their securities holding and changes in securities holding in the Company to The Securities and Exchange Commission, Thailand (SEC) according to Section 59 of the Securities and Exchange Act B.E. 2535. They have the duty to report their holding of the Company's securities within 3 days from the date of the change by submitting through online system provided by The Securities and Exchange Commission, Thailand (SEC). The report submission is subjected to the guideline announcement Sor Jor 38/2018 dated July 16, 2018 regarding to the preparation and the submission of the report for changing in derivatives and securities holding by directors, managements, auditors, planners and plan managers. The Company Secretary is to submit a summary report on the said securities holding and changes in securities holding in the Company to the Board of Directors' meeting for acknowledgement. They must also be informed of punishment clauses for any violation or non-compliance with the said regulation.
2. It is prohibited to disclose the Company's annual financial statements or others to outsider or unrelated persons. Persons who are relating to inside information are not allowed to engage in the Company's securities trading within 1 month before the quarterly financial statements, and the Company's annual financial statements are published to the public, and for 24 hours after important information are being disclosed. If such regulation is violated, the punishment is ranged from warning, deducting wages, being suspended to being laid off, which should be considered and approved by the Board of Directors.
3. The company has set a policy for directors and top management to inform the Board of Directors and/or company secretary about the company's security or share trading at least 1 day prior to trading.
4. The company has introduced the measures for monitoring of the company director and the management's conflict of interest by requiring them to declare the conflict of themselves and/or related persons based on the company policy.
5. At the same time, the Company also developed internal control system regarding inside information, by applying information technology system to classify inside information access level for each employee level, through the setting of ID code for accessing such information.

The company appointed Dharmniti Internal Audit Co., Ltd. as the independent internal auditor. The auditor planned the annual review over the company's information system. The result of the inspection was reported to the audit committee with the Good level. The external auditor, EY, reviewed the control over the information system including access control, data backup, and data retrieval. The result showed the risk level was low.

In 2020, the Company did not receive any warning letter of rules and regulations violation from the Securities and Exchange Commission (SEC). and The Stock Exchange of Thailand (SET)

Principle 7 The Board of Directors shall ensure information disclosure and financial integrity.

The Board shall ensure the integrity of the Company's financial reporting system and that timely and accurate disclosure of all material information regarding the Company is made consistent with applicable requirements.

Financial Information trustworthiness and disclosure

In 2020, the company has been complied with the disclosure regulations required by the Stock Exchange of Thailand and the Securities and Exchange Commission. The information is posted on company's website www.sahacogen.com, annual report, for 56-1. The company has also disclosed other information to show the transparency in doing business.

1. Corporate governance

The Company arranges the good corporate governance principal, business ethics, code of conduct as well as anti-corruption policy in writing and provide to all directors, executives and staff including publishing on the billboard and the intranet system to communication internally in the organization.

2. Shareholding structure

The Company disclosed the names of the top 10 shareholders at the time of closing shares registration book for the shareholders' meeting in annual report and the annual disclosure information form (Form 56-1) under topic "Securities information and shareholders".

3. The responsibilities of the Board of Directors and sub-committee

The company has disclosed the responsibilities of the Board of Directors and sub-committee, number of meeting and number of the attended meeting in annual report and the annual disclosure information form (Form 56-1) under topic "Risk Factors and Risk Management" and "Internal Control and Risk Management".

4. Securities holding by the directors and managements

The company has disclosed the direct and indirect shares holding by directors and management in the annual report, the annual disclosure information form (Form 56-1) under section "Change in shares holding by directors and management" section "Personal information of the directors and management" and section "Corporate governance" topic "Control over the use of inside information".

5. The remuneration for the directors and the management

The Company disclosed the policy regarding the remuneration for directors and the management, the nature and number of remuneration accorded the directors for the Board of Directors and subcommittees, in the annual report, the annual disclosure information form (Form 56-1) under the heading "Management structure", on the remuneration for the directors and management members.

6. Development for the directors and the management

The Company disclosed the development and training of directors and the management. Details are in the annual report, the annual disclosure information form (Form 56-1) under the heading “Board of Directors Information” and “Corporate Governance” on compliance with good corporate governance principles in other matters Responsibilities of The Board of Directors No. 5.7.

7. The policy of conflict of interest report

The company has disclosed the policy that require directors and management to submit the report of conflict including the related person to disclose in the annual report, the annual information disclosure form (Form 56-1). The details are shown in “Corporate governance” section under the topic of the Board of Directors responsibilities no. 3 Conflict of Interest.

8. Policy on corporate social responsibility, community and environment

The Company sets the social responsibility policy in the company’s mission, corporate governance and business ethics. The details are shown in the company’s sustainability report.

9. Risk management policy

The Company has set up the Corporate Governance and Risk Management Committee to supervise risk management of the organization in a systematic and effective manner, and cover all areas appropriately, as well as assign risk management policies, according to the details in annual report and the annual disclosure information form (Form 56-1) under the topic “Risk Factors and Risk Management”.

10. The responsibilities of the Board of Directors towards the financial reports

The company has disclosed the significant information both financial and non-financial information in the timely manners. The information is correct, transparent and approved by the set procedures.

- **The information shown in the annual disclosure form (Form 56-1), and the annual report** is continuously monitored and revised to be up to date.
- **The annual and quarterly financial reports are** disclosed before the deadline.

In 2020, the company’s financial statements have been verified with unqualified opinion and submitted to the SET and SEC in time. The information is not subjected to amendment order the regulator. There was no action taken based on the fault disclosure violating the rules.

- **The change in company quarterly operating performance comparing to last year that is larger than 20%**

In 2020, the company has disclosed the significant changes in the operating performance on May 12 and August 11 in total 2 times.

11. The Disclosure of Related Transactions

All related transactions that have been approved are complied with SET and SEC rules. The details are shown in annual report, the annual disclose information form (Form 56-1) under the topic of “Related Transactions”.

12. The policy regarding to financial and accounting transaction

The company has been completely recording business transactions. The financial reports have been prepared correctly and disclosed in time. The evidences of the transaction were sufficient. The financial and accounting standards used are proper and constant based on the financial reporting standard (TFRS). The significant information was disclosed clearly.

13. The company's tax policy

The company has been focusing on the honesty and transparency practice. The corporate tax has been paid in time to maintain the business creditability. The tax benefit was legally used to efficiently manage under the scope of laws and disclosure rules. The practice is complied with the company's strategy to achieve the best benefit to the shareholders and maintain good relationship with the government officers.

Tax payment procedure

1. Closely monitor the news regarding to tax and laws
2. Review the operating transactions based on the monthly and yearly tax payment manual and work closely with the internal auditor to review on the audit schedule planned
3. The financial auditor will review quarterly to monitor the tax transactions have been made efficiently and correctly.

14. Whistleblowing Policy

The company is open to receive petitions and information of illegal actions from the employees. The harmful actions that may affect the company and threat to the employees' right can also be voiced through the provided channel. The whistleblowers shall be protected.

The provided channels are the direct contact listed below.

Contacts	Telephone	E-mail Address
The Board of Directors	038-481555 Ext. 202	chairman@sahacogen.com
The Audit Committee	038-481555 Ext. 203	auditcommittee@sahacogen.com
The Corporate Governance and Risk Management Committee	038-481555 Ext. 212	riskcommittee@sahacogen.com
The Corporate Social Responsibility Committee	038-481555 Ext. 290	pr-csr@sahacogen.com
The Managing Director	038-481555 Ext. 200	vorayos.th@sahacogen.com ¹
The Company Secretary	038-481555 Ext. 200, 282	csecretary@sahacogen.com ²
Investor Relations	038-481555 Ext. 200, 282	investorrelation@sahacogen.com
Human Resource Management and Development Division	038-481555 Ext. 242, 243	hradmin@sahacogen.com

¹ Appointed : Jan 1, 2021

² Appointed : Feb 24, 2021

The petition and information can be sent by postal service to the Board of Directors (Chairman), The Audit Committee (The Chairman of Audit Committee), The Corporate Governance and Risk Management Committee, the Corporate Social Responsibility Committee, the managing director, the corporate secretary, the investor relations, Human Resource and Administration Department.

Address:

Sahacogen (Chonburi) Public Company Limited

636 Moo 11, Sukhabhiban 8, Nongkham sub-district

Sriracha District, Chonburi 20230

Petition process

The company will transparently investigate about the petition. The fair treatment and whistleblower protection will be implemented through the investigation process.



The protection of the whistleblower and complainer

The company will protect the whistleblower and complainer made by fide intent by concealing the name or any information that could identify the whistleblower and complainer and maintain the information of whistleblower and complainer to be confidential by limited to those who have a responsibility to investigate complaints only.

The protection of employees

The company will provide care and protect employees who comply with Anti-corruption policy and regulation by protection complainer set in Code of conduct the Board of Directors, executives and employees. Including the company give justice and protection to employee. By employee will not be punished, or reduce position, if denied the corruption acts, even though such actions would cause the company to lose business opportunities.

The company has set whistleblowing process and protection of whistleblowers and those being complained as well as penalty and clue reporting; and clearly published such details in the Anti-corruption Manual.

In 2020, there were no complaints.

Monitoring, Reviewing and Assessment

The company has a process to review, monitoring and assessment of the risks of corruption, as well as programs for preventing such risks. The Corporate Governance and Risk Management Committee is the risk assessor in corruption and coordination together with the working team to implement anti-corruption project. The responsibility are reviewing the internal control and internal audit follow-up. In the case of fraud, internal audit work unit will report directly to the Audit Committee and the Audit Committee will report to the Board of Directors, respectively.

In 2020, the Corporate Governance and Risk Management Committee has reviewed policy and practices relating anti-corruption. Working with the anti-corruption working team and the internal audit, the committee performed the annual audit plan. The report to the Audit Committee and the Board of Directors by quarterly.

The result of the investigation will be reported to the Board of Directors. The whistleblower name and the petition will be protected as the company's secret.

In 2020, the company by the Corporate Governance and Risk Management Committee did not get any warning, or been punished due to the shortfall of complying with the rules. There was no case of laws violation in terms of labor laws, consumers, competition and environment. The company did not get compliant from shareholders and stakeholders.

15. Investor Relations

The Board of Directors has designated the persons who would be able to provide data and information as required by investors and relevant persons. Other than that, the company information is provided in many channels such as company website (www.sahacogen.com) which is easy to access.

In this regard, investor relations representatives are;

- | | |
|---|---|
| • Mr. Vorayos Thongtan * | • Mr. Apipong Vischuveskamin ** |
| Managing Director | The Company Secretary |
| Tel : 038-481555 | Tel : 038-481555 |
| Fax : 038-481551 | Fax : 038-481551 |
| E-mail : vorayos.th@sahacogen.com | E-mail : csecretary@sahacogen.com |

¹ Appointed : Jan 1, 2021

² Appointed : Feb 24, 2021

Moreover, gGeneral investors and students are welcomed to contact the Company's officers when requiring investment data for their consideration and for the thesis. Moreover, the Company has organized "Open House" for people from government agencies, private organization and community nearby interested in educational and business visit.

The Company and other companies in Saha Group, cooperated with the Stock Exchange of Thailand to annually hold the "Opportunity Day" event. , This event was provided a venue where analysis, investors and mass media could engage inn meaningful discussions on business, policy and investment directions of the Company. The Managing Director welcomed and provided information about business and businesses in Saha Group. Information books given to attendants also summarized companies' business and performance results, which made attendants very pleased and the number of investors and analysts increases very year.

However, In 2020, the company did not arrange this activity due to the breakout of Coronavirus Disease 2019 (COVID-19) pandemic,

Principle No. 8 : The Board Shall encourage engagement and communication with shareholders.

1. The Rights of Shareholders

The Board of Directors recognized the importance of the shareholders and respected their ownership rights. Accordingly, the Company ensured that its corporate governance policy also carried provisions to safeguard the shareholders' rights, while ensuring that any action taken by the Company would not infringe upon their rights. Accordingly, the Company provided for the facilitation of rights exercise by all shareholders, including minor shareholders and institution investors, as follows:

1.1 Basic rights

Referred to the right for shares transaction, the right to receive profits allocation in term of dividend payment based on outstanding shares, the right to access Company information in sufficient, timely, and consistent manner, the right to attend and cast votes at the shareholders' meeting, the right to elect individual Company director and approve directors' remuneration, the right to appoint Company auditor and approve audit remuneration, and the right to appoint proxy to attend and cast vote on his/her behalf.

1.2 The right to significant information access

Shareholders were entitled to access information on an equitable basis. In that regard, the Company facilitated information distribution in both Thai and English languages, via the channels of the Stock Exchange of Thailand and Company website, to provide shareholders with additional access channel. Such information included performance results, connected transactions, changes in the funding structure, and changes in supervisory control, transactions of significant Company assets, and other information essential for decision-making by shareholders.

1.3 The Right to Attend Shareholders' Meetings and Voting Rights

The company support and facilitate shareholders to attend the meeting. The Board of Directors has to hold an Annual General Meeting of Shareholders every year within 4 months (120 days) as from the end of the Company's annual accounting year. In case of emergency which the Company needs to propose special agenda regarding shareholders' benefit, regulations or related laws which need to be approved by shareholders, the Company shall call for an extraordinary shareholders' meeting. The suitable date and easy to access venue should be taking into the consideration in calling for a meeting.

In 2020, the Company did not call for any extraordinary shareholders' meeting. Due to the government announcement to control the situation of Coronavirus Decease 2019 (COVID-19) pandemic, the company decided to postpone the 18th Annual General Meeting of Shareholders. The meeting was held on August 4, 2020.

Treatment of Shareholders prior to the Meeting of Shareholders

In 2020, the Company conducted the 18th Annual General Shareholder's Meeting on August 4, 2020.

1. In this respect, the shareholders holding one share or several shares, but not over 5% of total number of shareholders with voting rights, were allowed to propose agenda and nominate the candidates to be elected as the Director in advance according to the Company's regulations, during November 12 - December 31, 2019. The Company informed such information to the shareholders through information board of SET and on the Company's website, www.sahacogen.com under the item of "Investor Relations" on November 12, 2019. Nonetheless, there was neither meeting agenda nor nomination of the Directors proposed in advance.
2. The Board of directors has resolved to postpone the 18th Annual General Shareholders' Meeting marked on April 18, 2020. The interim dividend payment has been resolved instead. The announcement was made through company's website and the Stock Exchange of Thailand's information system. The interim dividend payment was paid on May 7, 2020 by working closely with the Thailand Securities Depository Co. Ltd. to minimize the effect from the delay of the meeting caused by the Coronavirus Decease 2019 (COVID-19) pandemic.
3. The shareholders were notified of the resolution determining the date of 18th Annual General Shareholders' Meeting for 61 days prior to the meeting date, on June 4, 2020, on the Company's website, www.sahacogen.com, and through SET channel system. Therefore, the shareholders enabled to set aside time for attending the meeting.
4. The meeting notice together with all relevant documents in both Thai and English were published on the Company website (www.sahacogen.com) on June 25, 2020, which was not later than 40 days in advance of the meeting date. The same information was sent to the Thailand Securities Depository Company Limited, the Company's Share Registrar, for forwarding to shareholders in document format (English version for foreigner shareholders) on July 1, 2020, 35 days prior to the meeting date, so as to give the shareholders sufficient time to study the meeting documents. Advertisements were also placed in daily newspapers for a period of 3 consecutive days, and 35 days prior to the meeting date, which was on July 1-3, 2020.
5. The company has opened to the questions from minority shareholders during June 25, 2020 to July 31, 2020. The announcement was made through company's website as well as in the meeting invitation document. There was not any question from the minority shareholders.
6. Shareholders are notified of the rules and procedures for attending the meeting on the invitation letter, with which Proxy Form B as prescribed by the Ministry of Commerce was also attached so as to enable shareholders who were unable to attend the meeting to grant proxies to other persons or grant proxies to Independent Directors who are Audit Committee of the Company as specified or a choice of either Proxy Form A or Proxy Form C. All three proxy forms can be downloaded from the Company website; www.sahacogen.com. The Company also publicized such guidelines through the press release system of the Stock Exchange of Thailand.

The Treatment of Shareholders on the Meeting of Shareholders

1. The Company has a policy to support and facilitate the shareholders, including institutional investors, to attend the Annual General Meeting of Shareholders. The Company decided to set the meeting date, time, and venue in such manner being most convenient and not posing problems to the shareholders to attend. For 2020, the Company held the shareholders' meeting on Tuesday, August 4, 2020 at 2.00 p.m , at the Avani+ Riverside Bangkok Hotel where the mass transit system is available and sufficient for the shareholders and institutional investors.
2. The meeting attendees must wear surgical (or fabric) mask and finish the screening survey before attending the meeting venue. The practice for arranging the Annual General Meeting of Shareholders will be complied with the standard of Coronavirus Disease 2019 (COVID-19) control. The details of the practice were also stated in the Annual General Meeting of Shareholders invitation letter.
3. Shareholders were able to register with the barcode system at least 2 hours prior to the meeting and in the subsequent period until the end of the meeting, a right given to shareholders attending after the meeting had already commenced. Such late comers would have the right to cast votes in the pending agenda that had not yet been voted on. The quorum would be counted as from the agenda of first attendance and vote, except where held otherwise by the shareholders. The Company assigned adequate staff members to administer the registration and prepared duty stamps for affixing with free of charge on the Proxy Form on their behalf. In case that the shareholders were unable to attend the meeting, they might grant proxies to other persons or grant proxies to Independent Directors who are Audit Committee of the Company as specified for retaining the right. In addition, the Company handed out ballot paper and voting card to each shareholder.
4. The Board of Directors has given significance to the meeting of shareholders. It is deemed as a duty to attend every meeting, with the exception of illnesses or other important engagements. In 18th Annual General Shareholders' Meeting held on Tuesday, August 4, 2020 , there were 13 directors of the Company attended the meeting, presented as 100%; Chairman of all sub-committees attended the meeting, including the Chairman of the Board of Directors, Chairman of the Executive Committee, Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee, Chairman of the Corporate Governance and Risk Management Committee, Chairman of the Corporate Social Responsibility Committee, Executive Director, Managing Director, Chief Financial Officer and Accounting Division Manager well as Miss Siraporn Ouuanunkun and Mr. Thannop Chanchiaw , auditors of EY Office Limited attending the meeting to give explanations and respond to any questions posed on matters related to the meeting agenda, or related to the person in charged, and Mrs. Kobsuk Saengsawad, Miss Supanee Luengsathid, the lawyers of Weera Law Office Co., Ltd. and Mr. Thannop Chanchiaw, the auditor of EY Office Limited, also attended the meeting and acted as inspectors counting votes. The representative from Thai Investor Association was an observer.

5. Prior to the commencement of meeting pursuant to the agenda, the Company Secretary notified the meeting of the number and proportions of shareholders presenting and declared the meeting open. An explanation was given on the voting procedures and vote-counting procedures for shareholders casting votes in each agenda according to the law and articles of the Company. The Chairman of the Board, acting as the chairman of the meeting, convened the meeting, defined the voting rights in the meeting commensurate with the number of shares held, with one share equal to one vote.
6. After the meeting has started the new attending shareholders will be able to join and vote in the agendas awaited for voting. The attending shares will be counted as a quorum.
7. The shareholders' meeting was carried out in accordance with the agenda notified in the meeting notice. No additions or changes were made to significant data without giving prior notice to the shareholders. Appropriate and sufficient time was set aside for presenting various matters in each agenda and opportunities were given to shareholders to pose questions and express opinions fully in each agenda. In 2020, there was no question from the shareholders
8. Votes were cast openly. Voting on each agenda is made by barcode system; voting card and ballot were prepared for all shareholders. In vote counting, only votes for disapproval and/or abstentions were counted and there were deducted from the total shares represented in the meeting. The balance was counted as votes for approval. The Company employed an information system for summarizing the voting results obtained from the vote counts in each agenda, which was displayed on a screen shown to all shareholders simultaneously. In 2020, ballot papers were used in important agenda, such as the appointment of Directors where the shareholders were given an opportunity to select Directors individually. In the interest of transparency, the ballot papers for such votes were kept at the Head Office, which could be inspected after the meeting.
9. The recorded VDO has been made and provided on the company website.

The summary of voting in each agenda on the 18th Annual General Meeting of Shareholders held on Tuesday, August 4, 2020, as follows;

Agenda	Agree			Disagree			Abstention			Voided Ballot		
	Share-holders	Shares	%	Share-holders	Shares	%	Share-holders	Shares	%	Share-holders	Shares	%
1	43	809,110,502	100	-	-	-	-	-	-	-	-	-
2	44	811,115,502	100	-	-	-	-	-	-	-	-	-
3	45	811,115,504	100	-	-	-	-	-	-	-	-	-
4	45	811,115,504	100	-	-	-	-	-	-	-	-	-
5.1	45	811,115,504	100	-	-	-	-	-	-	-	-	-
5.2	44	811,115,404	100	1	100	0.00	-	-	-	-	-	-
5.3	44	811,115,404	100	1	100	0.00	-	-	-	-	-	-
5.4	44	811,115,404	100	1	100	0.00	-	-	-	-	-	-
6	46	811,115,716	100	-	-	-	-	-	-	-	-	-
7	47	811,115,941	100	-	-	-	-	-	-	-	-	-

The significant meeting agenda were as follows.

- (1) **Appointment of Directors** : The Company gave an opportunity for shareholders to elect Directors individually. The shareholders had been provided with preliminary information on the nominees, positions held in other businesses, clearly specifying the cases of companies carrying out businesses identical to or in competition with the Company, and the attendance of Board of Directors Meetings. Each nominee had been considered by the Nomination and Remuneration Committee on his properly qualification, experience and various professional, as well as performance on the Director on the past. In case of consideration of the Director retiring by rotation, the Nomination and Remuneration Committee proposed the lists of Directors to the Board of Directors to select toward to the proper qualification and number of Directors appropriately.
- (2) **Directors' Remuneration** : The Nomination and Remuneration Committee considered and allocated the amount of remuneration, which were determined on the Company's operation performance and responsibilities in accordance with the policies and conditions for directorial remunerations. In any event, the Company has regularly proposed a remunerations limit for approval by the meeting of shareholders every year, and disclosed the remunerations paid to each Director in Form 56-1 on the topic of "Corporate Governance" and Annual Report on the topic of "Management Structure" section 4.2 the Remuneration Amount.
- (3) **Appointment of Auditor and Determination of Audit Fee** : The Company provided details on the name of auditor of the Company and its subsidiaries, the audit fee, the reasons on appointing the auditor, qualified performance on the previous year, and the relationship between the audit office and the Company, the number of years of work performed, the comparative data on audit fees and other fees for the current year and the preceding year. Such information had also been considered by the Audit Committee. The details disclosed in the Annual Report section "The Auditor's Fee".

- (4) **Dividend Payment** : The Company provided details on profit distribution, dividend payment in accordance with the Company's dividend policy, and a comparison of dividend payment for the current year and the preceding year. The closing date of the register (Record Date) for the determination of the right to receive dividend payment was also specified.

The guideline for conflict of interest protection in the meeting

In each agenda, the directors who may have conflict of interest will report to the meeting quorum to leave from the meeting room and/or declare for abstention.



The Treatment to Shareholders Subsequently to the Meeting of Shareholders

1. The Company disclosed the resolutions adopted by the shareholders' meeting, together with the voting results for each meeting agenda, in both Thai and English, via the news channel of the SET, and the Company website, with in the meeting day.
2. The Company Secretary recorded the information and prepared accurate and complete minutes for the general meeting of shareholders, including the names of Directors present/absent together with the reasons for absence, essential explanations and a summary of questions or answers or opinions. The details on each agenda were in accordance with the facts in the meeting to be posted on the company's website. Such minutes will be submitted to the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission within 14 days of the meeting of shareholders. The minutes and meeting VDO record will also be published on the Company website in both Thai and English as a channel for shareholders to search and inspect data without having to wait for the subsequent meeting. A submission was also made to the Ministry of Commerce within the period prescribed by law.
3. The Board of Directors approved Interim dividend payment represent dividend payment on April 8, 2020 due to the limitation of the situation from Coronavirus Disease 2019 (COVID-19) outbreak.

2. Equitable Treatment of Shareholders

The equitable treatment of shareholders policy has been set within the 8 principles of the company's good corporate governance.

2.1 The shareholders' meeting

- (1) The shareholders holding one share or several shares, but not over 5% of total number of shareholders with voting rights, were allowed to propose agenda and to nominate the candidates to be elected as Directors in advance, during November 12 – December 31, 2019, according to the Company's regulations. Regarding the meeting, the Company informed shareholders on November 12, 2019 through the news channel of SET and on the Company's website: www.sahacogen.com, on the topic of "Investor Relations". Nonetheless, there was neither meeting agenda nor nomination of the Directors proposed in advance.
- (2) In 2020, the Company had held one shareholders' meeting on Tuesday, August 4, 2020, where the quorum was presented. The meeting's resolution was to assign Thailand Security Depository Co., Ltd. (TSD), Company's Registrar, to send the Notice of the Meeting of Shareholders for 35 days in advance and announced 40 days prior to the meeting through the Company's website; www.sahacogen.com, on the topic of "Investor Relations" in order that the shareholders had more time to study the information
- (3) For foreign shareholders, the meeting notice with attached documents were translated into English and sent together with Thai Version. The notice both Thai and English version were disseminated through the Company's website.

- (4) If any shareholders could not attend the meeting, the Company allowed them to authorize the Independent Directors or anyone as the proxy of voting rights by using the letter of proxy Form B with voting recommendation, Form A, or Form C (for foreign investors with custodians in Thailand to oversee their stocks). The proxy was attached with the Notice, and announced in the Company's website; www.sahacogen.com for downloading. The duty stamps were also provided for the proxy. In 2020, there were a total of 47 shareholders attending the meeting, representing of 811,115,941 shares or 84.93% of all shareholders. The 11 shareholders, holding 309,165,760 shares or 32.37% of 955,000,000 shares, gave a proxy documents to the Independent Directors of the Company.
- (5) The voting right depends on the number of shares held by shareholders, one share, one vote (all of the Company's shares are the common stocks).
- (6) The meeting is conducted according to the order of the agenda items; there was no reshuffling of agenda items, nor any change made to material information without notifying shareholders in advance.
- (7) Votes will cast openly. In vote counting, only votes for disapproval and /or abstentions were counted and there are deducted from the total shares represented in the meeting. The ballot papers will be used in important agenda, such as the appointment of Directors where the shareholders will be given an opportunity to select Directors individually. In the interest of transparency, the ballot papers for such votes will be kept at the head office, which could be inspected after the meeting.
- (8) The voting procedure for each meeting agenda will be carried out in a transparent manner, with the voting ballot provided the shareholders for each agenda, whereas only disapproval and abstention votes will be kept afterwards. Nevertheless, for the agenda related to directors' appointment, all voting ballots bearing the signature of each shareholder will be collected and kept as evidence. Vote tallying will be carried out using the barcode system and displayed on-screen in the meeting room, to facilitate convenience, transparency, and easy verification.

2.2 Supervision of Internal Data Use

The company has regulations to the use of insider information by determining in the Company's business ethics in section "Conflict of Interest", also disclosing in the Annual Report and the Form 56-1 "Corporate Governance", in section "Insider Information".

2.3 Determination on the Company's stock trading

- (1) The Directors, executives and staff in possession of insider information are prohibited from selling or purchasing Company share within one month before disclosing the financial statements to the public. Besides, the Directors and executives are required and notified of their duties to report changes in securities holdings in the Company to the Office of the Securities and Exchange Commission within 3 working days from the date of the change by submitting through online system provided by SEC. The report submission is subjected to the guideline announcement Sor Jor 38/2018 dated July 16, 2018 regarding to the

preparation and the submission of the report for changing in derivatives and securities holding by directors, managements, auditors, planners and plan managers. A report would then be made to the meeting of the Board of Directors and Executive Committee on every occasion, in which every agenda would include a report of securities holdings of the Directors and executives. The Directors and executives must conduct in compliance with the regulations. Moreover, it assumes to the new Directors or executives are also required to report securities holdings in the Company to the Securities and Exchange Commission within the above timeline.

- (2) The Company secretary annually arranges the Board of Directors' meeting schedule which is sent to all directors in advance in order to inform the period when securities trading should be abstained.
- (3) With regard to the principles of buying-selling the Company' stocks, the Directors and top management are requested to inform the Board of Directors and/or company secretary before carrying out the stock transaction for at least 1 day.

In 2020, the Directors and executives of the Company have conducted strictly in compliance with the said policies. No share trading was found during the prohibited period. The company did not received the warning letter from the Securities and Exchange Commission (SEC) regarding to the violation of rules and regulation in securities trading of the directors and management.

2.4 Protection of the Conflict of Interest

- (1) With the transparent structure of shareholding, there is no report of the conflicts of interest. Meanwhile, the disclosure of shareholder structure has deliberately shown in the annual report as well as the overall shareholding of the Board of Directors.
- (2) The Board of Directors proceeds carefully and rationally with regard to conflict of interest and connected transaction. The Company most concerns on its benefits and sets pricing strategy in compliance with fair trading conditions as if the transactions are engaged with third party. The process of such transaction is managed transparently and compliance with the regulation of the Stock Exchange of Thailand. Furthermore, the Company sets the regulation in its good corporate governance and business ethic binding upon Company and shareholder.
- (3) Information such as connected transaction is disclosed to ensure equal access by all, such as the related transaction. The Company performs as the announcement of the Capital Market Committee and The Stock Exchange of Thailand in regarding the disclosure of information and operation of registered Company on connection transaction.
- (4) The Company has defined that any Directors, who has conflict of interest, must not present in the meeting or be prohibited to vote on such agenda in order that the rest Directors, not having any conflicts of interest, independently comment and resolve on such agenda. The Company Secretary shall inform the meeting the name of the Directors having conflicts of interest on such agenda. After the meeting, the name of the Directors, the

relationship of the related persons, the price of such transaction and the opinion of the Directors, which is different from the opinion of the Board (if any) to the Stock Exchange of Thailand on the time frame. Such transactions are disclosure on the Company's website for transparency and be recorded in the Minute of Meeting which can be audited.

In 2020, There was no any related transaction violating the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), "The company also disclosing the information in the Annual Report and the Form 56-1 under the topic "Related Transaction"

2.5 Asset purchasing control

The Company controls purchasing of asset in accordance with the regulation of Capital Market Commission subjected "The acquisition or disposition of assets". The directors who have an interest on such transaction are not take part for making decision for transparency and fairness.

In 2020, the company did not received the warning letter from the Securities and Exchange Commission (SEC) regarding to the material transaction in acquisition or disposition of assets.

3. Roles of Stakeholders

Regarding to the Corporate Governance Policy and the Principles of Corporate Governance in section "Roles of Stakeholders", the Company set the policy for roles of stakeholders by preparing the handbook "Business ethics and Code of Conducts for Company directors, executives and employees" and providing to directors and all-leveled employees, which brings the balance and fairness to stakeholders. The handbook is published on the Company's website and the intranet system. Moreover, the Company develops the concepts of stakeholders' participation to enhance its sustainable business operations as mentioned in the Annual Report, "Business Ethics" in section "The responsibilities to stakeholders; Shareholders".

The Board of Directors focused on creating the good corporate governance system and raising up the standard of the business conduct by setting the guideline for business ethics and morality for management and employees.

Business Ethics

1. The responsibilities to stakeholders

The Board of Directors always supports the engagement between the company and stakeholders by complying by laws. The stakeholders include shareholders, customers, suppliers, competitors, creditors, employees, communities, environment and government.

1.1 Shareholders

The Board of Directors performs duties responsibly, prudently, earnestly and honestly in order to generate good returns to shareholders on a continual and sustainable basis. In this regard, the following policies and practice guidelines have been prescribed as follows;

1. The ownership rights of shareholders are equitably and fairly respected.
2. Operations are undertaken in accordance with the principles of good corporate governance, which will foster the trust and confidence of shareholders and eventually lead to sustainable growth.
3. The Company's businesses are continually advanced to ensure proper returns to shareholders.
4. Significant information which affects or potentially affects shareholders' interests shall be disclosed, whether reports made pursuant to the accounting period or situation reports, pursuant to the relevant laws and notifications. However, no action shall be taken to restrict shareholders' access to Company information.
5. A report of the Board of Directors' responsibility for the financial statements in the Annual Report shall be prepared.
6. Minority shareholders shall be given an opportunity to propose matter for inclusion in the meeting agenda and/or to nominate persons for election as Company Directors in the Annual General Meeting of Shareholders.
7. Shareholders are given an opportunity to submit questions relevant to the meeting prior to the shareholders' meeting.
8. Shareholders' meeting notices in both Thai and English are published on the Company website at least 30 days prior to the shareholders' meeting day as information for shareholders and to enable the study of information prior to meetings.
9. Shareholders' meeting shall be facilitated. The date, time, venue and procedure must not pose an obstacle to the shareholders' attendance of the meeting. Shareholders who are not able to attend in person must have the opportunity to grant a proxy to other persons to attend the meeting and vote on their behalves.
10. Conflicts of interests must be dealt with prudently, rationally and information must be fully disclosed.
11. The Company's interests and assets shall be safeguarded as a reasonable person would safeguard his/her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated.

For the Policy and guideline, the Company had done the following actions;

The Company has an effective manner to ensure that all shareholders receive accurate information and appropriate and fair returns in accordance with the Company's Policy on Dividend. Moreover, there is the control of connected transactions, the measure on prevention of conflict of interests, the prevention on exploitation of inside information which is confidential and the stipulation that directors and management member who have an access to inside information exploit that information for their advantages by prohibiting them to buy or sell the Company's assets within 1 month prior to the disclosure of the financial statements to the public.

In year 2020, the Company paid the interim dividend from the result of business performance of year 2019 at rate of Baht 0.061 per share. The total dividend was equal to 81.02% of net profit of the separate financial statements by setting the date of payment on May 7, 2020. We have paid the dividend to shareholders continuously and this is accounted as real long-term wealth for all shareholders. Each and every shareholderThe shareholders iswere invited to attend the Ordinary General Meeting of Shareholders of Year 2020 and has right of vote for each and every important agenda item as well as receive the important information through various medias, e.g. pamphlet and e-information. Besides, the Company also reports the business performance at every quarter and discloses the transactions done with related persons in the same condition as that done with external persons for their awareness via the news system of the Stock Exchange of Thailand and the Company's website.

1.2 Customers

The Board of Directors realizes that customer satisfaction and confidence are key factors which contribute to the Company's sustainable success in accordance with Policy of Quality, Environment, Safety and Energy Conservation Policy, Corporate Social Responsibility Policy and Anti-Corruption Policy. The following policies and guidelines have been prescribed as follows;

1. The Company operates the businesses of distributing electricity and steam which are safe for consumers and environment friendly.
2. The Company has operated with commitment to develop and expand its business to value creation on the biomass and agricultural residues, innovate continually to meet the demands of customers along with the disclosure of necessary information for decision-making without concealment or distortion of facts.
3. Businesses are operated in earnest, honest and fair values and no action is taken that would violate the rights of customers. The confidentiality of customer trade secrets are maintained and not exploited for wrongful personal gains or for the gains of others.
4. The Company does not demand, receive or consent to the direct or indirect receipt of properties or other dishonest benefits from customers.
5. The Company adheres to trade agreements. In the case where adherence is not possible, the customer would be notified in advance in order to jointly find a remedy and prevent loss.
6. The Company provides communication channels to enable customers to file complaints to the Company. Complaints are processed with care and dealt with fairly.

For the Policy and guideline, the Company had done as following;

The Board of Directors believes the satisfaction and trust from customers will be the key success factor of the company based on the sustainability policy in terms of environmental care, safety, energy saving, social responsibility and anti-corruption policy.

Moreover, customers can rapidly get information through their mobile and other channels to communicate with customers in case of interruption on electricity and steam either in working hour or after working hour as follows:

Working day (Monday-Saturday at 8.00 am - 5.00 pm)

Contact Center:

Saha Pathana Inter-holding PCL at 038-480444

Sahacogen (Chonburi) PCL at 038-481555

After working hour or holiday:

Emergency Line: 038-481574 or
038-381555 ext. 110

Customer Services on electricity: 081-9822184

Customer Services on steam: 081-9859793

Radio Communication Center 22

(the industrial park's center utility) or 038-483111

The customer satisfaction surveys, from electricity and steam users can be shown as follow.

Customers	2020	2019	2018
Electricity- EGAT	94.98%	96.19%	95.95%
Electricity - Park	87.12%	90.85%	86.87%
Steam- Park	89.59%	91.19%	93.83%

The company held a seminar for customers in the industrial park in the topic of “Safety in working with electricity and Stream system maintenance” as a knowledge sharing session and relation management activity.

In 2020, there was no dispute or lawsuit between Sahacogen and Affiliates and employees. There was no significant complaint from customers. The other complaints were analyzed in order to prevent, monitor and adjust to the organization in order that such defects might not happen again.



11.3 Business Partners

The Board of Directors has treated business partners equitably and taken into account mutual interests in accordance with Corporate Social Responsibility Policy and Anti-Corruption Policy by prescribing the following policies and guidelines.

1. The Company has a system for screening business partners in the value chain who operate businesses in compliance with the law, safety and occupational hygiene standards, and friendliness to the environment. Business partners are treated on the basis of fair competition, equality and mutual respect.
2. The confidentiality or communications of business partners are maintained and not exploited for wrongful gains of oneself or of others.
3. Relationships and good understandings are fostered. Knowledge is exchanged. Developments and value adding to goods and services are jointly undertaken to promote mutual growth.
4. The Company adheres to trade agreements and makes proper data. In the event that an agreement cannot be complied with, the Company will expeditiously engage in early negotiations with trading partners in order to reach a mutual remedy and loss prevention solution.
5. The Company does not demand, receive or consent to the receipt of properties or any other benefits outside trade agreements.

Policies and practices of the Company's actions can be summarized as follows.

The Company adheres to the conditions of trade, provides the accurate information with good relationship and mutual understanding, including exchanges knowledge, cooperates in the development of products and service to have value added, does not request or receive or agree to receive any gift or benefit which is out of scope of the trading agreement. The procurement procedure is complying with the quality management standard (ISO 9001:2015) and the environment management system (ISO 140001:2015), including the occupational health and safety management system (ISO 45001:2018). The procurement guideline has been made based on the business ethics policy.

The company had set Sahacogen Supplier Code of Conduct as the guideline from suppliers. The guideline focused on the awareness of social responsibility, environment concern, human rights, fair treatment for labors, no slavery, children rights protection, safety and health, environment management, the pollution management, effect to natural resources, reduction of energy resource consumption, risk reduction.

In addition, the company communicate the anti-corruption policy to business partners according to Thailand's Private Sector Collective Action Coalition Against Corruption (CAC).

Supplier assessment criteria

Procurement process is an important process in managing cost and product quality for maximum benefit to the company. The company considers supplier based on the production capability that serves the needs of customers. The quality, capacity, system standard, the service readiness, transportation, safety and health, concern for society and environment are also included. Therefore, it has criteria and systems for evaluating and selecting partners and monitoring operations through the system "Approved Vender List". The survey questions is used to evaluate suppliers. The company also monitors the selected supplier to ensure the trustworthiness and capability. The annual supplier evaluation of the year 2020 resulted as follows.

Type / category	Number (Suppliers)
Very good	141
Good	2
Fair	4

In 2020, there was no violation of contract between the Company and any Business Partners.

1.4 Competitors

The Board of Directors has operated in accordance with the provisions of law. In this regard, the following policies and guidelines have been prescribed.

1. The Company shall conduct its businesses within the rules of fair competition regarding to business ethics and trade competition laws of various countries in which the Company operates.
2. The Company will not damage the reputation of its trade competitors.

For the Policy and guideline, the Company had done the following actions;

The business transactions with any partner must be competitivecompetitors must be done under with the fair treatments. The Company treat competitors is as an part of organization's efficiency drivers. The trade secret must not be acquired by improper methods.

In 2020, there was no dispute on trading competition.

1.5 Creditors

The Board of Directors is committed to undertaking business operations in a principled and disciplined manner in order to build the trust of creditors by prescribing the following policies and guidelines.

1. All creditor groups shall be treated equitably and fairly.
2. Contracts and terms will be strictly adhered to.
3. Operations will be administered to ensure the confidence of creditors in the Company's financial standing and credit rating.
4. Financial standings shall be accurately and timely disclosed.
5. In the event of an inability to comply with a particular term, the creditor will be forthwith notified in advance in order to enable a joint solution for remedy and loss prevention

For the Policy and guideline, the Company had done as following;

The Company strictly adheres to the agreement with the creditors. The asset management unit has been closely monitoring the business operation so that the company can mitigate the risk of default by the investment company. In the previous years, the Company has settled the payment to creditors in time according to credit terms stipulated in the contract. The Company strictly runs the business under the criteria of trading competition honestly and fairly in accordance with the laws. The Company has also never dispute with business creditors from the beginning until now.

Moreover, the Company has applied media clearing, transferring system of bank to facilitate all creditors as follows;

- Billing Date is specified on the date of 1 - 3 of each month
- Transferring Date is specified to every the date of 25 of each month

In 2020, there was no dispute from creditors.

1.6 Employees

The Board of Directors regards employees as valuable resources and a key factor to the Company's success. The following policies and guidelines have been prescribed in this regard.

1. Human dignity and fundamental rights of employees are respected at work. Employee data or confidential information is not disclosed or transmitted to third parties or unrelated persons.
2. Employees are treated in accordance with the provisions of law, regulations and articles governing the Company's operations.
3. Employment equality is promoted. There is no discrimination on the grounds of gender, skin color, race, religion, age, disability or other status that is not directly related to the works.
4. Training and knowledge exchange are sponsored and promoted to encourage learning and skill development throughout, strengthen career security and offer opportunities for advancements pursuant to each person's potential.
5. Employee participation in the determination of the Company's direction and development are promoted.
6. Fair compensation is given as suitable for the knowledge, skill, duties, responsibilities and performance.
7. Appropriate welfare and benefits are given to employees, e.g. medical expenses, provident fund and so on.
8. Channels are provided for employees to communicate suggestions and complaints pertaining to work. These suggestions are considered and remedies will be determined in the interest of all parties and in view of the creation of good working relations.
9. Facilities necessary for work operations are provided and working conditions are maintained with due regard to safety and occupational hygiene as a means of promoting and raising the quality of lives of employees.
10. Employees of all levels are encouraged to participate in social responsibility activities.

For the Policy and guideline, the Company had done the following actions;

Sahacogen and affiliates realize the potential of their employees and regards them as a valuable resource for leading the Company with achievement and efficient growth. Especially for business expansion to other regions, human resource management is such an important thing for its business success and sustainable growth. As a consequence, it is necessary to set directions and define predictability to keep on enhancing and developing human resource management from policy to action. It is a challenge to create a masterpiece and strengths for growing organizations in a world of competition. Sahacogen and affiliates operated many ways to achieve its goals as described in “Management Structure”, under the heading “Employee” and the company’s Sustainable Development Report. Since the company first established, there was no legal dispute in labor.

In 2020, there was no dispute regarding to employment.

1.7 Community and Society

The Board of Directors has operated businesses with due regard for the duties and responsibilities owed to the nation, community and society as well as local traditions in order to maintain a desirable society and participation. In this regard, the following policies and guidelines have been prescribed.

1. A business which could lead to a deterioration of society shall not be undertaken and the rights of others in the community and society shall not be violated.
2. Consciousness of responsibilities towards the community and society as a whole shall be instilled continuously for the benefit of the Company and all levels of employees.
3. Measures shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Company’s operations.
4. The preservation of local culture and traditions shall be promoted.
5. Cooperation shall be entered into with various agencies for the development of communities.
6. Public benefit activities shall be sponsored.
7. Incomes shall be generated and the community economy shall be promoted through employment of community members and use of community products.
8. Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency and fairness

For the policy and guideline, the Company had done as following;

The Company has appointed a working group as the Corporate Social Responsibility Committee and the CSR policy of the company's governances. The Company disclosed the details in the Sustainability development Report. The company has setup the communication unit and local community relations with Mr. Thanakorn Sitthi, the Coordinating & Evaluation Section Head, as the company's representative in public relations matters. The contact information are (038) 481-555 and E-Mail address: thanakorn@sahacogen.com.

Supporting and Participation in Community Development activities.

The company gives priority to business of social responsibility and the environment. In addition, the company conducts business without creating a negative impact on society and the environment, as well as participating in social assistance, for sustainable growth along the way. The details are disclosed within the Sustainable Development Report.

In 2020, there was no dispute from local communities.

Based on the company's effort in creating business sustainability, the company won and endorsed in several awards.

1. Thailand Sustainability Investment 2020 (THSI)

The company has been selected as a sustainable company participating in "Thailand Sustainability Investment 2020" (THSI). The company is one of the sustainable stocks in the group with market capitalization of THB 3,000-10,000 million.



2. Sustainability Disclosure Award

The Company received the Sustainability Disclosure Acknowledgement from Thaipat Institute for the second year.



1.8 Environment

The Board of Directors undertakes businesses with due regard for responsibilities to the environment. In this regard, the following policies and guidelines have been prescribed.

1. Businesses shall be undertaken in accordance with laws, regulations and policies on the environment with due regard for the impact on natural resources and the environment and regular revisions and assessments of performance results shall be undertaken.
2. An organizational culture and consciousness of employees at all levels shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources.
3. Knowledge promotion and environmental training shall be extended to employees.
4. Environmental management system shall be promoted, from the economical use of resources to the sustainable treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources.
5. There is a system for selection of trade partners in the value chain who undertake businesses in an environmentally friendly manner.
6. Environmentally friendly technology are developed and published.

For the Policy and guideline, the Company's actions can be summarized as follow.

The Board of Directors has the awareness in the effectively utilization of natural resources and responsibility to the environment. Then, the Board of Directors announced the policy of social responsibility which was disclosed in the Sustainability Development Report. The Board also appointed the Social Responsibility Committee which had the actions in the scope of social responsibility as mention below.

1. Production process

The company has selected the most efficient production method by choosing co-generating heat power production. The aero derivative turbine can be adjusted to fit with the production level that best serve the vary demand. The inlet air chilling system is used to decrease the temperature of air sucked into the production process to give the best yield of production. The turbine and RO rejected water recycle system allow the production process to reverse the water back into the production. The water in production process could be reduced by 12,600 cubic meters per month. The production cost in terms of raw water and water purification will be reduced. The Company disclosed the Environmental Management in the Sustainability development Report)

2. The working team for environment management

The company appointed a working team responsible for the environmental management system. The working team is authorized to monitor and control the operation to be complied with laws and regulations. The company has set the policy for environment, safety and energy saving. The environmental check will be conducted annually based on the Environmental Impact Assessment (EIA) standard. The air and noise pollution test will be conducted with the observation of the local community members.

In 2020, the company launched a campaign to promote household water saving The company managements and employees joined in the activity.



And the committee has been composed of the representatives from the government office, the local administrative office, civilians. The meetings were conducted to monitor the environment management matters 2 times a year.

3. The standard of environment management

The company has been certified the environment management standard (ISO 14001:2015) for the production and distribution of the electricity and steam by Management System Certification Institute (Thailand) or MASCI. This is the evidence proving that company has the acceptable environment management system.

4. The efficient resource usage

- 4.1 The company has a working team for energy management. The team has the responsibility to monitor and ensure to have the efficiency in energy utilization and putting the energy saving concept as a part of operation. The procedures that have been used lately were installing the speed adjusting system for the cooling tower fan and the continuous maintenance of the steam trap in steam generating system. The Company disclosed the Environmental Management in the Sustainability development Report topic “Environmental Management”
- 4.2 The Solar Power project was setup to produce electricity used in office by installing solar cells on the car park rooftop of Sahacogen (Chonburi) PCL since March 5, 2008. Since then, the electricity cost Carbon dioxide emission has been reduced from the power generation starting from March 5, 2008 to by 19 tons/year.
- 4.3 The company developed an IT system called “Workflow” to replace the use of paper. and VDO conference meeting is now widely used for tele-meeting.
- 4.4 The company has held activities and trainings for employees to raise awareness in energy saving in every activities such as electricity saving, water saving, paper saving. The promoted campaigns are turning off the light during lunch break session and the 2-sided paper usage.

In 2020, the company launched a project called #SAVEENERGY fabric bag painting. The company’s management and employees also joined the campaign painting bags using crayons.

5. Educating and training employees on environmental concerns

The board of directors encourages the employees to realize the importance of the environment. The Company provides dissemination environment to intranet, manage the information board as well as encouraging employees to increase their knowledge training in environmental matters continuously.

The company provided training sessions such as the energy saving practices in the organization, basic knowledge of ISO 14001 and aspect & Risk Assessment.

In 2020, the company did not receive any complaint on environmental issue.

1.9 Government Sector

The Board of Directors undertakes businesses in compliance with the rules and regulations enacted by the State. In this regard, the following policies and guidelines have been prescribed.

1. Knowledge and understanding of the laws governing operations are acquired and no activities are undertaken which would be inconsistent with the law.
2. Proper action shall be taken when conducting transactions with an official or agency of the State.
3. Good relations are fostered between the Company and the State sector within suitable bounds.
4. Relevant laws and business traditions are observed in each country or locality.

For the Policy and guideline, the Company had done the following actions;

The company complies with laws, rules and regulations supervised by many entities such as the Stock Exchange of Thailand, the Securities and Exchange Commission, Ministry of Energy, the Department of Industrial Work, and the Revenue Department. The relationship with regulators is good. The company paid tax correctly within the required timeline.

Moreover, the company always cooperates with other businesses. The examples are being a member of Thai Institute of Directors. The directors have chances to join seminars regularly.

The details have been disclosed in “Sustainable Development Report”.

2. Conflict of Interest

The Board of Directors has a policy for dealing with conflict of interest. The following guidelines have been prescribed.

1. The administration of conflict of interest or connected transactions is undertaken prudently, fairly and rationally. There is a transparent system for approving transactions which primarily takes into account the Company’s interests. Interested Company Directors do not have the right to vote and must make a full disclosure in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. The Company’s interests shall be upheld subject to legality. No action shall be taken that would be a conflict with the Company’s interests, and no benefits or privileges will be given to any person.
3. Company Directors and Executives must disclose personal interests and the interests of related persons in accordance with the prescribed rules.
4. Company Directors, Executives and employees who acquire inside information are prohibited from trading in Company shares in the 1-month period prior to public disclosure of financial statements.

5. Company Directors, Executives as well as their spouses and children who have not yet attained legal age shall have the duty to report Company securities holdings and changes in such holdings to the Board of Directors in the subsequent Board Meeting.
6. Company information or secrecy acquired or acknowledged shall not be disclosed or transmitted to third parties or unrelated persons.
7. Disclosure shall be made by authorized Company employees. Classes of secrecy may be prescribed in accordance with the significance of the information. Disclosure shall be made within the assigned scope of duties and responsibilities.
8. The company requires Board members, top executives to report the stock trading transaction to the Chairman 1 day prior to the execution date.

In 2020, the company did not receive any complaint on conflict of interest.

3. Receptions, receipts and grants of gifts

The Board of Directors aspires to undertake the Company's businesses in line with fair competition. Nevertheless, receptions, receipts and grants of gifts or attendance at receptions in accordance with traditions and practices to maintain good relations are necessary and desirable in accordance with Anti-Corruption Policy. In this regard, the following guidelines have been prescribed.

1. No receipts or grants of gifts, tokens or receptions which may influence a decision shall be made. If there is a necessity to receive or grant a gift, token or reception in accordance with tradition to a value in excess of normal circumstances, a report shall be filed with the respective supervisors.
2. In the case of an assignment or authorization by a supervisor to assist in an external agency, monies, objects or gifts may be received in accordance with the generally applicable rules or standards prescribed by such an agency, e.g. gifts, tokens or lucky draws.
3. In the case where an agent, contractual party, partner or any other person wishes to grant a gift, token or reception to the Company, prior authorization must be obtained from the Company.
4. Expenses pertaining to these matters shall be maintained within a reasonable budget.

In 2020, there was no any complaint about receiving or giving gifts leading to the influence on business decision.

4. Encountering with Dishonest Acts and Corruption

The Board of Directors has a policy of compliance with the law on combating Dishonest Acts Corruption and Anti-Corruption Policy. In this regard, the following guidelines have been prescribed.

1. A consciousness, value and attitude to comply with laws and regulations honestly and in good faith shall be instilled in employees.

2. An internal control system which is efficient and effective shall be in place. There shall be suitable oversight and checks of powers to prevent employee abuses or involvements in combating Dishonest Acts Corruption.
3. Company Directors, Executives and employees are prohibited from performing any act which amounts to a demand or acceptance of properties or other benefits for oneself or for others as an inducement to wrongfully perform or refrain from performing a duty or which could result in a loss of the Company's legitimate benefits.
4. Company Directors, Executives and employees are prohibited from giving or offering to give properties or any other benefits to third parties to induce such person to unlawfully or wrongfully perform or refrain from an act.
5. There shall be a financial reporting system which is transparent and accurate.
6. There shall be a channel for employees and related persons to provide notices of causes for suspicion with confidence of protection. Personnel must be appointed to examine all notices of suspicion given.

For the Policy and guideline, the Company had done as following;

The company has set anti-corruption policy and guideline for Board members, management and employees. The guideline aims to prevent the corruption both direct and indirect formats. The bribery should be avoided. The guideline for anti-corruption has covered 3 topics.

1. Donation and public interest
2. Give and get support
3. Give or obtain gift and entertainment

The guideline for anti-corruption has been disseminated to Board members, managements, and employees.

In 2020, the company did not receive any complaint about dishonest actions or corruption

The Operation of Anti-Corruption

The Company signed a declaration of intent to join Thailand's private sector Collective Action Coalition Against Corruption (CAC) on February 18, 2014. All employees were informed of the Anti-Corruption Policy on February 17, 2015, which is monitored closely by the Corporate Governance and Risk Management Committee. Additionally, the company directors, management and all employees were provided with seminars and workshops about such issue. The policy is publicized on the Company's website at www.sahacogen.com, in which related parties and stakeholders can acknowledge it, in order to support the enhancement of anti-corruption awareness and practices, together with the good governance policy, business ethics and code of conduct published in kind of cartoon animation.

The Board of Directors set the Company's Anti-Corruption as the guideline for directors, executives, and employees. By having such guideline, it helps in visualizing the company's target and empowering everyone to work towards the same direction. This guideline will also be promoted to be one of the parts of organizational culture. The annual review will be conducted.

In 2020, the Company has reviewed anti-corruption practice and guideline. The set guideline is still practical with current business circumstances.



Anti-Corruption Policy

The company follows the policy relevant to laws countering corruption by prohibiting the company directors, executives and employees from accepting or supporting every type of corruption both in direct and indirect manner, which is written for exercising it as follows;

1. The company will not be a party to pay bribes. In case of charitable contributions, political contributions as well as offering gifts in a business manner, this must be transparent, explainable and audited.
2. Supporting enhancement of awareness and value for anti-corruption among the company directors, executives and employees to perform duties in accordance with relevant laws, notifications and regulations by preparing such manual for guidelines.
3. The company directors, executives and employees must not act as an intermediary in demanding and accepting gifts or benefits from government sectors or private sector, which induces to violate the laws. Moreover, it is illegal to use positions and/or duties to use the company's data to seek benefits for oneself or others.
4. Setting the system to report financial status transparently and accurately, providing an efficient and effective internal control system, and controlling check-and-balance system to be appropriate in order to prevent conducting any fraud or taking part in any fraud and corruption.
5. Monitoring and reviewing the anti-corruption policy, guidelines and regulations consistently for operation in order to adjust with business changes, laws and regulations.
6. Opening channel for reporting any suspected activity and ensuring that such reporters receive protection.

Guidelines for the operation of Anti-Corruption with stakeholders

1. Persuade customers/ business partners to join and be a partner of anti-corruption and share good practices with them.
2. Enhance awareness of employees by reviewing the business ethics regularly.
3. Organize activities or campaigns relating to anti-corruption and congratulate and praise employees who conduct themselves well and honest.
4. Provide information to communities and schools as well as support anti-corruption campaign.
5. Set measures and systems for internal control for transparent business operation.

Anti-Corruption Practices in 2020

1. The Company has channel communicating the anti-corruption policy to its customers and business partners via e-mail, intranet, website and notice of no gift policy.
2. There are channels for employees to provide notices of any suggestion or suspicion to its supervisors. Informants can give information or file a complaint on a matter which could constitute a violation of the law via notice box to the Social Security Committee or comment box or via the Company's intranet system, which will be presented to the Executive Board afterwards to consider and tracking of rectification. All suggestions and complaints of its employees are noted and observed righteously in order to maintain good relationship with each other. The Company will keep relevant information secret with the confidence of complainant's protection.
3. Sahacogen Green Co., Ltd. and Sahagreen Forest Co., Ltd. has certified as the member of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) for the second time, on December 31, 2020 which is the prove of the company's attempt in implementing the policy against corruption.
4. Sahacogen group joined the event "Power of data in catching the fraud" on September 15, 2020 together with representatives from government offices and businesses which are members of Anti-corruption organization of Thailand. The virtual event was held on Facebook Live of anti-corruption organization's channel.
5. The company organized training sessions by both internal and external speakers for the Board members, managements and employees. The topics covered the good corporate governance, the anti-corruption, sustainable development, the activities to raise awareness of the act against corruption and building the core value. The test on CAC understanding and CG code have been launched thought online testing system. The test results will be used for improvement planning. The company's employees were 100% trained during the year.
6. The orientation course for the new hired employees will cover the details about anti-corruption concepts to create the awareness.

7. The company evaluation result has showed the company has the acceptable and reliable mechanism. The company can be ensured to achieve to target within the controllable risk. There was no point needed to fix based on the internal audit best practice.

The overall evaluation indicated Sahacogen group sufficiently has the control and monitor over the violation of corruption risk. The internal audit system can ensure the company's operating target. There was no indicator of improvement needed. The overall business operation was in line with the internal control guideline.

“Sahacogen Fights Against Corruption”



5. Non-infringement of Intellectual Property

The Board of Directors pursues a policy of non-infringement of intellectual property by prescribing the following guidelines.

1. Business undertakings shall be consistent with laws, regulations and contractual obligations governing intellectual property rights.
2. Intellectual property works of the Company shall be maintained. Such intellectual properties shall not be used or allowed to be used by others without authorization.
3. The intellectual property rights of others shall be respected. The works of others shall not be infringed or applied to personal use except where a license has been obtained or a fee paid to the owner of the work.
4. Intellectual property of creative works produced by employees shall vest in the Company. Upon termination of employment, such intellectual property works must be returned to the Company regardless of the form which it is stored.

For the Policy and guideline, the Company had done as following;

The Company has regulations of computer uses in compliance with the laws relating to the Computer Crime Act (No. 2) B.E. 2560 (A.D.2017) and non-infringement of intellectual property, which all employees must follow strictly. The computer, network and information technology guideline is announced to monitor the usage of the IT system within the organization.

- 5.1 The employees must not use computer and network to
 - Act against laws or be harmful to other people
 - Act against the peace or good practices and ethics
 - Violate other people's and/or organization's intellectual properties
 - Access to other people's personal information without permission by the owner or authorized people
 - Send or receive information that will be harmful to the organization such as spam emails and/or illegal information received from outside
- 5.2 To protect the shared network, the employees must
 - Not install illegal program that violate other people's intellectual properties
 - Not install program that is able to access to information on the network without the permission from the management in command
 - Not install program or hardware that will allow other people to access into the network
 - Shut down the possessed computer after use on daily basis or during the break time over 1 hour. The service computers (servers) are not mandatory by this rule.
 - Examine the information received from outside with anti-virus program provided. The virus found must be eliminated immediately.

- Delete unused data from personal computer to efficiently use the data storage unit
- Cooperate with the system commander to examine the network security and act on the advices and guidelines provided by network department
- Be careful on using and protect the possessed hardware
- Not access to the network area without permission
- Return the possessed hardware such as data, key card, ID card, access card, etc. and retrieve back the personal information completely on the day of resignation

5.3 The company is not responsible for any violation to the Computer Crime Act. The company may also make a punishment based on the act of violation.

In 2020, the Company did not engage in any activities infringing upon the patents or intellectual properties.

6. Non-violation of Human Rights

The Board of Directors respects human rights. In this regard, the following policies and guidelines have been prescribed.

1. There shall be no activities or support of activities which violate human rights.
2. Employees are provided with knowledge and understanding of human rights which are applied to work operations.
3. There are no limitations to independence or differences in ideology, gender, race, religion, politics or other matters. The expression of opinions which could cause conflicts or divisions should be avoided.
4. Channels shall be provided for employees or persons who believe that their personal rights have been violated or that they have been treated unfairly to file a complaint with the Company. Such complaints shall be given attention and processed fairly.

For the Policy and guideline, the Company had done as following;

1. Labor

The Company oversees that the operations of all branches do not employ illegal labors. The company supports the human rights protection. The equal treatments have been implement to stakeholders without the segregation of gender, age, skin tone, education, religion, and personal beliefs.

2. Political Rights

- The Company has promoted the executives and employees to exercise their rights as citizen under the Constitution and other relevant laws.
- The executives and employees shall not use their power to lead or induce colleagues and subordinates to support either directly or indirectly any political activities.

In 2020, the Company was not informed any said complaints and had no previous notorious record relating to any violations of human rights lodged with court. The Company disclosed the Corporate Social Responsibility topic “Labor Practices & Human Rights” in the Sustainability development Report)

7. Safety and Occupational Hygiene

The Board of Directors attaches importance to safety and occupational hygiene. In this regard, the following guidelines have been prescribed;

1. Business undertakings shall comply with laws, regulations and policies on safety, occupational hygiene and working environment with due regard to the safety of life and properties as well as to the impact on the health of employees, trading partners and stakeholders. Regular monitors and safety assessments must be conducted.
2. Occupational safety shall be promoted. Work regulations, procedures and standards are prescribed to ensure working safety consistent with risks. Working environment and safe work procedures are improved. Tools and equipment for safety protection are also provided to employees.
3. Preparations are made for emergency events. An emergency plan has been devised and regular drills and improvements are carried out. This is to prevent and minimize any loss to life or properties of the Company, employees, trading partners and related persons.
4. A safe working culture has been built for the entire organization to ensure sustainably safe work operations.

For the Policy and guideline, the Company had done as following;

The Company has paid more attention on safety and occupational hygiene on operations. The Safety, Occupational Health and Environment Committee was appointed to conduct on the safety and occupation health policy to employees.

1. The safety on workplace is well and regularly checked by the security officers throughout 24 hours.
2. The fire alarms and fire extinguisher are installed on the buildings, as well as fire doors.
3. The cleaning day activities (5-Sor) are regularly promoted in the workplace.
4. The basic firefighting, fire evacuation drills are held regularly.
5. First aid and CPR are frequently trained to employees.
6. “Safety Week” is organized annually.
7. The company conducts the random test with employees and contractors for addictive substances findings once a month.
8. The co-operational projects had been launched covering the area of environment, safety, health and working environment to create the engagement and awareness among employees.

- 9.. The training about Ergonomics in workplace was arranged.
10. The company requires that all new staff attend basic safety training and that performance in occupational health and safety be a Key Performance Indicator (KPI).
11. The company also puts priority on the safety of operational staff. They are required to dress in proper uniforms and be safety role models. The Smart Safety Man was assigned to be the role model and to raise awareness of safety among staff of all power plants.
13. The Company has also published and communicated The Environment, Safety and Energy Conservation Policy to executives, employees, contractors and all related persons, to raise their awareness in strict compliance to the standards which will reduce work-related risks among employees.
14. The company keeps track on the employees and the contractors once a month. The company has set the target to minimize the fatal incident to zero level. The statistic of safety, health and working environment.

In 2020, the company has been certified the Occupation & health and safety management system standard (ISO 45001: 2018) for the production and distribution of the electricity and steam by Management System Certification Institute (Thailand) or MASCI. There was no incident in the operational process (Zero Accident). The operational sickness report was marked (Zero).

Practice Fire evacuation drill



Pre Emergency Plan



Pre Emergency Plan



Code of Conduct for Company directors, Executives and Employees

1. Formal Responsibilities

The Board of Directors appreciates the importance of good governance. Continual undertakings are implemented to ensure that Company Directors, Executives and employees are aware and comply with standards under the framework of the Code of Conduct and conduct oneself honestly, cautiously and prudently for the greatest benefit of the Company and all related parties. As a consequence, the following Code of Conduct has been prescribed.

Company Directors and Executives

1. Duties shall be performed responsibly, prudently, honestly and in good faith in compliance with the law, Company articles and relevant notifications.
2. Duties shall be performed to the utmost of ability in order to generate the greatest returns to the Company. This includes attendance at all meetings, except where there is an unavoidable necessity.

3. Duties shall be performed impartially. In a Board Meeting, Company Directors and Executives shall not vote on matters which they have interests.
4. Conflicts of interests shall be administered prudently and reasonably, in adherence to the Company's interests, to ensure transparent management of operations.
5. The acquisition or disposal of assets of the Company, Company directors and executives, including their spouses and children who have not attained legal age, shall comply with the relevant rules and a disclosure shall be made to the Board Meeting in the subsequent meeting.
6. Company directors and executives are prohibited from buying or selling Company shares in the 1 month period prior to the public disclosure of financial statements and also 24 hours after the financial disclosure.
7. Company directors and executives must disclose personal interests and those of related persons in accordance with the prescribed rules.
8. Directors and top executives have the responsibility to report the company stock trading transaction at least 1 day prior to the transaction execution date.
9. There shall be regular appraisals of the Board of Directors' performance every year.

Employees

1. Employees must support and cooperate in the Company's activities on a regular basis. Assigned tasks must be performed to the best of ability in order to ensure good results and advancement of the Company and employees.
2. Employees must comply with the relevant laws, policies, terms of employment, regulations and notifications.
3. Persons contacting the Company must be treated courteously, hospitably and provided with an excellent service in order to preserve the Company's image and reputation.
4. Trade secrets must be kept and the Company's inside information must not be disclosed to third parties.
5. Loans shall not be obtained from customers, persons connected to customers or business counterparts of the Company, except for loans obtained from a bank or financial institution.
6. Lawful orders of supervisors shall be complied.
7. There shall be a commitment to teamwork, mutual assistance, harmony and mutual respect for the benefit of the Company and employees.
8. Co-workers must be treated generously and with good human relations. No groundless allegations shall be made against others. Credit shall not be claimed for the works of others.
9. Duties shall be performed with determination, in earnest and honesty, and the roles and responsibilities in the Company shall not be abused for the purpose of acquiring wrongful benefits for oneself or for others.

10. Duties shall be performed responsibly, cautiously and without neglect in such a manner which could cause a loss to works or properties of the Company.
11. Employees should conduct themselves as good citizens who comply with the constitution and relevant laws. Political rights shall be exercised appropriately. Employees shall also avoid any involvement in an activity which is unlawful or inconsistent with public order or the good morals of the people.

2. Maintenance of Company Assets

Company directors, executives and employees are under a duty and responsibility to efficiently maintain Company assets and assets under the care of the Company. In this regard, the following guidelines have been prescribed.

1. Assets shall be used for business operations and not used for personal gains or for the gains or third parties.
2. Interests shall be protected and assets shall be cared to prevent loss, damage or wrongful use pursuant to the standards of a reasonable man caring for one's property. Direct or indirect wrongful exploitation of benefits shall be eliminated.
3. Sufficient insurance protection from losses shall be obtained for assets.
4. The use of computers to harass, infringe, spy, corrupt other person's personal data or fabricate evidence which could lead to data theft shall be prohibited. An information security system consistent with international standards shall be installed.
5. E-mails and internet access provided shall be used for business purposes. They shall be used cautiously and not prejudice the Company's reputation.
6. Passwords for access to the Company's data shall be kept secret and shall not be disclosed to unauthorized persons.
7. The Company's intellectual property works shall not be reproduced, adapted or used for personal benefit or for the benefit of others without authorization from the Company.
8. The supervisor shall be reported of any finding of rights infringement or acts which could lead to a rights infringement or any act which could potentially lead to a dispute relating to the Company's intellectual property.
9. The safekeeping of important documents of the Company shall be overseen to ensure full compliance with the relevant laws and regulations. Upon the lapse of the safekeeping period, the relevant employee must oversee that the documents are destroyed by appropriate means.

3. Informants and Complaints

The Board of Directors gives employees and stakeholders an opportunity to give information or file a complaint on a matter which could constitute a violation of the law, dishonest or wrongful act of an employee, including irregular behavior which could cause a problem or loss to the Company (Whistle Blowing). The Company also receives complaints on cases where the rights of an employee or stakeholder has been infringed or where they have been treated unfairly and corruptly. Suitable channels and procedures have been provided by the Company in this regard.

The Company will hear and process all complaints impartially, transparently and fairly. Systematic and just measures for the protection of complainants are provided. Information provided by the complainant is kept confidential in the Company according to the Anti-Corruption Policy.

Measures for the Protection of Complainants

1. A complainant may choose to remain anonymous if he/she deems that disclosure could lead to harmful consequences.
2. The Company will keep relevant information secret and take into account the safety of the complainant. Measures have been prescribed for the protection of complainants who are employees, including those who cooperate in the investigation of facts. These persons will be protected from unfair treatment as a consequence of the complaint, e.g. disturbances during work, reassignment or termination of employment.

In 2020, there was no information or complaint of law violation, dishonest and wrongful act of employees.

4. Interpretations

A supervisor shall be under a duty to take responsibility and give advice to subordinates to ensure knowledge and understanding as well as compliance with the prescribed Code of Conduct. If the Code of Conduct does not provide for any instance, or if there remains a question which renders performance not possible or that a decision cannot be made, the matter shall be consulted with the respectively higher level superior. In the case of a conflict, the decision of the managing director, executive board and Board of Directors shall be final.

Auditor Fees of the Auditor

The Board of Directors considered the auditor fees based on expertise, the standard of work, the independence of the auditors comparing to the rate paid by the comparable listed companies. The auditors have also qualifications in accordance with the regulations of the Company and the Securities and Exchange Commission. According to the Company's Articles of Association, the auditors shall not be a director, staff, and employee or shall not hold any position in the Company

1. Audit Fee

The Company and its subsidiaries made remuneration payments as audit fees to EY Office Limited, where the auditors were attached to:

Company	Audit Fee	
	2019	2020
Sahacogen (Chonburi) PCL.	1,275,000	1,395,000
Sahacogen Green Co., Ltd.	610,000	645,000
Sahagreen Forest Co., Ltd.	370,000	395,000
Total Audit Fee	2,255,000	2,435,000

2. Non-Audit Fee

The Company and its subsidiaries paid for other services as follows:

Company	Facilitator	Non-audit Fee	
		2019	2020
Sahacogen(Chonburi) PCL.*	EY Office Limited	80,000	80,000
Sahacogen Green Co., Ltd.	EY Office Limited	-	-
Sahagreen Forest Co., Ltd.*	EY Office Limited	80,000	80,000
Total Non-Audit Fee		160,000	160,000

Remarks : * BOI compliance examination is 80,000 Baht/certificate

Compliance with good corporate governance principles in other matters

The Board of Directors has placed importance on building good corporate governance practice, and upgrading those practices on a continuous basis, to enable company operations to be carried out in a transparent and effective manner, leading to further growth and stability for the company. Furthermore, such practice was aimed at contributing to further economic value and long-term wealth for the shareholders, while providing fair treatment to all stakeholders concerned. The company has set the policy to achieve balanced business operations under changing social and economic environments, based on sufficiency economy principles, and in compliance with good governance practice principles for listed companies.

The Board of Directors annually reviews the corporate governance guideline. The second revision of the guideline has been completed and complied with Corporate Governance Code for listed companies 2017. The revised guideline has been approved by the Board of Directors in the meeting No. 7/2018 on December 2018 and has been effective since December 12, 2018. The guideline covers 4 topics which are the policy of the company for good corporate governance, 8 principles of corporate governance, business ethics; and code of conduct for directors, managements and employees. The details are shown in the company website under the investor relations section, topic corporate governance.

Non-Compliance Issues of Good Corporate Governance

The company did not comply with some issues suggested by good corporate governance policy for listed company. The company will consider to implementation in the future.

Non – practiced aspects	Explanation
1. The Board of Directors has specified the number of listed companies that each director hold directorship for not more than 5 places in the company's corporate governance policy.	The Company has not specified the number of listed companies that each director hold directorship since The Board of Directors believed that each director's business expertise and capabilities should not be restricted by the number of companies said director served, as long as he / she proved to be capable and devoted enough to carry out own assignments in fulfilling the expectations by the Board of Directors and shareholders. At present , a director serves as director in more than 5 listed companies
2. The Board of Directors' policy has specified the limit of the number of years on the tenure of independent directors not exceeding 9 years.	The Board of Director's policy does not limit the number of years on the tenure of independent directors since the company's independent directors continue to perform their duties with independence and without private interests that may conflict with the interest of the company, as well as make decisions by taking into account the best interests of the company. They are also independent from the management and major shareholders of the company.
3. The Board of Directors has no independent director appointed as the company's director for more than 9 years.	The Board of Directors has 4 independent directors appointed as the company's director for more than 9 years because they are fully qualified per definition of company's independent directors, while duly processing such sound knowledge, professional expertise, and work experiences, beneficial to the company's business operations.
4. The Chairman of the Board of Directors is independent director.	The company did not set the policy to require the independency of the chairman of the board. The company business requires expertise and experience in the specific area. The non-independency chairman can perform independently. The chairman has not been using power to overrule the Board. The actions shall be justified by company's article of association. The opinion sharing among the Board members has been supported by the chair.

Non – practiced aspects	Explanation
5. The Chairman of the nominating committee and the Chairman of the Remuneration Committee are independent directors and the Nominating Committee and The Remuneration Committee mainly comprise independent directors.	The company has not set the policy that requires the chairman of the nomination and remuneration committee to be independent. However, the committee members have been acting responsibly, honestly with the absence in the conflicting issues. The chairman of the Audit Committee is also one of the member in nomination committee. This will balance the combination of the nomination and remuneration committee.
6. The company did not arrange any meeting among non-executive directors in the past year.	Non-executive directors meetings could be arranged based on circumstance. The meeting is aiming to provide opportunities to have the discussion among non-executive directors and free from the pressure of the management.
7. The company did not have press meeting and news letters about company's financial status.	<ul style="list-style-type: none"> - The company disclosed quarterly and annually financial reports and significant information on the company website and the Stock Exchange of Thailand. - Due to the outbreak of Coronavirus Disease 2019 (COVID- 19), the company has canceled the Opportunity Day event (Sahaphat meet analysts and investors) years,that had been arranging annually allowing analysts and investors to know the company's business direction and updates. The company's performance, industry perspectives, company's development, new products and innovation were presented. The events allows shareholders, analysts and investors to meet the executives and exchange viewpoints.

Internal Control and Risk Management

Internal Control

Sahacogen & Affiliates have recognized the importance of the internal control system. The Board of Directors has appointed the Audit Committee to review the assessment of the company's internal control to ensure the sufficiency and appropriateness, as well as to provide accurate and credible accounting system and financial report, also to contribute asset protection and mitigate damage occurring from errors and corruption, along with effective compliance according to relevant laws and regulations.

According to the internal control assessment in 2020, such internal control was audited and reported by the internal control audit unit from Dharmniti Internal Audit Co., Ltd. According to the assessment, the company and its subsidiaries have monitored the operating management, risk assessment and internal control system sufficiently and adequately to meet the goals, objectives, laws and relevant regulations. In addition, the company and its subsidiaries have systematic plan for assets protection, corruption prevention and credible and auditable financial reports preparation. And the previous appraisal result, the internal control audit unit reported that the company has the reliable internal control system and sufficient risk management. The operating processes run in the appropriate way with the score of 4.3 : 5 (Four point Three : Five). There were some issues to be improved. However, the managements and staff in the mentioned functions have already rectified the shortcomings and deficiencies as suggested.

Dharmniti Internal Audit Co., Ltd. assessed and summarized the internal control system based on the format suggested by the Securities and Exchange of Commission (SEC). The results of the appraisal are divided into 5 sections and published in the appendix of the company's annual information disclosure form (Form 56-1). The summary of the appraisal shows the compliance based on SEC's guideline.

1. Control Environment

The company has specified explicit policies and objectives for its business with evaluation by considering fairness to employees, customers, business partners, and responsibility for shareholders, society, community and environment. It has also reviewed the implementation of the goals set on a regular basis to comply with the conditions at that time.

Moreover, the company has established the organizational structure and charters of various committees in order to separate duties and responsibilities of the Board of Directors apart from the management for the operation efficiency. Additionally, there are written policies on corporate governance, business ethics, and code of conduct for directors, executives and employees, which was acknowledged by all directors, executives and employees as guidelines for everyone to perform their duties with integrity, and restrain from posing conflict of interest with the company with no any cheat or corruption which causes damage to the organization. The company has set up systematic process for monitor and evaluation based on the principles of good corporate governance and regulations in such work. Provided the company found disobedience, it would have the process which could appropriately punish and manage any violations in due time according to the regulations on work and related legislation.

2. Risk Assessment

The Board of Directors has assigned the Corporate Governance and Risk Management Committee to be responsible for risk management in a systematic and effective manner. There was risk analysis that revealed probable risks occurring from internal and external factors which have a negative impact on the business operation. Moreover, clear working plans, working procedures were well set up with keeping track of risk management result on a regular basis to ensure that it is at acceptable level. This includes all executives responsible for risk management, and communication on this matter to all employees to comply with as a part of an organizational culture.

The company has evaluated the potential for corruption, and carefully reviewed the targets of operations, as well as considered the reasonableness of offering incentives or rewards to employees that does not encourage them to act in an inappropriate manner. In addition, the Audit Committee has considered and inquired information from the management about the likelihood of fraud, and the company's measures to prevent corruption. With this regard, the company communicated on this matter to employees to understand and follow the policies and guidelines on anti-corruption, also not to receive or pay a bribe for business interests as stated by the company. The company has been continuously communicating the anti-corruption policy to public and stakeholders. The self-declared anti-corruption policies of the company and subsidiaries have been certified on October 14, 2016 and February 12, 2018 respectively. In 2020, Sahacogen Green Co.,Ltd. And Sahagreen Forest Co.,Ltd. received the certification from Thailand's Private Sector Collective Action Coalition against Corruption (CAC) for the second time, on October 31, 2020.

Meanwhile, the company has assessed the change for the business structure as well as specified response measures to any changes affecting business operation, internal control and financial report.

Moreover, the company complied with generally accepted accounting principles, which is suitable for its business, by revealing financial report which is fully accurate and reflects the operating activities of the company.

The company manages risks based on nature and types of risk, which is assessed taking account of internal and external factors. With this regard, the protection measures and risk management are specified at an acceptable level without harming business operation of which relevant persons have already been informed to ensure the compliance and follow-up.

3. Control Activities

The company has clearly specified the limitation of authority and approved credit line for each management level in writing, as well as separated duties and responsibilities of each department apart for counter-verification. It has also set the regulations concerning financial transaction, purchasing, and general management in writing, to prevent from authority abuse seeking to misappropriate company assets, or acting beyond mandate. Additionally, the company has monitored measures allowing the company operations to correspond with related laws. In the case of transactions with the major shareholders, directors, executives, or those who are involved with such persons, the company has followed related procedures and regulations with regard to the best interest of the company (at arms' length basis). There was also a policy about the approval of business transactions that must be carried out by those with no conflict of interest to prevent from putting the interests of the company to private use.

Furthermore, in the case of the approval of business transactions with long-term bindings, the company has follow-up measure to ensure full compliance according to agreed conditions. Also, the company has regularly reviewed over the appropriateness of the contract in accordance with the situations, as well as consistently monitored business operations of its subsidiaries and associate. The monitoring process will be conducted on monthly basis to ensure the compliance to the Board of Directors' resolutions, shareholders' resolutions and the related laws.

4. Information and Communication

The company has presented sufficient information and document to the Board of Directors in advance for their decision-making. Accounting records and supporting document of financial statements are completely kept in orderly manner. In addition, the company's financial statements were prepared in compliance with Thai Financial Reporting Standards (TFRS). The company also uses software applications for the effective resource consumption planning, accounting information management, financial statements, procurement, sale, inventory management and production planning. The example of softwares are Electricity Billing, Electricity Meter Reading, Biomass Quality Control and Training Record. The systems also help in giving accurate information so that the management can make timely and appropriate decisions. Moreover, the company provides systematic measures to protect and safeguard the IT structure on a regular basis. Specifications of the Company's Hardware and Software have been set as follows:

1. IT devices must be replaced every three to five years. The replacement models must have better capacities, well equipped with security systems for intrusion prevention and data recovery.
2. A system must be installed for 24-hour monitoring of the server. In case of computer malfunction, the system will send an alert SMS and email to IT supervisors to take promptly necessary corrective action.
3. A security system must be installed to daily check the temperature and power sufficiency of the Data Center (DC) and Disaster & Recovery Site (DR Site). UPS Generator Power was installed for power reserve in case of power blackout
4. Vulnerability assessment and system hardening must be conducted annually, based on the software development standard and suggestions from OWASP- Top 10 Web Application Security Risks. The updated version of anti-virus and the deep discovery inspector programs must be installed to the server and clients' hardwares.
5. There must be daily, weekly and monthly data backups. The disaster recovery site must be ready to respond in a timely manner in case of emergency or natural disaster.
6. The connecting system and SD-WAN internet (Hybrid MPLS & Internet) must be established among Sahacogen Group to increase the efficiency of the branch network and information system security.
7. The Teleconference system must be installed ie. VDO conference, MS Teams application and Zoom application. The systems must be promptly operating for the communication among the company, suppliers, clients and employees working from home.

Regarding to the Board of Directors and shareholders' meetings, the meeting notice and relevant document were sent for consideration in advance according to specified regulations. Minutes of meeting also recorded completely, containing necessary and sufficient information, with the opinions of directors and shareholders as well as questions or disagreement on some matters.

The company effectively communicated information to inside and outside the organization with appropriate channels, in order to encourage internal control to be proceeded as required by the company. It also provided a whistle blower hotline for information or clues about fraud or corruption, while the detail of the complainers and complaints will be kept confidential.

5. Monitoring Activities

The Company's operating results are monitored on a monthly basis and compared with the prior year performance in order to analyze the causes of differences and adjust their strategies to meet and achieve expected goals. In order to maintain the adequate internal control, the internal audit is required to audit, analyze and evaluate the internal control of various systems and monitor the operating performance continuously. Such results need to be reported directly to the Audit Committee. If any significant defects are found, the Audit Committee has to report them to the executives and Board of Directors for corrective action, monitoring and keeping track of such deficiencies that need to be solved.

Opinions of the Audit Committee and Auditors

The Board of Directors' Meeting No. 2/2021 on February 23, 2021 has considered that the company's and subsidiaries' internal control system were sufficient and appropriate. The audit Committee did not have the different opinions. The auditor's reports showed no major deficiency on the internal control and financial reports preparation process. The details are disclosed in the Audit Committee's Report.

Head of Internal Audit and Head of Compliance Unit

1. Head of Internal Audit

At the Audit Committee's Meeting No. 1/2020 on February 26, 2020, the committee approved to appoint Dharmniti Internal Audit Co., Ltd. to act as internal audit of the company headed by Ms. Ruethaichanoke Supapong. The framework of the internal audit is described as follows;

1. Independently perform duties on auditing and assessing the internal control system and internal audit as the annual audit plan required
2. Audit and review document and evidence relating operations as well as analyze, assess, suggest, give opinion about risk control and corporate governance process
3. Internal auditor's main responsibilities are specified as follow;
 - 3.1 Review and report the credibility and completeness of the financial reports and operating process
 - 3.2 Review the operating performance or working plan to ensure the compliance with the specified objectives, goals and action plans

- 3.3 Review the operating system probably impacting on operations, and report that the compliance meets the policies, plans, specified regulations and relevant laws
- 3.4 Review the appropriateness of asset control and management, and evaluate the effectiveness of resource consumption of the company
4. Prepare the internal audit report to be presented to the management and the Audit Committee
5. Attend the meetings for the review of internal audit result to achieve the internal audit's objectives

The Audit Committee has already considered Ms. Ruethaichanoke Supapong, the company's auditor from Dharmniti Internal Audit Co., Ltd. that she possesses the adequately appropriate qualifications to perform the head of internal audit. The said qualifications are independence and auditing experiences in similar business operation. Moreover, she attended training courses relating to internal audit operation. The company has assigned Ms. Penpak Vongrakvanich Corporate Governance and Risk Management Department Manager as the company representative to coordinate with the external auditor and related units.

The appointment, transfer, and dismissal of the company's head of internal audit office must receive the approval from the Audit Committee.

Name	Education	Training Courses
Ms. Ruethaichanoke Supapong	B.A. Major in Marketing, Burapha University Certificete Certified Professional Internal Audit of Thailand (CPIAT)	<ul style="list-style-type: none"> - Internal Audit Training Programe for Pre CIA - Training Program for CIA Part II - COSO 2013 Course, Theory and Practice - Internal Audit Control for Pre register Company for SET - International Standard for Professional Internal Audit - IT Audit - Investigation & Detection for Fraud - Thailand's Private Sector Collective Action Against Corruption (CAC) Project - Project Maintain & Improve Internal Audit assignment quality in functions

2. Head of Compliance Unit

The company appoint Ms. Penpak Vongrakvanich Corporate Governance and Risk Management Department Manager the head of compliance unit directly. However, the company has assigned each of the department heads to supervise and monitor their operation in compliance with laws, regulations, rules and code of conduct. The Corporate Governance and Risk Management Committee has the responsibilities to support the actions concerning to the company corporate governance and risk management.

3. Profiles of the company's Chief Financial Officer (CFO) and the accounting manager

The company has assigned Mr.Nattawut Yawaprapas, Accounting & Finance Department Manager to be the one who has the highest authority and responsibility in accounting and finance (CFO). Ms. Penpak Vongrakvanich, Accounting Division Manager, has been approved to be responsible for the financial statements preparation and disclosure in compliance with the Accounting Act B.E. 2543. Her responsibilities are to supervise the compilation of the financial statements and to ensure that the disclosure of the company's information is duly carried out in a comprehensive and accurate manner. The 2 key persons are qualified for being a CFO and an accounting manager based on criteria specified by Department of Business Development The details of the accountant's educational background and working experiences are shown under the topic "Details of the Boards of Directors, Executive Members and Company Secretary".

- **The company's Chief Financial Officer (CFO)**

Name	Education	Training Courses
Mr.Nattawut Yawaprapas Accounting & Finance Department Manager	- Bachelor of Accountancy, Chiang Mai University	- CFO Focus on Financial Reporting #7 (FAP) - (Draft) Conceptual Framework for Financial Report based on the revision of the accounting standard - Fundamental of TFRS 9 for financial institution and non financial institution #1/62 - Transfer pricing law (Revenue Code, Section 71 Ter) - The guideline of preparing Financial reports for the companies with the effects from COVID19 situation, The Stock Exchange of Thailand (SET)

- **The Company's Accounting manager**

Name	Education	Training Courses
Miss Penpak Vongrakvanich Accounting Division Manager	<ul style="list-style-type: none"> - Bachelor of Accountancy, Bangkok University - Master of Business Administration , Burapha University 	<ul style="list-style-type: none"> - CFO Focus on Financial Reporting #7 (FAP) - Update Tax invoice, preparation for new accounting standard TFRS16, and Transfer Pricing - (Draft) Conceptual Framework for Financial Report based on the revision of the accounting standard - "E-Tax invoice, E-Receipt, and Update for 2019 tax" - Roles and responsibility of listed company to the sustainable development - (Draft) Accounting report standard revised in 2019 (BV 2019) - The accounting revision for the proper reflection to the business values and tax effects - The study of the proposed adjustment from auditors to listed companies from financial statements of 2018 - Tax Audit, Financial analysis before submission of P.N.D 50 - (Draft) Financial reporting standard No. 7 and No. 9 (TFRS 7 and TFRS 9) the reforming of the reference interest rate - Enhancing efficient Internal Audit Procedure through case study

Transaction with Related Companies

Information disclosure for inter-transaction

During 2020, the company and its subsidiaries entered into inter-transactions with parties with possible conflict of interests, according to the details as follows:

1. Normal business transaction, normal business support transaction, rental or lease transaction for immovable property (not more than 3 years), and transaction related to assets and services

Parties with possible conflict of interests	Relationship	Shareholding Percentage (%)		Significant Item	Inter-Transaction Value (Million Baht)	Price Policy
		Shareholding by the company	Shareholding in the company			
1. Saha Pathana Inter-Holding PCL.	A	-	22.74	- Selling electricity	1,348	Predetermined applicable discount
				- Selling Steam	307	On contract
				- Fee paid for guarantee of minimum electricity demand	5	On contract
				- Utility Charges (Raw water & Wastewater Treatment)	11	Normal price like other customers
2. Operational Energy Group	B	-	-	- Service fee on distribution	114	On contract
				- Machine rental	96	On contract
3. Sinparadom Co., Ltd.	B	-	-	- Land rental	2	On contract
4. Better Way (Thailand) Co., Ltd.	B	-	0.86	- Interest	15	On contract
5. Pitakkij Security Guard Co., Ltd.	B	-	-	- Security service fee	4	On contract

Relationship Nature A = The company's shareholders and joint directors

B = Joint directors

Remark The Company has disclosed details of related transactions in the Annual report and Form56-1 for the past 3 years for shareholders and / or investors. Able to see historical data to compare information from the company website www.sahacogen.com

Remuneration Policy The Company carried out inter-transactions with other companies, on a fair business practice basis and at arms' length, based on market prices and normal business terms being applied to those transactions conducted with unconnected outside business parties or persons.

Item	Remuneration Policy
Utility charges	According to the rates announced by Saha Group Industrial Park, based on actual units or volume used
Machine rental fees	Fees depending on the condition and duration of such property in use
Immovable property rental fees	Fees depending on the location, surrounding, building condition, and utilization purpose for said assets
Security fees	Fees depending on the number of security personnel for each shift

2. Transaction in providing financial assistance as of December 31, 2020

Loan facilities provision The Company provided short-term loan to its subsidiaries.

The company and its subsidiaries did not provide long-term loan to related parties.

3. Transaction in receiving financial assistance as of December 31, 2020

Company Name	Relationship	During the Year				Balance as of Dec 31, 20
		Balance as of Dec 31, 19	Additions	Settlements	Interest Rate	
1. Better Way (Thailand) Co., Ltd.	A	320,000,000	-	-	3.0-5.0	320,000,000
Total	-	320,000,000	-	-	-	320,000,000

Relationship Nature A = The company's shareholders and joint directors

Loan The Company received long-term loan from a related party. The counterparties had made an agreement to change the repayment term. The principle repayment dues in 2021 was changed to be due in 2026 and 2027. The debt is unsecured with the schedule of monthly interest payment. (Please refer to supplementary note to financial statements no. 7)

Financial guarantees provision the Company has guaranteed credit facilities for associated company in the amount of Baht 84 million in proportion to its shareholding (21%) in order to provide financial support to related businesses (Please refer to supplementary note to financial statements no. 31.12)

The necessity and rationale for entering into transactions with parties with possible Conflict of interests

To sustain the company's operations under the prevailing severe competitive situation, the company needed to secure the support of business partners and business alliance network from upstream to downstream industries, further contributing to its competitiveness and business potentials, and leading to its further development and sustainable growth in the future.

While its business partners and business alliance members might be parties with possible conflict of interests, nevertheless, the Board of Directors might find it reasonable and necessary to enter into agreement or transaction with said parties, with the interests of the shareholders and the company in mind. In such case, the transaction price would be based on normal business terms, without harboring any intention to engage in unjust transfer of company asset or interest to such parties with possible conflict of interests.

At the same time, The Board of Directors duly followed the requirements in the Securities and Exchange Act (no.4) B.E. 2551 article 89/12, by authorizing the company's management, after the completion of the annual shareholders' meeting, to enter into such transactions considered to normal business transactions and business support transactions under normal business terms in such same manner as other business partners under the same circumstances. Such transactions would be carried out without any exercise of undue influence due to such status as director, management member, or related persons, with such transactions duly reported to The Board of Directors' meeting held each quarter.

Criteria or process of authorization in recording related transactions

1. The company complies with the standards of the Stock Exchange of Thailand on the related transaction and / or the acquisition or disposition of assets of the company which will be amended to include the practices disclosed to the shareholders of the company. The Investors and related agencies, including the Stock Exchange of Thailand and will be approved by the Board of Directors and / or the Annual General Meeting of Shareholders, as defined by the Stock Exchange of Thailand.
2. The company have policy and terms of the transaction such as buying price, selling price, value of the related transaction between the companies is subject to normal course of business.

Related party transactions are conform with the regulations of the Stock Exchange of Thailand the Audit Committee for consideration and follow the steps to the reasonableness of the transaction and is in the best interests of the company. The Audit Committee will review such prices or rates of the transaction with the staff of the company and internal auditors that the price is reasonable and disclosures in the financial statements are correct.

3. The company have the process of approving the related party transaction between the company in the same way as the procurement of the company and the executives or shareholders have no interest in the transaction, and not to the approval of such matters.
4. For unusual transactions, if the size of transactions are not in the level with no need to get approval from a shareholder's meeting. Under SET's regulations, the transactions will be considered and approved by the Executive Board of Directors without get approval from the interested persons. If the size of the transactions are larger than approval, the Executive Board of Directors will obtain a resolution from the Executive Board and propose the resolution to the Board of Directors to gain further approval without gaining an approval from the interested persons.

In 2020, the company did not receive a warning letter. Guilty In making connected transactions And buying and selling property in violation Or do not comply with the rules of the Stock Exchange of Thailand (SET) And the Office of the Securities and Exchange Commission (SEC)

Opinions regarding inter-transactions by the Audit Committee

In case of inter-transactions considered significant, the company followed its policy in proposing such transactions to the Board of Directors' meeting to be accepted from the Audit Committee and approved by the Board of Directors for further forwarding to the shareholders' meeting for their approval according to the volume of inter-transactions.

In 2020, there were related transaction with the Board of Directors' meeting approved are as conducted 3 times Follows.

1. According to the resolution of the Board of Directors Meeting No.1/2020 on February 26, 2020, approval for the transaction to Operation and Maintenance Agreement Between Impact Solar Co.,Ltd. Total value of transaction 9.75 Million Baht Per year for 1 year

The related is Mr. Thirasak Vikitset as the company Chairman of Executive Board and Director of Impact Solar Co.,Ltd.

Mr.Viroj Theeravatvatee and Mr.Vichai Kulsomphob as the company Director and Director of Impact Solar Co.,Ltd.

2. According to the resolution of the Board of Directors Meeting No.2/2020 on April 8, 2020, approval for the transaction on receiving financial assistance Impact Solar Co.,Ltd. Guaranty Value 37,800,000 Baht (21% of the long-term loan payment 600,000,000 Baht). To provide the financial support on shareholding proportion by providing the guarantee obligation to related persons.

The related is Mr. Thirasak Vikitset as the company Chairman of Executive Board and Director of Impact Solar Co.,Ltd.

Mr.Viroj Theeravatvatee and Mr.Vichai Kulsomphob as the company Director and Director of Impact Solar Co.,Ltd.

3. According to the resolution of the Board of Directors Meeting No.3/2020 on May 12, 2020, approval for the transaction to rent the land Sinparadorn Co.,Ltd. Total value of transaction 5.18 Million Baht Per 3 years (June 1, 2020 - May 31, 2023)

Mr.Vichai Kulsomphob as the company Director and Director of Sinparadorn Co.,Ltd.

The Audit Committee concluded not to have any different opinions regarding inter-transactions from those resolutions adopted by the Board of Directors' meeting.

Policy or Potential Related Transaction in the Future

The Board of Directors duly recognized their responsibilities as the directors of public company in carrying out their duties toward the shareholders, employees, and all stakeholders, in accordance with the good corporate governance principles. Accordingly, those inter-transactions likely to take place in the future, would represent normal business transactions, with the disclosure of information duly carried out in accordance with the Notification of the Capital Market Supervisory Board, regarding "rules on connected transactions".

Persons with possible conflict of interests holding combined shareholding in subsidiary /associate companies over the level of 10%

The company did not have persons with possible conflict of interests holding combined shareholding in subsidiary companies over the level of 10%. However, the company had 1 persons with possible conflict of interests holding combined shareholding in associate company over the level of 10% (Impact Solar Co., Ltd.), as the result of the engagement in joint business investments by the company and such persons with possible conflict of interests, in utilizing their outstanding knowledge and expertise in their roles as business associates to the company.(Please refer to supplementary note to financial statements no. 13)

The Board of Directors' Responsibility Report towards Financial Statements

The Board of Directors duly recognized their obligations and responsibilities in their status as the directors of SET listed company, with regard to the compilation of financial statements for Sahacogen (Chonburi) Public Company Limited and its subsidiary companies. Said financial statements were prepared in accordance with Thai Financial Reporting Standards (TFRS), based on the adoption of appropriate accounting policies on a consistent basis, accompanied by careful consideration and justifiable accounting estimates.

Furthermore, adequate significant information was disclosed per the notes to the financial statements, together with necessary clarification and analysis regarding the financial positions and performances by the company and its subsidiaries, so as to contribute to the interests of the shareholders and general investors. Moreover, said financial statements were duly audited and unconditionally verified by independent certified public accountants.


At the same time, The Board of Directors had exercised efforts to promote good governance practices, and to establish risk management system and internal control system in an efficient and effective manner. These practices were intended to ensure that the recording of accounting information was carried out in an accurate, complete, and sufficient manner, in order to safeguard the assets of the company and its subsidiaries, while also safeguarding against any significant fraud or abuse.

In this regard, The Company's Audit Committee whose members comprising independent directors had duly carried out audit work on the quality of the financial statements and the efficiency of internal control system. The opinions of The Audit Committee were displayed per the Audit Committee's report contained in the annual report publication, as well as the annual registration statement (form 56-1).

Accordingly, The Board of Directors concluded that, the good corporate governance practice, the risk management system, as well as the internal control system already in place at the company, were well adequate and sufficient, reasonably providing sufficient confidence to all the concerned parties that, the financial statements of the company and its subsidiaries ending December 31, 2020, were prepared and presented in substantial context, in an accurate and reliable manner.



Mr. Sujarit Patchimnan
Chairman



Mr. Vorayos thongtan
Managing Director

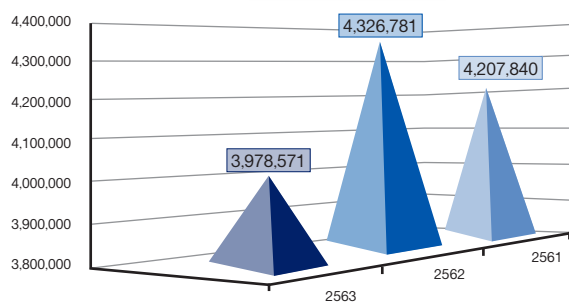
Performance Summary and Financial Highlights

(Unit: Thousand Baht)

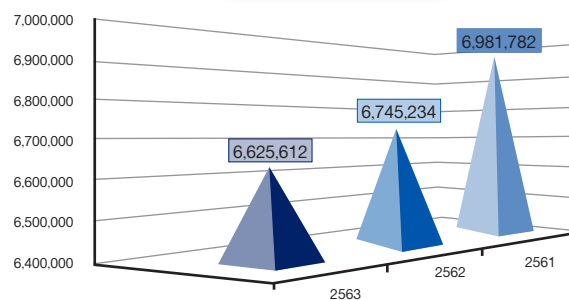
Operational Highlights	2020	2019	2018
Sales	3,971,035	4,319,969	4,198,654
Total Revenues	3,978,571	4,326,781	4,207,813
Cost of Sales and Expense	3,730,719	4,027,055	3,806,547
Finance Cost	128,933	143,116	168,278
Earning Before Tax	117,005	156,800	233,178
Income Tax Benefit (Expenses)	202	(18,810)	(6,487)
Profit for the year	117,206	149,888	224,892
Total Comprehensive Income for the year	122,643	153,511	218,549
Financial Highlights			
Current Assets	934,461	997,892	960,414
Fixed Assets	5,691,151	5,747,342	6,021,368
Total Assets	6,625,612	6,745,234	6,981,782
Current Liabilities	2,281,973	1,990,842	1,700,623
Non-Current Liabilities	1,605,101	2,031,778	2,595,082
Total Liabilities	3,887,074	4,022,620	4,295,704
Share Capital Fully Paid	955,000	955,000	955,000
Shareholders' Equity	2,738,539	2,722,614	2,686,077

Unit : Thousand Baht

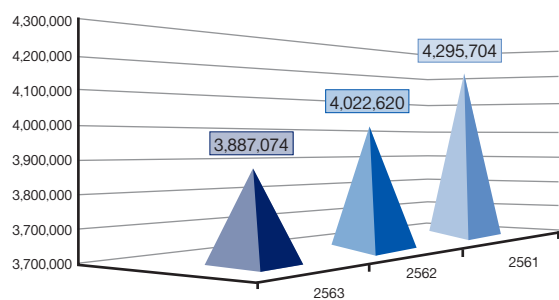
Total Revenues



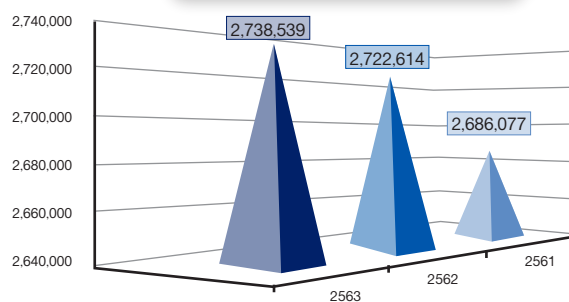
Total Assets



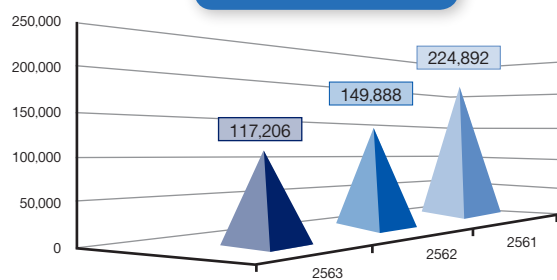
Total Liabilities



Total Shareholders' Equity



Profit for the Year



Management Discussion and Analysis

Discussion and Analysis of Operating Result and Financial Status

This analysis is based on the consolidated financial statements of the year 2020 comparing to the year 2019. The details are described below.

1. Operating Result

1.1 Overview of Operations

From the pandemic of Coronavirus Disease 2019, or Covid-19, strict control measures and directives were issued both in Thailand and all over the world. Traveling restriction was imposed. Economic activities including export and import were affected. Social distancing policy was adopted and led to the decrease in numbers of tourists. Shopping malls, entertainments and service sector were suspended. Meanwhile, droughts problem affected the consumption capability causing private consumption to decelerate considerably. The revenue from electricity and steam selling accounting for 99.80% of Sahacogen's revenue were decreased. The demand of electricity and steam in 2020 was Considered low. In sum, the company considered the mentioned factors as uncontrollable factors. However, the company had been improving the production efficiency as well as focusing on the production cost control in order to minimize the effect from those risks.

In 2020, the revenues of the company and subsidiaries reached THB 3,978.57 million, decreased by THB 348.21 million or 8.05% comparing to last year. The cost of electricity sold combining to administrative and selling expenses and loss in assets impairment were THB 3,730.72 million. The total expenses decreased by THB 296.33 million or 7.36%. The financial expenses were THB 128.93 million decreased by THB 14.18 million or 9.91%. The corporate income tax was THB (0.20) million decreased by THB 19.01 million or 101.07%. The company earned THB 117.21 million in consolidated net profit, decreased by THB 32.68 million or 21.80% comparing to last year.

In 2020, the company and subsidiaries' research and development cost was not significant to the overall expenses. Then, the R&D cost will not be mentioned in this discussion.

1.2 Operating Result of Each Product Units

- **Revenues from Sales**

The total selling revenues from the consolidated financial statements was THB 3,971.04 million, decreased by THB 348.93 million or 8.08%, comparing to the year 2019. The majority of the change, THB 268.11 million, was resulted from a decrease in selling price affected from decrease in natural gas price. Moreover, the revenue from selling steam decreased THB 89.53 million from the decrease of selling price according to the fuel oil and natural gas price in the steam pricing formula stated in the selling contract.

- **Other Revenues**

The other revenues were THB 7.54 million, the amount slightly increased comparing to last year.

- **Cost and Expenses**

- **Cost of sales** : The cost of sales in consolidated financial statements was THB 3,603.70 million, decreased by THB 277.71 million or 7.15% according to the lower in natural gas; the main fuel; price.
- **The administrative expenses** : in the consolidated financial statements were THB 127.02 million, decreased by THB 14.10 million or 9.99%.
- **The loss on assets impairment in the subsidiary company** : None (2019: THB 4.5 million)
- **The loss from an investment in the affiliate company** THB 1.91 million which came from Impact Solar Co., Ltd.
- **The financial expenses** : in the consolidated financial statements were THB 128.93 million, decreased by THB 14.18 million or 9.91%. The decrease was resulted from a decrease in long-term loan balances and the lower interest rate.
- **The corporate income tax** in the consolidated financial statements was THB (0.20) million. It was decreased by THB 19.01 million or 101.07% according to the operating performance and the tax privilege from the Board of Investment (BOI) that was granted to the power plant.

- **Profit**

- In 2020, the company's consolidated net profit was THB 117.21 million, decreased by THB 32.68 million or 21.80%.
- There was a loss on change in value of available-for-sale investments THB 1.97 million, and actuarial gain THB 7.40 million showed as other comprehensive incomes. The total comprehensive income for the year was THB 122.64 million.
- The total comprehensive income attributed to the equity of the company holders was THB 111.59 million
- **Gross Profit Margin** : 9.25% decreased by 0.90% comparing to last year. This was a decrease of 8.88%.
- **Return to Shareholders' Equity** : 4.29% decreased by 1.25% comparing to last year. This was a decrease of 22.56%.

2. Financial Status

- **Assets** : the total assets was THB 6,625.61 million, decreased from the year 2019 by THB 119.62 million or 1.77%. An investment in Impact Solar Co., Ltd. was THB 116.70 million increased from the year 2019 by THB 11.74 million. An increase of the investment value was mainly from the capital increase of 2.73 million shares (the additional payment of 50%) equivalent to 21% of shares holding. The properties, plants and equipment decreased by THB 225.24 million or 4.04% from the depreciation.
- **Liabilities** : The total liabilities were THB 3,887.07 million, decreased from the year 2019 by THB 135.55 million or 3.37%. This was resulted from the decreasing of long-term loan.
- **Shareholders' Equity** : Shareholders' equity was THB 2,738.54 million, increased from the year 2019 by THB 15.92 million or 0.58%, resulting from the operating performance of the company and its subsidiaries.

3. Liquidity

- **Cash Flow** :
 - The company earned net cash from operating activities THB 694.12 million, which was increased from the year 2019 by THB 267.76 million or 62.80%. This was due to the decrease of repayment to account payable.
 - The cash flow used for investment was THB 307.62 million, increased from the year 2019 by THB 100.76 million or 48.71%. In 2020, there were new purchase of properties, plants and equipment adding THB 65.44 million
 - The cash flow used for financing activities was THB 407.82 million which were used for the long term debt repayment (THB 533.03 million), dividend payment (THB 58.25 million) and repayment of lease liabilities (THB 38.79 million). There was the short-term borrowing THB 227.00 million. The ending cash and cash equivalent items were THB 114.81 million which was decreased by THB 21.30 million or 15.65%.
- **Liquidity Ratio** : The current assets were THB 934.46 million, decreased from the year 2019 by THB 63.43 million or 6.36%. The current liabilities were THB 2,281.97 million, increased from the year 2019 by THB 291.13 million or 14.62%. The change was mainly from an increase of short-term loan. Therefore, the liquidity ratio was 0.41 times in 2020 decreasing by 0.09 times comparing to the ratio of 2019. The change was 18.30% comparing to last year.
- **Interest Coverage Ratio** : 6.50 times in 2020, increased by 2.37 times or 57.36% comparing to the year 2019.

4. Operating Efficiency

The return on total assets was 1.75%, lower than last year by 19.72%. The return on fixed assets was 11.84%, higher than last year by 5.05%. The total asset turnover was 0.60 times, lower than last year by 5.60%.

5. Factors that may affect the results of operation and financial status in the future

The company has disclosed factors that may affect the results of operations and financial status in the future in Note to Consolidated Financial Statements No. 33 “Financial Instruments” and also published on www.sahacogen.com.

Independent Auditor's Report

To the Shareholders of Sahacogen (Chonburi) Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Sahacogen (Chonburi) Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2020, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Sahacogen (Chonburi) Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Sahacogen (Chonburi) Public Company Limited and its subsidiaries and of Sahacogen (Chonburi) Public Company Limited as at 31 December 2020, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

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

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

Investment in subsidiary

As described in Note 12 to the consolidated financial statements, as at 31 December 2020, the Company had an investment in a subsidiary with the net carrying amount of Baht 1,259 million, which is significant amount. This subsidiary had deficit from operations. The determination of the recoverable amount of the investment in this subsidiary requires management to exercise considerable judgement in order to forecast the operating results, estimating the cash inflows that are expected to be generated from investment, and to determine the discount rate and key assumptions. As a result, I attached importance to the audit of this matter.

I assessed the forecasted operating results of the subsidiary prepared by the management of the Company, by gaining an understanding of the processes performed by the management to derive such figures, evaluating the assumptions used in preparing the plans and cash flow projections of the subsidiary, comparing these assumptions to other available sources of data, comparing past cash flow projections with actual operating results to assess management's judgement in projecting future cash flows. I also considered the discount rate used by the management by comparing the weighted average cost of capital, other data and tested the calculation of the recoverable amount of the investment in the subsidiary in accordance with the financial model.

Other Information

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

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible the audit resulting in this independent auditor's report.

Sirirat Sricharoensup

Certified Public Accountant (Thailand) No. 5419

EY Office Limited

Bangkok: 23 February 2021

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Assets					
Current assets					
Cash and cash equivalents	8	114,809,494	136,118,681	110,040,553	114,512,198
Current investments - securities held for trading		-	275,639	-	275,639
Trade and other receivables	9	529,676,586	572,163,792	432,449,872	479,632,070
Prepaid expenses		29,161,394	26,026,919	24,058,692	21,979,713
Inventories	10	233,339,294	239,194,207	120,834,160	127,389,790
Other current financial assets		276,845	-	276,845	-
Other current assets		27,197,984	24,112,179	18,932,576	18,288,857
Total current assets		934,461,597	997,891,417	706,592,698	762,078,267
Non-current assets					
Other non-current financial assets		7,940,000	-	7,940,000	-
Investments in subsidiaries	12	-	-	1,401,499,900	1,614,499,900
Investment in associate	13	116,695,298	104,959,996	118,230,000	104,580,000
Other long-term investments - available-for-sale securities		-	10,400,000	-	10,400,000
Property, plant and equipment	14	5,349,413,551	5,574,653,994	3,728,059,016	3,899,704,732
Right-of-use assets	20	155,374,481	-	153,571,305	-
Biological assets	15	20,853,392	24,791,829	-	-
Deferred tax assets	25	34,235,410	24,457,109	34,235,410	24,457,109
Intangible assets	16	6,393,571	7,846,674	4,681,149	5,723,293
Other non-current assets		245,000	232,500	241,000	231,000
Total non-current assets		5,691,150,703	5,747,342,102	5,448,457,780	5,659,596,034
Total assets		6,625,612,300	6,745,233,519	6,155,050,478	6,421,674,301

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans from financial institutions	17	1,333,000,000	1,106,000,000	1,145,000,000	841,000,000
Trade and other payables	18	244,304,066	283,197,076	226,496,885	266,429,042
Current portion of long-term loans	19	610,683,846	566,688,000	578,055,846	514,900,000
Current portion of lease liabilities	20	38,387,591	491,999	37,423,104	491,999
Current portion of derivative liabilities	33	17,313,649	-	17,313,649	-
Income tax payable		-	466,500	-	466,500
Other current liabilities		38,283,558	33,998,733	29,574,495	21,858,886
Total current liabilities		2,281,972,710	1,990,842,308	2,033,863,979	1,645,146,427
Non-current liabilities					
Long-term loan from related party	7	320,000,000	320,000,000	320,000,000	320,000,000
Long-term loans, net of current portion	19	1,088,457,900	1,680,174,000	957,950,000	1,550,700,000
Lease liabilities, net of current portion	20	120,446,196	1,854,584	119,533,168	1,854,584
Derivative liabilities, net of current portion	33	42,767,146	-	42,767,146	-
Provision for long-term employee benefits	21	33,429,608	29,749,018	24,485,689	21,958,529
Total non-current liabilities		1,605,100,850	2,031,777,602	1,464,736,003	1,894,513,113
Total liabilities		3,887,073,560	4,022,619,910	3,498,599,982	3,539,659,540
Shareholders' equity					
Share capital					
Registered, issued and fully paid					
955,000,000 ordinary shares of Baht 1 each		955,000,000	955,000,000	955,000,000	955,000,000
Share premium		285,447,000	285,447,000	285,447,000	285,447,000
Retained earnings					
Appropriated					
Statutory reserve - the Company	22	95,500,000	95,500,000	95,500,000	95,500,000
Statutory reserve - the subsidiary		7,190,000	5,060,000	-	-
Unappropriated		1,355,555,579	1,309,784,057	1,359,180,809	1,546,467,761
Other component of shareholders' equity		(38,677,313)	(400,000)	(38,677,313)	(400,000)
Equity attributable to owners of the Company		2,660,015,266	2,650,391,057	2,656,450,496	2,882,014,761
Non-controlling interests of the subsidiaries		78,523,474	72,222,552	-	-
Total shareholders' equity		2,738,538,740	2,722,613,609	2,656,450,496	2,882,014,761
Total liabilities and shareholders' equity		6,625,612,300	6,745,233,519	6,155,050,478	6,421,674,301
		-	-	-	-

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2020

(Unit: Baht)

		<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>Note</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Profit or loss:					
Continuing operations					
Revenues					
Sales	26	3,971,035,445	4,319,969,429	3,382,735,941	3,732,652,643
Dividend income		250,000	368,000	14,499,997	7,492,999
Other income		<u>7,286,002</u>	<u>6,443,681</u>	<u>2,169,872</u>	<u>3,498,677</u>
Total revenues		<u>3,978,571,447</u>	<u>4,326,781,110</u>	<u>3,399,405,810</u>	<u>3,743,644,319</u>
Expenses					
Cost of sales		3,603,699,302	3,881,412,648	3,109,818,873	3,385,383,388
Administrative expenses		127,019,370	141,123,239	90,677,805	96,516,446
Impairment loss on investment in subsidiary	12	-	-	213,000,000	48,000,000
Impairment loss on assets		<u>-</u>	<u>4,519,162</u>	<u>-</u>	<u>-</u>
Total expenses		<u>3,730,718,672</u>	<u>4,027,055,049</u>	<u>3,413,496,678</u>	<u>3,529,899,834</u>
Operating profit (loss)		<u>247,852,775</u>	<u>299,726,061</u>	<u>(14,090,868)</u>	<u>213,744,485</u>
Share of profit (loss) from investment in associate	13	(1,914,698)	189,881	-	-
Finance cost	23	<u>(128,933,354)</u>	<u>(143,116,129)</u>	<u>(115,143,808)</u>	<u>(123,033,780)</u>
Profit (loss) before income tax expenses		<u>117,004,723</u>	<u>156,799,813</u>	<u>(129,234,676)</u>	<u>90,710,705</u>
Income tax benefit (expenses)	25	<u>201,504</u>	<u>(18,809,863)</u>	<u>201,504</u>	<u>(18,809,863)</u>
Profit (loss) for the year from continuing operations		<u>117,206,227</u>	<u>137,989,950</u>	<u>(129,033,172)</u>	<u>71,900,842</u>
Discontinued operation					
Profit for the year from discontinued operation	12	<u>-</u>	<u>11,898,132</u>	<u>-</u>	<u>-</u>
Profit (loss) for the year		<u>117,206,227</u>	<u>149,888,082</u>	<u>(129,033,172)</u>	<u>71,900,842</u>

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries
Statement of comprehensive income (continued)
For the year ended 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Other comprehensive income:					
Continuing operations					
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>					
Losses on changes in value of available-for-sale investments		-	(280,000)	-	(280,000)
Less: Income tax effect	25	-	56,000	-	56,000
		-	(224,000)	-	(224,000)
Gain on cash flow hedges		9,255,593	-	9,255,593	-
Less: Income tax effect	25	(1,851,119)	-	(1,851,119)	-
		7,404,474	-	7,404,474	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods - net of income tax		7,404,474	(224,000)	7,404,474	(224,000)
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>					
Actuarial gain	21	-	4,535,870	-	3,444,713
Less: Income tax effect	25	-	(688,943)	-	(688,943)
		-	3,846,927	-	2,755,770
Losses on investments in equity designated at fair value through other comprehensive income		(2,460,000)	-	(2,460,000)	-
Less: Income tax effect	25	492,000	-	492,000	-
		(1,968,000)	-	(1,968,000)	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax		(1,968,000)	3,846,927	(1,968,000)	2,755,770
Other comprehensive income for the year from continuing operations		5,436,474	3,622,927	5,436,474	2,531,770
Total other comprehensive income for the year		5,436,474	3,622,927	5,436,474	2,531,770
Total comprehensive income					
Total comprehensive income from continuing operations		122,642,701	141,612,877	(123,596,698)	74,432,612
Total comprehensive income from discontinued operation		-	11,898,132	-	-
Total comprehensive income for the year		122,642,701	153,511,009	(123,596,698)	74,432,612
Profit attributable to:					
Equity holders of the Company					
Profit (loss) for the year from continuing operations		106,155,302	127,411,994	(129,033,172)	71,900,842
Profit for the year from discontinued operation		-	11,898,132	-	-
Profit (loss) for the year attributable to non-controlling interests of the subsidiary		106,155,302	139,310,126	(129,033,172)	71,900,842
Non-controlling interests of the subsidiary					
Profit for the year from continuing operations		11,050,925	10,577,956		
Profit for the year from discontinued operation		-	-		
Profit for the year attributable to non-controlling interests of the subsidiary		11,050,925	10,577,956		
		117,206,227	149,888,082		

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Statement of comprehensive income (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
Note	2020	2019	2020	2019
Total comprehensive income attributable to				
Equity holders of the Company				
Total comprehensive income for the year from continuing operations	111,591,776	130,970,303	(123,596,698)	74,432,612
Total comprehensive income for the year from discontinued operation	-	11,898,132	-	-
Total comprehensive income for the year attributable to the Company	111,591,776	142,868,435	(123,596,698)	74,432,612
Non-controlling interests of the subsidiary				
Total comprehensive income for the year from continuing operations	11,050,925	10,642,574		
Total comprehensive income for the year from discontinued operation	-	-		
Total comprehensive income for the year attributable to non-controlling interests of the subsidiary	11,050,925	10,642,574		
	<u>122,642,701</u>	<u>153,511,009</u>		
Basic earnings per share				
Profit attributable to equity holders of the Company	27			
Profit (loss) from continuing operations	0.11	0.13	(0.14)	0.08
Profit from discontinued operation	-	0.01	-	-
	<u>0.11</u>	<u>0.14</u>	<u>(0.14)</u>	<u>0.08</u>

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity
For the year ended 31 December 2020

(Unit: Baht)

Consolidated financial statements														
	Equity attributable to owners of the Company													
	Other components of equity													
	Retain earnings				Deficit on	Total			Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity			
	Appropriated		Unappropriated	changes in value of available-for-sale investments	Cash flow hedge reserve	other components of shareholders' equity	Fair value reserve							
Issued and paid-up share capital	Share premium	Interests in a subsidiary	The Company	Subsidiary										
Balance as at 1 January 2019	955,000,000	285,447,000	(31,800,734)	95,500,000	3,140,000	1,315,012,056	(176,000)	-	(176,000)	-	(176,000)	2,622,122,322	63,954,979	2,686,077,301
Profit for the year	-	-	-	-	-	139,310,126	-	-	-	-	-	139,310,126	10,577,956	149,888,082
Other comprehensive income for the year	-	-	-	-	-	3,782,309	(224,000)	-	(224,000)	-	(224,000)	3,559,309	64,618	3,622,927
Total comprehensive income for the year	-	-	-	-	-	143,092,435	(224,000)	-	(224,000)	-	(224,000)	142,868,435	10,642,574	153,511,009
Transferred unappropriated retained earnings to statutory reserved	-	-	-	-	1,920,000	(1,920,000)	-	-	-	-	-	-	-	-
Decrease in non-controlling interests of subsidiaries from dividend payment of a subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	(2,375,001)	(2,375,001)
Effect from sales of investment in subsidiary (Note 12)	-	-	31,800,734	-	(31,800,734)	(114,599,700)	-	-	-	-	-	(114,599,700)	-	(114,599,700)
Dividend paid (Note 30)	-	-	-	95,500,000	5,060,000	1,309,784,057	(400,000)	-	(400,000)	-	(400,000)	2,650,391,057	72,222,552	2,722,613,609
Balance as at 31 December 2019	955,000,000	285,447,000	-	95,500,000	5,060,000	1,309,784,057	(400,000)	-	(400,000)	-	(400,000)	2,650,391,057	72,222,552	2,722,613,609
Balance as at 1 January 2020	955,000,000	285,447,000	-	95,500,000	5,060,000	1,309,784,057	(400,000)	-	(400,000)	-	(400,000)	2,650,391,057	72,222,552	2,722,613,609
Cumulative effect of changes in accounting policies (Note 4)	-	-	-	-	-	-	400,000	(400,000)	(400,000)	(43,713,787)	(43,713,787)	(43,713,787)	-	(43,713,787)
Balance as at 1 January 2020 - as restated	955,000,000	285,447,000	-	95,500,000	5,060,000	1,309,784,057	-	(400,000)	(43,713,787)	(44,113,787)	(44,113,787)	2,606,677,270	72,222,552	2,678,899,822
Profit for the year	-	-	-	-	-	106,155,302	-	-	-	-	-	106,155,302	11,050,925	117,206,227
Other comprehensive income for the year	-	-	-	-	-	-	-	(1,988,000)	7,404,474	5,436,474	5,436,474	5,436,474	-	5,436,474
Total comprehensive income for the year	-	-	-	-	-	106,155,302	-	(1,988,000)	7,404,474	5,436,474	5,436,474	111,591,776	11,050,925	122,642,701
Transferred unappropriated retained earnings to statutory reserved	-	-	-	-	2,130,000	(2,130,000)	-	-	-	-	-	-	-	-
Decrease in non-controlling interests of subsidiaries from dividend payment of a subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	(4,750,000)	(4,750,000)
Dividend paid (Note 30)	-	-	-	-	-	(68,253,780)	-	-	-	-	-	(58,253,780)	-	(58,253,780)
Balance as at 31 December 2020	955,000,000	285,447,000	-	95,500,000	7,190,000	1,355,555,579	-	(2,368,000)	(36,306,313)	(36,677,313)	(36,677,313)	2,660,015,266	78,523,474	2,738,538,740

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2020

	Separate financial statements								(Unit: Baht)
	Other components of equity								
	Other comprehensive income							Total	
	Issued and paid-up share capital	Share premium	Retained earnings		Deficit on changes in value of available-for-sale investments	Fair value reserve	Cash flow hedge reserve		
Appropriated			Unappropriated	shareholders' equity					
Balance as at 1 January 2019	955,000,000	285,447,000	95,500,000	1,586,410,849	(176,000)	-	(176,000)	2,922,181,849	
Profit for the year	-	-	-	71,900,842	-	-	-	71,900,842	
Other comprehensive income for the year	-	-	-	2,755,770	(224,000)	-	(224,000)	2,531,770	
Total comprehensive income for the year	-	-	-	74,656,612	(224,000)	-	(224,000)	74,432,612	
Dividend paid (Note 30)	-	-	-	(114,599,700)	-	-	-	(114,599,700)	
Balance as at 31 December 2019	955,000,000	285,447,000	95,500,000	1,546,467,761	(400,000)	-	(400,000)	2,882,014,761	
Balance as at 1 January 2020	955,000,000	285,447,000	95,500,000	1,546,467,761	(400,000)	-	(400,000)	2,882,014,761	
Cumulative effect of changes in accounting policies (Note 4)	-	-	-	-	400,000	-	(43,713,787)	(43,713,787)	
Balance as at 1 January 2020 - as restated	955,000,000	285,447,000	95,500,000	1,546,467,761	-	(400,000)	(43,713,787)	2,838,300,974	
Loss for the year	-	-	-	(129,033,172)	-	-	-	(129,033,172)	
Other comprehensive income for the year	-	-	-	-	-	(1,968,000)	5,436,474	5,436,474	
Total comprehensive income for the year	-	-	-	(129,033,172)	-	(1,968,000)	5,436,474	(123,596,698)	
Dividend paid (Note 30)	-	-	-	(58,253,780)	-	-	-	(58,253,780)	
Balance as at 31 December 2020	955,000,000	285,447,000	95,500,000	1,359,180,809	-	(2,368,000)	(38,677,313)	2,656,450,496	

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Cash flows from operating activities				
Profit (loss) before income tax from continuing operations	117,004,723	156,799,813	(129,234,676)	90,710,705
Profit before income tax from discontinued operation	-	11,898,132	-	-
Profit (loss) before tax	117,004,723	168,697,945	(129,234,676)	90,710,705
Adjustment to reconcile profit (loss) before tax to net cash provided by (paid from) operating activities				
Gain on disposal of land and equipment	(972,429)	(15,844,008)	(811,039)	(467,395)
Gain on change in fair value of biological assets	(2,480,894)	(877,347)	-	-
Depreciation	571,082,769	493,640,476	475,647,009	405,537,551
Amortisation on intangible assets	1,615,842	1,982,317	1,165,384	1,535,906
Write-off machine and equipment	2,653,697	3,270,592	230,140	1,142,088
Write-off biological assets	-	1,306,713	-	-
Reduction of inventory to net realisable value	5,992,355	13,305,163	5,787,954	5,779,299
Dividend income	(250,000)	(368,000)	(14,499,997)	(7,492,999)
Unrealised gain on change in value of securities held for trading	-	(3,315)	-	(3,315)
Gain on fair value adjustments of financial assets	(1,206)	-	(1,206)	-
Share of (gain) loss from investment in associate	1,914,698	(189,881)	-	-
Provision for long-term employee benefits	3,680,590	8,597,521	2,527,160	5,644,874
Allowance for impairment loss on investment in subsidiary	-	-	213,000,000	48,000,000
Allowance for impairment loss on assets	-	4,519,162	-	-
Reversal of allowance for impairment loss on biological assets	(1,786,145)	(1,769,537)	-	-
Reversal of allowance for doubtful accounts	-	-	-	(1,299,019)
Loss from sale discontinued operation	-	301,745	-	-
Finance cost	128,933,354	143,116,129	115,143,808	123,033,780
Profit from operating activities before changes in operating assets and liabilities	827,387,354	819,685,675	668,954,537	672,121,475
Operating assets (increase) decrease				
Trade and other receivables	42,487,206	21,140,448	47,182,198	23,711,638
Inventories	(137,442)	67,335	767,676	(10,917,961)
Other current assets	8,709,098	(10,339,074)	7,524,846	(8,983,416)
Other non-current assets	(12,500)	150,000	(10,000)	-
Operating liabilities increase (decrease)				
Trade and other payables	(44,257,880)	(222,147,113)	(43,530,600)	(220,572,303)
Other current liabilities	4,438,843	(16,959,362)	7,630,079	(17,517,882)
Cash flows from operating activities	838,614,679	591,597,909	688,518,736	437,841,551
Cash paid for interest expenses	(129,087,373)	(143,295,944)	(115,058,277)	(123,441,782)
Cash paid for corporate income tax	(23,774,911)	(21,719,476)	(19,093,076)	(20,103,695)
Cash received from refund of corporate income tax	8,371,563	-	8,371,563	-
Cash paid for long-term employee benefits	-	(214,010)	-	-
Net cash flows from operating activities	694,123,958	426,368,479	562,738,946	294,296,074

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Cash flows from investing activities				
Cash received from sale discontinued operation	-	1,000	-	-
Decrease in cash from sale discontinued operation	-	(24,198)	-	-
Acquisition of property, plant and equipment	(306,042,700)	(240,604,266)	(263,679,847)	(203,955,819)
Acquisition of intangible assets	(162,740)	-	(123,240)	-
Cash paid for investment in associate	(13,650,000)	(13,650,000)	(13,650,000)	(13,650,000)
Proceeds from sales of land and equipment	3,784,560	30,854,770	1,128,485	489,888
Decrease in biological assets	8,205,476	16,190,962	-	-
Dividend received	250,000	368,000	14,499,997	7,492,999
Net cash flows used in investing activities	(307,615,404)	(206,863,732)	(261,824,605)	(209,622,932)
Cash flows from financing activities				
Decrease in restricted bank deposits	-	812,000	-	-
Increase in short-term loans from financial institutions	227,000,000	500,000,000	304,000,000	581,000,000
Repayment of long-term loans and derivatives liabilities	(533,026,100)	(542,088,000)	(514,900,000)	(490,300,000)
Cash payment for liabilities under lease agreements	(38,787,858)	(430,866)	(36,232,206)	(430,866)
Dividend paid	(58,253,780)	(114,599,700)	(58,253,780)	(114,599,700)
Dividend paid for non-controlling interests of subsidiary	(4,750,003)	(2,375,000)	-	-
Net cash flows used in financing activities	(407,817,741)	(158,681,566)	(305,385,986)	(24,330,566)
Net increase (decrease) in cash and cash equivalents	(21,309,187)	60,823,181	(4,471,645)	60,342,576
Cash and cash equivalents at beginning of year	136,118,681	75,295,500	114,512,198	54,169,622
Cash and cash equivalents at end of year	114,809,494	136,118,681	110,040,553	114,512,198
	-	-	-	-
Supplemental cash flow information:				
Non-cash transactions				
Acquisition of machine and equipment not yet paid	5,364,870	4,545,093	3,598,443	3,167,480
Assets increased from right-of-use assets during the year	14,462,827	-	13,286,164	-

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

Sahacogen (Chonburi) Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 December 2020

1. General information

1.1 General information of the Company

Sahacogen (Chonburi) Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the production and distribution of electricity and steam. The registered office of the Company is at 636 Moo 11, Sukaphiban 8 Road, Nongkarm, Sriracha, Chonburi.

1.2 Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 pandemic is adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. The Group’s management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Sahacogen (Chonburi) Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (Collectively as “the Group”):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2020</u>	<u>2019</u>
			Percent	Percent
Sahacogen Green Company Limited	Production and distribution of electricity and steam	Thailand	100	100
Sahagreen Forest Company Limited	Production and distribution of electricity	Thailand	75	75

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated as from the date of acquisition, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

- 2.3 The separate financial statements present investments in subsidiaries and associate under the cost method.

3. New financial reporting standards

a) Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised (revised 2019) and new financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements. However, the new standard involves changes to key principles, which are summarised below:

Financial reporting standards related to financial instruments

The set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7	Financial Instruments: Disclosures
TFRS 9	Financial Instruments

Accounting standard:

TAS 32	Financial Instruments: Presentation
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Financial Reporting Standard Interpretations:

TFRIC 16	Hedges of a Net Investment in a Foreign Operation
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model), calculation of impairment using the expected credit loss method, and hedge accounting. They also include stipulations regarding the presentation and disclosure of financial instruments.

The adoption of these standards has the impact on the Group's financial statements to result in the following adjustments.

- Recognition of derivatives - The Group initially recognises derivatives at their fair value on the contract date and subsequently measures them at fair value at the end of each reporting period. Changes in the fair value of derivatives are recognised in profit or loss. However, the Group applies hedge accounting for certain derivatives. All of the Group's hedging relationships existing before TFRS 9 adoption, that are eligible under TFRS 9 requirements, remain eligible to be treated as hedging relationships. The Group has designated certain derivatives under cash flow hedge. Changes in the fair value of these derivatives are recognised in other comprehensive income. Gains and losses arising on cash flow hedges are eligible to be subsequently reclassified to profit or loss.

The Group recognised the cumulative effect of the adoption of these financial reporting standards as an adjustment to other components of shareholders' equity as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4 to the consolidated financial statements.

Furthermore, during year 2020 the Group elected to early adopt the amendments to TFRS 9 and TFRS 7 relating to interest rate benchmark reform in 2020. These amendments are effective for fiscal years beginning on or after 1 January 2021. These amendments provide reliefs which enable the Group's hedge accounting to continue during the period of uncertainty, before the replacement of an existing interest rate benchmark with an alternative risk-free interest rate. The relevant details are disclosed in Note 33 to the consolidated financial statements.

TFRS 16 Leases

TFRS 16 supersedes TAS 17, Leases, together with related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

Accounting by lessors under TFRS 16 is substantially unchanged from TAS 17. Lessors will continue to classify leases as either operating or finance leases.

The Group recognised the cumulative effect of the adoption of this financial reporting standard as an adjustment to retained earnings as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4 to the consolidated financial statements.

b) Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2021

The Federation of Accounting Professions issued a number of revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. Except for the early adoption of the amendment to TFRS as described in Note 3 a) to the consolidated financial statements, the management of the Group is currently evaluating the impact of these standards on the financial statements in the year when they are adopted.

4. Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards

As described in Note 3 to the consolidated financial statements, during the current year, the Group has adopted the set of financial reporting standards related to financial instruments and TFRS 16. The cumulative effect of initially applying these standards was recognised as an adjustment to retained earnings and other components of shareholders' equity as at 1 January 2020. Therefore, the comparative information was not restated.

The impacts of changes in accounting policies on the statements of financial position at the beginning of 2020 due to the adoption of these standards are presented as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			
		The effect of		
		Financial reporting standards related		
	31 December	to financial		
	2019	instruments	TFRS 16	1 January 2020
Statement of financial position				
Assets				
Current assets				
Current investments - securities held				
for trading	275	(275)	-	-
Other current financial assets	-	275	-	275
Non-current assets				
Other non-current financial assets	-	10,400	-	10,400
Other long-term investments - available-				
for-sale securities	10,400	(10,400)	-	-
Right-of-use assets	-	-	180,812	180,812
Deferred tax assets	24,457	10,928	-	35,385
Liabilities and shareholders' equity				
Current liabilities				
Current portion of long-term loans	566,688	(14,342)	-	552,346
Current portion of lease liabilities	492	-	38,273	38,765
Non-current liabilities				
Long-term loans, net of current portion	1,680,174	(14,343)	-	1,665,831
Lease liabilities, net of current portion	1,855	-	142,539	144,394
Derivative liabilities	-	83,327	-	83,327
Shareholders' equity				
Other component of shareholders' equity				
Deficit on changes in value of available-				
for-sale investments	(400)	400	-	-
Fair value reserve	-	(400)	-	(400)
Cash flow hedge reserve	-	(43,714)	-	(43,714)

(Unit: Thousand Baht)

	Separate financial statements			
		The effect of		
		Financial reporting		
	31 December	standards related		
	2019	to financial	TFRS 16	1 January 2020
		instruments		
Statement of financial position				
Assets				
Current assets				
Current investments - securities held				
for trading	275	(275)	-	-
Other current financial assets	-	275	-	275
Non-current assets				
Other non-current financial assets	-	10,400	-	10,400
Other long-term investments - available-for-				
sale securities	10,400	(10,400)	-	-
Right-of-use assets	-	-	177,556	177,556
Deferred tax assets	24,457	10,928	-	35,385
Liabilities and shareholders' equity				
Current liabilities				
Current portion of long-term loans	514,900	(14,342)	-	500,558
Current portion of lease liabilities	492	-	35,863	36,355
Non-current liabilities				
Long-term loans, net of current portion	1,550,700	(14,343)	-	1,536,357
Lease liabilities, net of current portion	1,855	-	141,693	143,548
Derivative liabilities	-	83,327	-	83,327
Shareholders' equity				
Other component of shareholders' equity				
Deficit on changes in value of available-for-				
sale investments	(400)	400	-	-
Fair value reserve	-	(400)	-	(400)
Cash flow hedge reserve	-	(43,714)	-	(43,714)

4.1 Financial instruments

Details of the impact on other components of shareholders' equity as at 1 January 2020 due to the adoption of financial reporting standards related to financial instruments are presented as follows:

	(Unit: Thousand Baht) Consolidated / Separate financial statements
Recognition of derivatives under cash flow hedge	43,714
Impacts on other components of shareholders' equity due to the adoption of financial reporting standards related to financial instruments	43,714

As at 1 January 2020, classifications and measurement of financial assets and financial liabilities required by TFRS 9, in comparison with classification and the former carrying amount, are as follows:

(Unit: Thousand Baht)

Consolidated financial statements						
	The former carrying amount	Classification and measurement in accordance with TFRS 9				
		Fair value through other comprehensive			Carrying amounts	Total
		Fair value through profit or loss	income	Amortised cost	under hedge accounting	
Financial assets as at						
1 January 2020						
Cash and cash equivalents	136,119	-	-	136,119	-	136,119
Trade and other receivables	572,164	-	-	572,164	-	572,164
Other current financial assets	275	275	-	-	-	275
Other non-current financial assets	10,400	-	10,400	-	-	10,400
Total financial assets	718,958	275	10,400	708,283	-	718,958
Financial liabilities as at						
1 January 2020						
Short-term loans from financial institutions	1,106,000	-	-	1,106,000	-	1,106,000
Trade and other payables	283,197	-	-	283,197	-	283,197
Long-term loans	2,246,862	-	-	1,388,962	829,215	2,218,177
Long-term loan from related party	320,000	-	-	320,000	-	320,000
Derivative liabilities	-	-	-	-	83,327	83,327
Total financial liabilities	3,956,059	-	-	3,098,159	912,542	4,010,701

(Unit: Thousand Baht)

		Separate financial statements				
	The former carrying amount	Classification and measurement in accordance with TFRS 9				
		Fair value through other comprehensive Fair value through profit or loss	Fair value through other comprehensive income	Amortised cost	Carrying amounts under hedge accounting	Total
Financial assets as at						
1 January 2020						
Cash and cash equivalents	114,512	-	-	114,512	-	114,512
Trade and other receivables	479,632	-	-	479,632	-	479,632
Other current financial assets	275	275	-	-	-	275
Other non-current financial assets	10,400	-	10,400	-	-	10,400
Total financial assets	604,819	275	10,400	594,144	-	604,819
Financial liabilities as at						
1 January 2020						
Short-term loans from financial institutions	841,000	-	-	841,000	-	841,000
Trade and other payables	266,429	-	-	266,429	-	266,429
Long-term loans	2,065,600	-	-	1,207,700	829,215	2,036,915
Long-term loan from related party	320,000	-	-	320,000	-	320,000
Derivative liabilities	-	-	-	-	83,327	83,327
Total financial liabilities	3,493,029	-	-	2,635,129	912,542	3,547,671

As at 1 January 2020, the Company has adopted hedge accounting for certain long-term loans for which the Company has entered into an interest rate swap agreement and a cross currency interest rate swap agreement.

4.2 Leases

On adoption of TFRS 16, the Group recognised lease liabilities in relation to leases that previously classified as operating leases measured at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate as of 1 January 2020. For leases that previously classified as finance leases, the Group recognised the carrying amount of the lease assets and lease liabilities before transition as right-of-use assets and lease liabilities, respectively at the date of initial application.

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Operating lease commitments as at 31 December 2019	199,599	183,796
Less: Short-term leases and leases of low-value assets	(1,895)	(1,370)
Add: Option to extend lease term	26,928	26,928
Less: Contracts reassessed as service agreements	(21,943)	(10,323)
Less: Deferred interest expenses	(21,877)	(21,475)
Increase in lease liabilities due to the adoption of TFRS 16	180,812	177,556
Liabilities under finance lease agreements as at 31 December 2019	2,347	2,347
Lease liabilities as at 1 January 2020	183,159	179,903
Comprise of		
Current lease liabilities	38,765	36,355
Non-current lease liabilities	144,394	143,548
	183,159	179,903
Weighted average incremental borrowing rate (percent per annum)	3.5%	3.5%

The adjustments of right-of-use assets due to the adoption of TFRS 16 as at 1 January 2020 are summarised below:

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Land	20,899	20,899
Buildings	1,169	1,169
Machinery and equipment	155,488	155,488
Motor vehicles	3,256	-
Total right-of-use assets	180,812	177,556

5. Significant accounting policies

5.1 Revenue and expenses recognition

Revenue from sales of electricity and steam

Revenue from sales of electricity and steam is recognised at the point in time when control of the electricity and steam is transferred to the buyer, generally upon delivery of the electricity and steam. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, after deducting discounts and allowances.

Revenue from sales of electricity includes electricity tariff adder but is net of fuel adjustment charges (Ft) and operating charges of the Electricity Generating Authority of Thailand/Provincial Electricity Authority.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividends

Dividends are recognised when the right to receive the dividends is established.

5.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

5.3 Inventories

Finished goods are valued at the lower of cost (under the weighted average method) and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials, spare parts and supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

5.4 Investments in subsidiaries and associate

Investment in associate is accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associate are accounted for in the separate financial statements using the cost method.

5.5 Property, plant and equipment/Depreciation

Land is stated at cost. Plant and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of power plant, buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Power plant	25 - 30 years
Power plant improvement	3 - 6 years
Buildings	10 - 25 years
The improvements of land and buildings	4 - 25 years
Tools and equipment	3 - 15 years
Furniture and office equipment	3 - 10 years
Vehicles	5 years

Depreciation is included in determining income.

No depreciation is provided for land and construction in progress.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

5.6 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

5.7 Biological assets

The subsidiary's biological assets consist of eucalyptus, leucaena and acacia hybrid and its agricultural produce consist wood for energy and wood for construction which were measured at their fair value less costs to sell and fair value less costs to sell at the point of harvest, respectively.

The fair value of eucalyptus, leucaena, acacia hybrid is determined based on discounted cash flows/ reference to price of eucalyptus, leucaena and acacia hybrid at the point of harvest. Gains or losses on changes in fair value of biological asset and agricultural produce are recognised in profit or loss.

In case the fair value cannot be measured reliably, this biological asset shall be measured at its cost less any accumulated depreciation and any accumulated impairment losses. Once the fair value of such a biological asset becomes reliably measurable, the subsidiary shall measure it at its fair value less costs to sell.

5.8 Intangible assets

Intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives are as follows:

	<u>Useful lives</u>
Computer software	3 - 10 years
Rights in contracts to produce and distribute electricity	20 years

5.9 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by the Company, whether directly or indirectly, or which are under common control with the Company.

They also include individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

5.10 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

Accounting policies adopted since 1 January 2020

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	31	years
Buildings	2	years
Machinery	4	years
Motor vehicles	2 - 7	years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

Accounting policies adopted before 1 January 2020

Leases of property, plant or equipment which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease period.

Leases of property, plant or equipment which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

5.11 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

5.12 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use asset, and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment, if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

5.13 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the contributions of the Group are recognised as expenses when incurred.

Defined benefit plans

The Group have obligations in respect of the severance payments they must make to employees upon retirement under labor law. The Group treat these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefits plans are recognised immediately in other comprehensive income.

Past service costs are recognized in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Company recognizes restructuring-related costs.

5.14 Provisions

Provisions are recognised when the Group have a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

5.15 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognise deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group review and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group record deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

5.16 Financial instruments

Accounting policies adopted since 1 January 2020

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Accounting policies adopted before 1 January 2020

Trade accounts receivable

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experience and analysis of debt aging.

Investments

a) Investments in securities held for trading are stated at fair value. Changes in the fair value of these securities are recorded in profit or loss.

b) Investments in available-for-sale securities are stated at fair value. Changes in the fair value of these securities are recorded in other comprehensive income and will be recorded in profit or loss when the securities are sold.

The fair value of marketable securities is based on the latest bid price of the last working day of the year.

The weighted average method is used for computation of the cost of investments.

In the event the Group reclassifies investments from one type to another, such investments will be readjusted to their fair value as at the reclassification date. The difference between the carrying amount of the investments and the fair value on the date of reclassification are recorded in profit or loss or recorded as other components of shareholders' equity, depending on the type of investment that is reclassified.

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

5.17 Derivatives and hedge accounting

The Group uses derivatives, such as cross currency interest rate swap agreement and interest rate swap agreement to hedge its foreign currency risks and interest rate risks, respectively.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss unless the derivative is designated and effective as a hedging instrument under cash flow hedge. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Hedge accounting

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment
- Cash flow hedges when hedging the exposure to a variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment

At the inception of a hedging relationship, the Group formally designates and documents the hedging relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation, at the inception of the hedge and on an ongoing basis, includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements, including analysis of the sources of hedge ineffectiveness and how the hedge ratio is determined.

A hedging relationship qualifies for hedge accounting if it meets all of the following hedge effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk is not the dominant factor in the value changes that result from that economic relationship.

- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all of the qualifying criteria for hedge accounting are accounted for, as described below:

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognised immediately in profit or loss. The cash flow hedge reserve is adjusted to the lower (in absolute amounts) of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

The way cash flow hedge reserve accumulated in other comprehensive income are subsequently accounted for, the reserve accumulated in other comprehensive income is subsequently reclassified to profit or loss as a reclassification adjustment in the same period which the hedged cash flows affect profit or loss.

If cash flow hedge accounting is discontinued, the cash flow hedge reserve accumulated in other comprehensive income must remain in equity if the hedged future cash flows are still expected to occur. Otherwise, the reserve will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, the reserve will be immediately reclassified to profit or loss.

5.18 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measure fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

6. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial asset, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next 5 years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to investment in subsidiary recognised by the Group. The key assumptions used to determine the recoverable amount for the different cash-generating units, including a sensitivity analysis, are disclosed and further explained in Note 12 to the consolidated financial statements.

Leases

Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Property plant and equipment/Depreciation

Recognition of costs incurred as costs of property, plant and equipment requires management to exercise judgement, when identifying and recognising costs that are directly attributable to the acquisition of the assets. Moreover, capitalisation of such costs ceases when the management determine that the assets are in a condition whereby they are ready for their intended use.

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Biological assets

The Group measured their biological assets at their fair value less costs to sell. Such fair values were calculated using the discounted cash flows method. The valuation involves certain assumptions and estimates such as projected cash flows discount rate, selling price, maintenance costs, selling price adjustment rate and the survival rate of biological assets.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

7. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

	Consolidated		Separate		(Unit: Million Baht)
	financial statements		financial statements		Transfer
	2020	2019	2020	2019	pricing policy
<u>Transactions with subsidiaries</u>					
(eliminated from the consolidated financial statements)					
Service revenue	-	-	9	6	As agreed by parties
Dividend revenue	-	-	14	7	As declared
<u>Transactions with related companies</u>					
Sales of electricity	1,348	1,415	1,348	1,415	Electricity rate charged by the Provincial Electricity Authority, deducted by certain discount
Sales of steam	307	395	265	347	Contract price
Service revenue	1	-	1	-	Contract price
Fee paid for guarantee for minimum electricity demand	5	5	5	5	Contract price
Raw water and waste water treatment costs	11	8	5	4	Price charged to other customers in the normal course of business
Operation and service management fees	114	109	114	109	Contract price
Machinery lease fees	96	83	96	83	Contract price
Land rental expense	2	2	2	2	Contract price
Interest paid	15	13	15	13	Contract rate
Security expense	4	4	2	2	Contract price

The balances of the accounts as at 31 December 2020 and 2019 between the Company and those related companies are as follows:

		(Unit: Baht)			
		Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
<u>Trade and other receivables - related parties (Note 9)</u>					
Subsidiaries		-	-	535,000	535,000
Related companies (related by common					
shareholders and directors)		164,123,447	137,924,902	160,804,131	135,243,419
Total trade and other receivables - related parties - net		164,123,447	137,924,902	161,339,131	135,778,419
<u>Other payables - related parties (Note 18)</u>					
Subsidiaries		-	-	1,123,500	220,591
Related companies (related by common					
shareholders and directors)		45,789,645	55,895,573	45,369,478	55,486,777
Total other payables - related parties		45,789,645	55,895,573	46,492,978	55,707,368

Long-term loan from related party

As at 31 December 2020 and 2019, the balance of long-term loan between the Company and the related company and the movement is as follows:

		(Unit: Baht)			
		Consolidated/Separate financial statements			
		Balance as at	Increase	Decrease	Balance as at
		31 December	during	during	31 December
Loans from related party	Related by	2019	the year	the year	2020
Better Way (Thailand)	Related companies	320,000,000	-	-	320,000,000
Co., Ltd.	(related by common				
	major shareholders				
	and directors)				

The loan of Baht 320 million from Better Way (Thailand) Co., Ltd. is to be repaid within November 2021, carries interest at rates of 3.00 - 5.00 percent per annum, payable monthly, and is unsecured. On 24 December 2020, the Company entered into an amendment of this loan agreement, whereby loan principal is to be paid within 2026 and within 2027 and interest is charged at rates of 3.50 to 4.00 percent per annum during the extended period from November 2021 to the year 2027.

Directors and management's benefits

During the years ended 31 December 2020 and 2019, the Group had employee benefit expenses payable to their directors and management as below.

	(Unit: Baht)	
	Consolidated/Separate financial statements	
	<u>2020</u>	<u>2019</u>
Short-term employee benefits	25,288,615	25,835,206
Post-employment benefits	1,419,593	1,220,528
Total	<u>26,708,208</u>	<u>27,055,734</u>

Guarantee obligation with related party

The Company has outstanding guarantee obligation with its associate company as described in Note 31.12 to the consolidated financial statements.

8. Cash and cash equivalents

	(Unit: Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Cash	179,050	125,649	16,092	22,983
Bank deposits	114,630,444	135,993,032	110,024,461	114,489,215
Total	<u>114,809,494</u>	<u>136,118,681</u>	<u>110,040,553</u>	<u>114,512,198</u>

As at 31 December 2020, bank deposits in saving accounts carried interests between 0.05 to 0.50 percent per annum (2019: 0.10 to 1.25 percent per annum).

9. Trade and other receivables

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Trade receivables - related parties (Note 7)	150,489,748	137,923,310	147,168,847	135,241,827
Trade receivables - unrelated parties	365,488,985	423,257,634	271,110,741	332,885,481
Other receivables - related parties (Note 7)	-	1,592	536,585	536,592
Other receivables - unrelated parties	2,252,934	2,201,866	2,188,780	2,188,780
Accrued income - related parties (Note 7)	13,633,699	10,968,170	13,633,699	10,968,170
Total	531,865,366	574,352,572	434,638,652	481,820,850
Less: Allowance for expected credit losses				
(2019: Allowance for doubtful debts)	(2,188,780)	(2,188,780)	(2,188,780)	(2,188,780)
Total trade and other receivables - net	<u>529,676,586</u>	<u>572,163,792</u>	<u>432,449,872</u>	<u>479,632,070</u>

As at 31 December 2020 and 2019, the outstanding balances of trade accounts receivable are not yet due.

10. Inventories

(Unit: Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Raw materials	59,900,007	69,964,204	(2,152,376)	(8,778,009)	57,747,631	61,186,195
Spare parts and factory supplies	198,785,554	195,413,949	(23,193,891)	(17,405,937)	175,591,663	178,008,012
Total	<u>258,685,561</u>	<u>265,378,153</u>	<u>(25,346,267)</u>	<u>(26,183,946)</u>	<u>233,339,294</u>	<u>239,194,207</u>

(Unit: Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Spare parts and factory supplies	144,028,051	144,795,727	(23,193,891)	(17,405,937)	120,834,160	127,389,790

During the current year, the Group reduced cost of inventories by Baht 6 million (2019: Baht 13 million) (The Company only: Baht 6 million, 2019: 6 million), to reflect the net realisable value. This was included in cost of sales. In addition, the Group reversed the write-down of cost of inventories by Baht 7 million and reduced the amount of inventories recognised as expenses during the year.

11. Loans to unrelated party

As at 31 December 2020 and 2019, the balance of loans to unrelated party are as follows:

	(Unit: Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Sahagreen Energy Co., Ltd.	200,811,988	200,811,988	30,000,000	30,000,000
Total	200,811,988	200,811,988	30,000,000	30,000,000
Less: Allowance for expected credit losses				
(2019: Allowance for doubtful debts)	(200,811,988)	(200,811,988)	(30,000,000)	(30,000,000)
Total loans to unrelated party - net	-	-	-	-

These loans to unrelated party are repayable on demand and unsecured.

12. Investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

Company's name	Paid-up capital		Shareholding percentage		Cost	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
	Million Baht	Million Baht	%	%	Baht	Baht
Sahacogen Green Company Limited	1,520	1,520	100	100	1,519,999,930	1,519,999,930
Sahagreen Forest Company Limited	190	190	75	75	142,499,970	142,499,970
					1,662,499,900	1,662,499,900
Less: Allowance for impairment loss on investment					(261,000,000)	(48,000,000)
Total investments in subsidiaries - net					1,401,499,900	1,614,499,900

- During 2020, the Company received dividend from Sahagreen Forest Company Limited amounting to Baht 14 million (2019: Baht 7 million).
- During 2020, the Company's management evaluated the impairment of its investment in Sahacogen Green Company Limited, a subsidiary, by comparing the carrying amount of the investment to its recoverable amount. The recoverable amount is the value in use, which was determined using cash flow projections from financial estimation approved by management and discounted to its present value using a discount rate that reflects the company's risk exposure. As a result, the Company recognised loss for impairment of this investment at Baht 213 million (2019: Baht 48 million) in profit or loss.

Key assumptions used in value in use calculations are as follows:

	(Unit: percent per annum)	
	2020	2019
Growth rate	7%	7%
Pre-tax discount rate	1 - 2%	1 - 2%

The result of sensitivity analysis for significant assumptions that affect the allowance for impairment loss on investment in subsidiary as at 31 December 2020 and 2019 are summarised below:

	(Unit: million Baht)			
	2020		2019	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Growth rate	112	(157)	186	(48)
Pre-tax discount rate	(157)	112	(48)	139

- c. On 11 December 2019, a meeting of the Board of Directors of the Company passed a resolution to approve the Company's sold Sahagreen Energy Company Limited, a subsidiary company held by Sahacogen Green Company Limited, to an unrelated company. The value of the transaction is Baht 1,000. On 12 December 2020, Sahacogen Green Company Limited entered into the "Share Transfer Document" with the buyer in order to execute this transaction and received the payment on such date. The Company had loss on sale of this investment under the equity method amounting to Baht 0.3 million, and this was included as part of administrative expenses in the profit or loss in the consolidated financial statements. In addition, the Company transferred a deficit on changes in the ownership interests in a subsidiary of Baht 32 million in the consolidated financial statements to retained earnings.

Revenues and expenses relating to the discontinued operation from disposal of investments in a subsidiary for the year ended 31 December 2019 were detailed below.

	(Unit: Thousand Baht)
	Consolidated financial statements
	2019
Other incomes	19,902
Administrative expenses	(8,004)
Profit from discontinued operation for the year	11,898

13. Investment in associate

13.1 Detail of associate

(Unit: Baht)

Company's name	Nature of business	Country of incorporation	Shareholding percentage		Consolidated financial statements			
					Cost		Carrying amounts based on equity method	
					2020	2019	2020	2019
			2020 (%)	2019 (%)				
Impact Solar Limited	Production and supply of solar rooftop systems	Thailand	21	21	118,230,000	104,580,000	116,695,298	104,959,996
Total					118,230,000	104,580,000	116,695,298	104,959,996

(Unit: Baht)

Company's name	Nature of business	Country of incorporation	Shareholding percentage		Separate financial statements					
					Cost		Allowance for impairment of investments		Carrying amounts based on cost method - net	
					2020	2019	2020	2019	2020	2019
			2020 (%)	2019 (%)						
Impact Solar Limited	Production and supply of solar rooftop systems	Thailand	21	21	118,230,000	104,580,000	-	-	118,230,000	104,580,000
Total					118,230,000	104,580,000	-	-	118,230,000	104,580,000

13.2 Share of comprehensive income

During the year, the Company recognised its share of loss from investment in associate company in the consolidated financial statements amounting to Baht 1.9 million (2019: share of profit of Baht 0.2 million).

13.3 Additional investment in Impact Solar Limited

On 13 August 2019, the Company's Board of Directors Meeting passed a resolution approving an investment in 2.7 million additional shares of Impact Solar Limited ("Impact Solar") with a par value of Baht 10, amounting to Baht 27 million. On 21 August 2019, the Company made payment of Baht 13.7 million and on 13 March 2020, the Company had paid for the remaining 50 percent of the additional shares, amounting to Baht 13.7 million to Impact Solar Limited. This additional investment did not change the Company's percentage shareholding in Impact Solar.

14. Property, plant and equipment

Consolidated financial statements										(Unit: Baht)
	Land	Power plant	Power plant improvement	Buildings and the improvements of land and buildings	Tools and equipment	Furniture and office equipment	Motor vehicles	Construction in progress	Total	
Cost										
1 January 2019	633,514,036	7,899,464,915	702,042,374	267,729,227	224,061,001	60,922,125	18,956,369	5,408,448	9,812,098,495	
Acquisition	-	65,399,092	131,341,994	4,123,512	12,074,183	1,725,121	-	30,485,457	245,149,359	
Disposals/write-offs	(12,938,285)	(1,289,657)	(70,913,495)	-	(23,830,958)	(10,756,087)	(5,000)	-	(119,733,482)	
Transfer in (out)	-	2,117,201	3,431,100	165,000	884,468	-	-	(6,597,769)	-	
Transfer out from sale discontinued operation	-	-	-	-	-	-	-	(3,943,979)	(3,943,979)	
31 December 2019	620,575,751	7,965,691,551	765,901,973	272,017,739	213,188,694	51,891,159	18,951,369	25,352,157	9,933,570,393	
Accumulated depreciation										
1 January 2019	-	3,318,699,342	348,779,038	90,846,574	136,434,776	53,271,202	9,860,358	-	3,957,891,290	
Depreciation for the year	-	307,805,534	150,038,870	11,248,698	18,711,658	4,109,023	1,726,693	-	493,640,476	
Depreciation on disposals/write-offs	-	(147,570)	(70,913,494)	-	(19,704,544)	(10,683,851)	(2,677)	-	(101,452,136)	
31 December 2019	-	3,626,357,306	427,904,414	102,095,272	135,441,890	46,696,374	11,584,374	-	4,350,079,630	
Allowance for impairment loss										
1 January 2019	-	-	-	-	2,850,607	-	1,467,000	3,943,979	8,261,586	
Increase during the year	-	-	-	-	7,250,597	-	-	-	7,250,597	
Decrease during the year	-	-	-	-	(2,731,435)	-	-	-	(2,731,435)	
Transfer out from sale discontinued operation	-	-	-	-	-	-	-	(3,943,979)	(3,943,979)	
31 December 2019	-	-	-	-	7,369,769	-	1,467,000	-	8,836,769	
Net book value										
31 December 2018	633,514,036	4,580,765,573	353,263,336	176,882,653	84,775,618	7,650,923	7,629,011	1,464,469	5,845,945,619	
31 December 2019	620,575,751	4,339,334,245	337,997,559	169,922,467	70,377,035	5,194,785	5,899,995	25,352,157	5,574,653,994	
Depreciation for the year										
2018 (Baht 492 million included in manufacturing cost, and the balance in administrative expenses)									503,365,020	
2019 (Baht 482 million included in manufacturing cost, and the balance in administrative expenses)									493,640,476	

(Unit: Baht)

Separate financial statements

	Buildings and the								Total
	Land	Power plant	Power plant improvement	improvements of land and buildings	Tools and equipment	Furniture and office equipment	Motor vehicles	Construction in progress	
Cost									
1 January 2019	142,501,472	6,488,434,212	702,042,374	67,651,622	51,642,085	42,691,772	16,708,873	580,000	7,512,252,410
Acquisition	-	56,407,232	131,341,994	-	6,552,092	390,790	-	12,431,191	207,123,299
Disposals/write-offs	-	(1,289,657)	(70,913,495)	-	(4,997,748)	(1,610,570)	(5,000)	-	(78,816,470)
Transfer in (out)	-	2,282,201	3,431,100	-	-	-	-	(5,713,301)	-
31 December 2019	142,501,472	6,545,833,988	765,901,973	67,651,622	53,196,429	41,471,992	16,703,873	7,297,890	7,640,559,239
Accumulated depreciation									
1 January 2019	-	2,927,568,646	348,779,038	43,276,581	45,750,293	38,121,049	8,006,238	-	3,411,501,845
Depreciation for the year	-	246,781,177	150,038,870	2,197,819	2,322,190	2,589,648	1,607,847	-	405,537,551
Depreciation on disposals/write-offs	-	(147,570)	(70,913,494)	-	(4,980,332)	(1,607,816)	(2,677)	-	(77,651,889)
31 December 2019	-	3,174,202,253	427,904,414	45,474,400	43,092,151	39,102,881	9,611,408	-	3,739,387,507
Allowance for impairment loss									
1 January 2019	-	-	-	-	-	-	1,467,000	-	1,467,000
31 December 2019	-	-	-	-	-	-	1,467,000	-	1,467,000
Net book value									
31 December 2018	142,501,472	3,560,865,566	353,263,336	24,375,041	5,891,792	4,570,723	7,235,635	580,000	4,099,283,565
31 December 2019	142,501,472	3,371,631,735	337,997,559	22,177,222	10,104,278	2,369,111	5,625,465	7,297,890	3,899,704,732
Depreciation for the year									
2018 (Baht 415 million included in manufacturing cost, and the balance in administrative expenses)									421,575,093
2019 (Baht 399 million included in manufacturing cost, and the balance in administrative expenses)									405,537,551

(Unit: Baht)

2019 (Baht 399 million included in manufacturing cost, and the balance in administrative expenses)

2020 (Baht 432 million included in manufacturing cost, and the balance in administrative expenses)

- 14.1 As at 31 December 2020, certain items of equipment were fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation and allowance for impairment loss) of those assets amounted to approximately Baht 136 million (2019: Baht 194 million) (The Company only: Baht 92 million, 2019: Baht 162 million).
- 14.2 Sahagreen Forest Company Limited (a subsidiary) has mortgaged its land with structures thereon and mortgaged its machines with net book value totaling of approximately Baht 370 million (2019: Baht 392 million) as collateral against credit facilities received from a financial institution.

15. Biological assets

(Unit: Baht)

	Consolidated financial statements	
	<u>2020</u>	<u>2019</u>
Balance as at 1 January	24,791,829	39,642,621
Gains arising from changes in fair value	2,480,894	877,347
Increase due to cost of planting	1,057,030	3,430,401
Decrease due to harvest	(9,262,506)	(19,621,364)
Write-offs	-	(1,306,713)
Allowance for impairment loss decrease	1,786,145	1,769,537
Balance as at 31 December	<u>20,853,392</u>	<u>24,791,829</u>

16. Intangible assets

The net book value of intangible assets as at 31 December 2020 and 2019 is presented below.

(Unit: Baht)

	Consolidated financial statements	Separate financial statements
	<u>Computer software</u>	<u>Computer software</u>
As at 31 December 2020		
Cost	24,567,967	19,496,082
<u>Less</u> Accumulated amortisation	(18,174,396)	(14,814,933)
Net book value	<u>6,393,571</u>	<u>4,681,149</u>
As at 31 December 2019		
Cost	24,500,527	19,372,842
<u>Less</u> Accumulated amortisation	(16,653,853)	(13,649,549)
Net book value	<u>7,846,674</u>	<u>5,723,293</u>

A reconciliation of the net book value of intangible assets for the years 2020 and 2019 is presented below.

	(Unit: Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Net book value at beginning of year	7,846,674	9,828,999	5,723,293	7,259,199
Acquisition of computer software	162,740	-	123,240	-
Amortisation	(1,615,842)	(1,982,317)	(1,165,384)	(1,535,906)
Written-off during year	(1)	(8)	-	-
Net book value at end of year	6,393,571	7,846,674	4,681,149	5,723,293

17. Short-term loans from financial institutions

	Interest rate (percent per annum)	(Unit: Baht)			
		Consolidated		Separate	
		financial statements		financial statements	
		2020	2019	2020	2019
Short-term loans from financial institutions	1.50 - 3.80	1,333,000,000	1,106,000,000	1,145,000,000	841,000,000
Total		1,333,000,000	1,106,000,000	1,145,000,000	841,000,000

The short-term loans from financial institutions are unsecured, except for short-term loan of a subsidiary which is secured by the mortgage of the subsidiary's land with structures thereon and mortgage of its machines.

As at 31 December 2020, the short-term credit facilities of the Group which have not yet been drawn down amounted to Baht 1,002 million (2019: Baht 1,229 million).

18. Trade and other payables

	(Unit: Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Trade payables - unrelated parties	182,308,444	214,337,925	169,369,123	203,667,630
Other payables - related parties (Note 7)	45,789,645	55,895,573	46,492,978	55,707,368
Other payables - unrelated parties	15,351,628	11,975,983	10,634,784	7,054,044
Construction and retention payables	854,349	987,595	-	-
Total trade and other payables	244,304,066	283,197,076	226,496,885	266,429,042

19. Long-term loans

			(Unit: Baht)			
Loans	Interest rate (%)	Repayment conditions	Consolidated financial statements		Separate financial statements	
			2020	2019	2020	2019
1	4.38% per annum	semi-annual installments from December 2003 to June 2021	58,350,000	98,350,000	58,350,000	98,350,000
2	4.38% per annum	semi-annual installments from June 2006 to December 2021	117,200,000	179,200,000	117,200,000	179,200,000
3	THBFIX + 0.65% per annum	semi-annual installments from June 2019 to December 2024	541,800,000	657,900,000	541,800,000	657,900,000
4	LIBOR + 0.96% per annum	semi-annual installments from June 2017 to December 2021	85,305,846	200,000,000	85,305,846	200,000,000
5	4.35% per annum	semi-annual installments from June 2017 to December 2022	232,800,000	349,600,000	232,800,000	349,600,000
6	3.75% per annum	semi-annual installments from June 2019 to December 2024	500,550,000	580,550,000	500,550,000	580,550,000
7	MLR - 1.825% per annum	semi-annual installments from June 2017 to December 2025	163,135,900	181,262,000	-	-
Total			1,699,141,746	2,246,862,000	1,536,005,846	2,065,600,000
Less: Current portion of long-term loans			(610,683,846)	(566,688,000)	(578,055,846)	(514,900,000)
Long-term loans - net of current portion			1,088,457,900	1,680,174,000	957,950,000	1,550,700,000

Movement of the long-term loan account during the year ended 31 December 2020 are summarised below:

			(Unit: Thousand Baht)	
			Consolidated financial statements	Separate financial statements
Balance as at 31 December 2019			2,246,862	2,065,600
Less: The effect of financial reporting standards related to financial instruments (Note 4)			(28,685)	(28,685)
Less: Repayment			(519,035)	(500,909)
Balance as at 31 December 2020			1,699,142	1,536,006

The Company entered into an interest rate swap agreement to hedge interest rate risk for Loan No. 3, whereby the floating interest rate was swapped for a fixed interest rate, with interest due every 6 months. The Company has elected to apply hedge accounting for these transactions.

The Company entered into a cross currency interest rate swap agreement to hedge risk for Loan No. 4, whereby the US dollar loan principal is swapped to Baht and the floating interest rate is swapped for a fixed interest rate, with interest due every 3 months and principal payment every 6 months. The Company has elected to apply hedge accounting for these transactions.

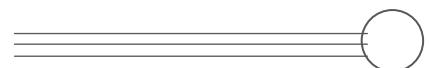
The fair values of the hedging instruments arising from the above interest rate swap agreement and cross currency interest rate swap agreement are presented under the caption of Derivative liabilities.

In the year 2020, the Company had unrealised gains on changes in fair value of financial instruments arising on cash flow hedges of Baht 7.4 million, presented in other comprehensive income.

Moreover, in April 2020, a subsidiary entered into an amendment of an agreement for Loan No.7 with a financial institution, which modified the terms of repayment and interest rate. Whereas principal was previously to be paid in semi-annual installments to June 2023, with interest rates of MLR - 1.60 percent per annum until maturity, this was changed to semi-annual installments and extended the terms of repayment to December 2025 with an interest rate of MLR - 1.825 percent per annum until maturity.

The loan agreements contain covenants as specified in the agreements which, among other things, require the Group to maintain debt service coverage ratios and the payment of dividends, the restrictions on the creation of lien or encumbrances over assets of the Group.

The credit facilities of a subsidiary are secured by the mortgage of the subsidiary's land with structures thereon and machines.



20. Lease

The Group as a lessee

The Group has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 2 - 31 years.

a) Right-of-use assets

Movement of right-of-use assets for the year ended 31 December 2020 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements				
	Land	Buildings	Machinery and equipment	Motor vehicles	Total
1 January 2020	20,899	1,169	155,488	3,256	180,812
Additions	11,445	-	-	3,018	14,463
Reclassification	-	-	-	1,776	1,776
Depreciation for the year	(1,103)	(780)	(36,585)	(3,209)	(41,677)
31 December 2020	31,241	389	118,903	4,841	155,374

(Unit: Thousand Baht)

	Separate financial statements				
	Land	Buildings	Machinery and equipment	Motor vehicles	Total
1 January 2020	20,899	1,169	155,488	-	177,556
Additions	11,445	-	-	1,840	13,285
Reclassification	-	-	-	1,776	1,776
Depreciation for the year	(1,103)	(780)	(36,585)	(578)	(39,046)
31 December 2020	31,241	389	118,903	3,038	153,571

b) Lease liabilities

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Lease payments	188,964	2,808	186,869	2,808
Less: Deferred interest expenses	(30,130)	(461)	(29,913)	(461)
Total	158,834	2,347	156,956	2,347
Less: Portion due within one year	(38,388)	(492)	(37,423)	(492)
Lease liabilities - net of current portion	120,446	1,855	119,533	1,855

A maturity analysis of lease payments is disclosed in Note 33.1 under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)	
	For the year ended 31 December 2020	
	Consolidated	Separate
	financial statements	financial statements
Depreciation expense of right-of-use assets	41,677	39,046
Interest expense on lease liabilities	7,686	7,291
Expense relating to short-term leases	1,958	1,552
Expense relating to leases of low-value assets	929	317
Expense relating to variable lease payments	51,647	51,647

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2020 of Baht 101 million (the Company only: Baht 97 million), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that do not depend on an index or a rate. Moreover, the Group had non-cash additions to right-of-use assets and lease liabilities of Baht 14 million (the Company only: Baht 13 million). The future cash outflows relating to leases that have not yet commenced are disclosed in Note 31.8 to the consolidated financial statements.

21. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows:

			(Unit: Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Provisions for long-term employee				
benefits at beginning of year	29,749,018	25,901,377	21,958,529	19,758,368
Included in profit or loss:				
Current service cost	3,188,844	2,877,735	2,183,892	2,012,380
Interest cost	491,746	617,612	343,268	436,352
Past service cost	-	5,102,174	-	3,196,142
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
Demographic assumptions changes	-	1,264,771	-	673,455
Financial assumptions changes	-	(2,758,338)	-	(1,867,882)
Experience adjustments	-	(3,042,303)	-	(2,250,286)
Benefits paid during the year	-	(214,010)	-	-
Provisions for long-term employee				
benefits at end of year	<u>33,429,608</u>	<u>29,749,018</u>	<u>24,485,689</u>	<u>21,958,529</u>

The Group expect to not pay of long-term employee benefits during the next year (2019: Nil).

As at 31 December 2020, the weighted average duration of the liabilities for long-term employee benefit is 13, 21 and 21 years (separate financial statements: 13 years) (2019: 13, 21 and 21 years, separate financial statements: 13 years).

Significant actuarial assumptions are summarised below:

	(Unit: Percent per annum)	
	Consolidated/ Separate	
	financial statements	
	2020	2019
Discount rate	1.6 - 1.9	1.6 - 1.9
Salary increase rate	4.2	4.2
Turnover rate	0.0 - 10.0	0.0 - 10.0

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2020 and 2019 are summarised below:

(Unit: Baht)

	As at 31 December 2020			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>Increase 1%</u>	<u>Decrease 1%</u>	<u>Increase 1%</u>	<u>Decrease 1%</u>
Discount rate	(6,609,363)	7,801,420	(3,866,518)	4,452,251
Salary increase rate	4,130,557	(3,829,801)	2,452,675	(2,301,835)
Turnover rate	(1,160,149)	1,239,975	(565,952)	597,091

(Unit: Baht)

	As at 31 December 2019			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>Increase 1%</u>	<u>Decrease 1%</u>	<u>Increase 1%</u>	<u>Decrease 1%</u>
Discount rate	(6,364,354)	7,544,350	(3,861,272)	4,467,223
Salary increase rate	3,650,885	(3,387,084)	2,198,951	(2,064,956)
Turnover rate	(1,015,423)	1,084,313	(504,465)	531,495

On 5 April 2019, The Labor Protection Act (No. 7) B.E. 2562 was announced in the Royal Gazette. This stipulates additional legal severance pay rates for employees who have worked for an uninterrupted period of twenty years or more, with such employees entitled to receive not less than 400 days' compensation at the latest wage rate. The law was effective from 5 May 2019. This change is considered a post-employment benefits plan amendment and the Group has additional long-term employee benefit liabilities of Baht 1.3 million (The Company only: Baht 0.7 million) as a result. The Group reflects the effect of the change by recognising past service costs as expenses in the profit or loss of year 2019.

22. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net income after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

23. Finance cost

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Interest expense on borrowings	98,417	142,899	85,022	122,817
Interest expense on lease liabilities	7,686	217	7,291	217
Interest expense from derivatives designated as hedging instruments in cash flow hedge	22,831	-	22,831	-
Total	<u>128,934</u>	<u>143,116</u>	<u>115,144</u>	<u>123,034</u>

24. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Fuel and energy costs	2,484,652,901	2,809,122,016	2,288,855,333	2,623,983,026
Depreciation	571,082,709	493,640,476	475,647,009	405,537,551
Amortisation	1,615,842	1,982,317	1,165,384	1,535,906
Plant maintenance and repairing costs	138,799,736	121,774,949	117,646,894	103,469,074
Operation services of the power plant	113,373,443	108,190,894	113,373,443	108,190,894
Rental expenses	54,505,341	88,767,902	53,210,684	86,766,134
Salaries and other employee benefits	124,809,592	134,476,116	58,121,889	63,185,156
Insurance expenses	53,657,007	49,819,695	44,620,840	41,561,161

25. Income tax

Income tax expenses for the years ended 31 December 2020 and 2019 are made up as follows:

	(Unit: Baht)	
	Consolidated/Separate	
	financial statements	
	<u>2020</u>	<u>2019</u>
Current income tax:		
Current income tax charge	-	20,570,195
Adjustment in respect of income tax of previous year	7,470	373,807
Deferred tax:		
Relating to origination and reversal of temporary differences	(208,974)	(2,134,139)
Income tax (benefit) expense reported in the profit or loss	<u>(201,504)</u>	<u>18,809,863</u>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2020 and 2019 are as follows:

	(Unit: Baht)	
	Consolidated/Separate financial statements	
	<u>2020</u>	<u>2019</u>
Deferred tax on loss from the change in value of available-for-sale investments	-	(56,000)
Deferred tax on loss from the change in value of financial assets measured at FVOCI	(492,000)	-
Deferred tax on actuarial gain	-	688,943
Deferred tax on gain on cash flow hedges	1,851,119	-
	<u>(1,359,119)</u>	<u>632,943</u>

The reconciliation between accounting profit and income tax expenses is shown below.

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Accounting profit (loss) before tax	<u>117,004,723</u>	<u>168,697,945</u>	<u>(129,234,676)</u>	<u>90,710,705</u>
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	23,400,945	33,739,589	(25,846,935)	18,142,141
Adjustment in respect of income tax of previous year	7,470	373,807	7,470	373,807
Deferred tax assets (liabilities) which were not recognised during the year	2,027,978	3,874,343	694,826	(285,167)
Effects of:				
Promotional privileges (Note 26)	(25,136,681)	(17,251,789)	(16,695,793)	(8,843,495)
Income/expenses which are disallowable for tax computation purposes	2,989,148	(3,223,253)	44,538,928	10,921,177
Additional income/expenses which are allowable for deductions	(3,451,644)	(3,573,116)	(2,900,000)	(1,498,600)
Tax loss of prior years that is used to reduce tax expenses	(38,720)	(1,576,224)	-	-
Total	<u>(25,637,897)</u>	<u>(19,177,876)</u>	<u>15,343,135</u>	<u>579,082</u>
Income tax (benefit) expenses reported in the profit or loss	<u>(201,504)</u>	<u>18,809,863</u>	<u>(201,504)</u>	<u>18,809,863</u>

The components of deferred tax assets are as follows:

	(Unit: Baht)	
	Statements of financial position	
	Consolidated/Separate financial statements	
	2020	2019
Provision for long-term employee benefits	4,897,138	4,391,706
Accumulated depreciation of assets	19,668,944	19,965,403
Unrealised fair value loss on investments	592,000	100,000
Loss on cash flow hedges	9,077,328	-
Total	34,235,410	24,457,109

As at 31 December 2020, the subsidiaries has tax deductible temporary differences and unused tax losses totaling Baht 276 million (2019: Baht 286 million), on which deferred tax assets have not been recognised as the subsidiaries believes future taxable profits may not be sufficient to allow utilisation of the tax deductible temporary differences and unused tax losses.

As at 31 December 2020, the unused tax losses amounting to Baht 87 million (2019: Baht 89 million) will expire by the year 2025.

26. Promotional privileges

The Company has received promotional privileges from the Board of Investment for the generation of electricity from natural gas, and steam, pursuant to the promotion certificate No. 1308(2)/2558. Subject to certain imposed condition, the privileges include an exemption from corporate income tax for a period of 8 years from the date the promoted activity commenced generating revenues (20 November 2017).

Sahacogen Green Company Limited has received promotional privileges from the Board of Investment for the production of electricity and steam, pursuant to the investment promotion certificate No. 1563(1)/2552. Subject to certain imposed condition, the privileges include an exemption from corporate income tax for a period of 8 years from the date the promoted operations begin generating revenues (22 March 2011) and a 50% reduction of corporate income tax on income derived from the promoted operations for a period of 5 years after the tax-exemption period ends.

In addition, Sahacogen Green Company Limited has received promotional privileges from the Board of Investment for the energy plant farming, pursuant to the investment promotion certificate No. 1858(3)/2556 and 59-1260-0-00-2-0. Subject to certain imposed condition, the privileges include an exemption from corporate income tax for a period of 8 years from the date the promoted operations begin generating revenues. The investment certificate No. 1858(3)/2556 has operations begin generating revenues on 2 July 2015 and the investment certificate No. 59-1260-0-00-2-0 has operations begin generating revenues on 16 June 2017.

Sahacogen Green Company Limited has received the business under investment promotion certificate for the production of wood pellet from Sahagreen Energy Company Limited, whereby it would be covered by investment promotion certificate No. 59-1632-0-00-1-2 and eligible to receive all remaining privileges. These privileges which would be subject to certain conditions include an exemption from corporate income tax until 8 September 2023.

Sahagreen Forest Company Limited has received promotional privileges from the Board of Investment for the production of electricity, pursuant to the investment promotion certificate No. 1856(1)/2554. Subject to certain imposed condition, the privileges include an exemption from corporate income tax for a period of 8 years from the date the promoted operations begin generating revenues (25 December 2012) and a 50% reduction of corporate income tax on income derived from the promoted operations for a period of 5 years after the tax-exemption period ends.

The Group' operating revenues for the years ended 31 December 2020 and 2019, divided between promoted and non-promoted operations, are summarised below.

	(Unit: Thousand Baht)					
	Promoted operations		Non-promoted operations		Total	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Sales	778,326	857,701	3,192,709	3,462,268	3,971,035	4,319,969

27. Earnings per share

Basic earnings per share is calculated by dividing profit (loss) for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Profit (loss) for the year from continuing operations (Baht)	106,155,302	127,411,994	(129,033,172)	71,900,842
Weighted average number of ordinary shares (shares)	955,000,000	955,000,000	955,000,000	955,000,000
Earnings per share (Baht/share)	0.11	0.13	(0.14)	0.08

	Consolidated financial statements	
	<u>2020</u>	<u>2019</u>
Profit from discontinued operations (Baht)	-	11,898,132
Weighted average number of ordinary shares (shares)	955,000,000	955,000,000
Earnings per share (Baht/share)	-	0.01

28. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The Group are principally engaged in one reportable segment which is the generation and distribution of electricity and steam. Their operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss of each company.

The revenues, profit or loss and total assets by segment of the Group for the years ended 31 December 2020 and 2019 are as follows:

	Generation and distribution of electricity and steam				(Unit: Thousand Baht)	
	Sahacogen (Chonburi) Public Co., Ltd.		Sahacogen Green Co., Ltd.	Sahagreen Forest Co., Ltd.	Others	Eliminations
Year ended 31 December 2020						
Sales to external customers	3,382,736	334,979	253,320	-	-	3,971,035
Results						
Segment profit	198,909	10,195	52,679	-	(13,930)	247,853
Impairment loss on investment in subsidiary	(213,000)	-	-	-	213,000	-
Share of loss from investment in associate	-	-	-	(1,915)	-	(1,915)
Finance cost	(115,144)	(4,919)	(8,475)	-	(395)	(128,933)
Profit (loss) before income tax expenses	(129,235)	5,276	44,204	(1,915)	198,675	117,005
Income tax benefit	202	-	-	-	-	202
Profit (loss) for the year	(129,033)	5,276	44,204	(1,915)	198,675	117,207
Segment total assets	6,155,050	1,341,343	532,269	-	(1,403,050)	6,625,612

For the year 2020, the Group have revenue from three major customers in amount of Baht 1,767 million, Baht 1,616 million and Baht 539 million.

(Unit: Thousand Baht)

	Generation and distribution of electricity and steam				Eliminations	Consolidated financial statements
	Sahacogen (Chonburi) Public Co., Ltd.	Sahacogen Green Co., Ltd.	Sahagreen Forest Co., Ltd.	Others		
Year ended 31 December 2019						
Sales to external customers	3,732,653	342,239	245,077	-	-	4,319,969
Results						
Segment profit	261,745	18,585	54,794	-	(35,398)	299,726
Impairment loss on investment in subsidiary	(48,000)	-	-	-	48,000	-
Share of profit from investment in associate	-	-	-	190	-	190
Finance cost	(123,034)	(7,600)	(12,482)	-	-	(143,116)
Profit before income tax expenses	90,711	10,985	42,312	190	12,602	156,800
Income tax expenses	(18,810)	-	-	-	-	(18,810)
Profit for the year	71,901	10,985	42,312	190	12,602	137,990
Profit from discontinued operations						11,898
Net profit for the year						149,888
Segment total assets	6,421,674	1,383,060	561,261	-	(1,620,761)	6,745,234

For the year 2019, the Group have revenue from three major customers in amount of Baht 1,971 million, Baht 1,762 million and Baht 528 million.

29. Provident fund

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contributed to the fund monthly at the rate of 5 percent of basic salary. The fund, which is managed by CIMB Thai Bank Public Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2020 amounting to approximately Baht 3,599,483 (2019: Baht 2,957,666) were recognised as expenses.

30. Dividend paid

Dividends	Approved by	Total dividends	Dividend per share
		Million Baht	Baht
Interim dividend for 2019	Board of Directors Meeting on 8 April 2020	58.25	0.06
Total for 2020		58.25	0.06
Final dividend for 2018	Annual General Meeting of the shareholders on 22 April 2019	114.60	0.12
Total for 2019		114.60	0.12

31. Commitments and contingent liabilities

31.1 Capital commitments

As at 31 December 2020, the Group had capital commitments of approximately Baht 13 million (31 December 2019: Baht 2 million) relating to the acquisition of equipment and maintenance the power plant of the Company and the acquisition of equipment and construction of building of a subsidiary.

31.2 Electricity Sales Agreements

The Company entered into an agreement with the Electricity Generating Authority of Thailand (EGAT) to sell electricity in a specified quantity and at a stipulated price as defined in the agreement. The agreement period is 25 years and will expire in April 2024.

In March 2009, Sahacogen Green Company Limited entered into an agreement with the Provincial Electricity Authority (PEA) to sell electricity in a specified quantity and at a stipulated price as defined in the agreement. The agreement is for a period of 5 years, and will automatically renew every 5 years until termination. In 2016, Sahacogen Green Company Limited joined the program for producers of electricity from renewable energy sources to change from an Adder to a Feed-in Tariff (FiT), and as a result entered into an amendment to the sales and purchase of electricity agreement with PEA in September 2016, whereby it is required to comply with certain conditions and the period for purchase of electricity is reduced, with the agreement expiring in October 2027.

In September 2009, Sahagreen Forest Company Limited entered into an agreement with the Provincial Electricity Authority (PEA) to sell electricity in a specified quantity and at a stipulated price as defined in the agreement. The agreement is for a period of 20 years. Since Sahagreen Forest Company Limited joined the program for producers of electricity from renewable energy sources to change from an Adder to a Feed-in Tariff (FiT) in September 2016, it entered into an amendment to the sales and purchase of electricity agreement with PEA, whereby it is required to comply with conditions regarding the sale and purchase of electricity and connection to the electricity grid and the period for purchase of electricity is reduced, with the agreement expiring in March 2029.

31.3 Electricity and Steam Sales Agreements

The Company entered into agreements with Saha Pathana Inter-Holding Public Company Limited to sell electricity and steam in a specified quantity and at a stipulated price as defined in the agreements. The agreements period is 15 years, starting from April 1999, and renewed for an additional period of 25 years.

In May 2019, the Company entered into an amendment of the agreement with Saha Pathana Inter-Holding Public Company Limited to sell electricity and steam, which the Company can renew the agreements after the end of the 15 year-term of the contract from April 1999 for 37 years.

31.4 Steam Sales Agreements

Sahacogen Green Company Limited entered into an agreement with Thai President Foods Public Company Limited to sell steam in a specified quantity and at a stipulated price as defined in the agreement. The agreement is for a period of 10 years, starting from April 2011, and will renew every year until termination.

31.5 Gas Purchase Agreement

Under an agreement with the PTT Public Company Limited (“PTT”), the Company is committed to purchase natural gas from PTT in a specified quantity and at a stipulated price as defined in the agreement for a period of 21 years. The agreement will expire in March 2020, however it contains an option to renew for an additional period of 4 years.

In July 2019, the Company entered into an amendment of the agreement with PTT, which modified term of the agreement to be a period of 25 years. The agreement will expire in March 2024.

31.6 Operation and Service Management Agreement

The Company entered into an agreement with Operational Energy Group Limited under which the affiliate will provide management and advisory services for the operation and maintenance of the power plant, which the Company is committed to pay for at prices as determined in the agreement. The agreement will expire on 31 December 2023.

31.7 Raw Water Purchase Agreement

Under an agreement with a private entity, the Company is committed to purchase raw water in a specified quantity and at a stipulated price as defined in the agreement for a period of 25 years. The agreement will expire in March 2024.

In June 2020, the Company entered into an amendment of the agreement with that private entity, which modified the price and terms of the agreement. This amended the term of the agreement to 10 years, ending in June 2030, with automatic renewal every 5 years throughout the term of the electricity sales agreements with the Electricity Generating Authority of Thailand (EGAT).

31.8 Lease and long-term service commitments

- a) As at 31 December 2020, the Group has future lease payments required under these non-cancellable leases contracts that have not yet commenced as follows:

	(Unit: Million Baht)	
	Consolidated	Separate
	financial statements	financial statements
Within 1 year	3	1
Over 1 and up to 4 years	9	2
Total	12	3

- b) The Group entered into operating lease agreement relating to rental of vehicle and office equipment and services agreements. The agreements periods are between 1 and 4 years.

As at 31 December 2020 and 2019, future minimum lease and service payments required under these agreements were as follows.

	(Unit: Million Baht)	
	Consolidated financial statements	Separate financial statements
	2020	2019
Payable:		
in up to 1 year	33	18
in over 1 and up to 5 years	7	3

31.9 Biomass Fuel Purchase Agreement

Sahagreen Forest Company Limited entered into a biomass fuel purchase agreement with Siam Forestry Company Limited to purchase specified quantities at stipulated prices defined in the agreement. The agreement is effective from 21 August 2010 until termination.

31.10 Long-term service agreement

On 1 June 2017, the Company entered into a long-term service agreement with an overseas company for the maintenance and repair the Company's gas turbine engines, whereby the service charges are as stipulated in the agreement. The agreement terminates on 31 December 2023.

31.11 Delivered solar cell service agreement

On 1 March 2020, the Company entered into the delivered solar cell service agreement with Saha Pathana Inter-Holding Public Company Limited, whereby the Company is to deliver of electricity produced from solar energy to the electricity delivery points. The agreement is for a period of 17 years, starting from March 2020, and will renew every year until termination.

31.12 Guarantees

- (1) As at 31 December 2020, there were outstanding bank guarantee of approximately Baht 163 million (2019: Baht 163 million) issued by a bank on behalf of the Company in respect of certain performance bonds as required under the Power Sales Agreement with the Electricity Generating Authority of Thailand (EGAT). There were also other guarantees issued by a bank on behalf of the Company and its subsidiaries totaling Baht 37 million (2019: Baht 37 million).
- (2) As at 31 December 2020, the Company has guaranteed bank credit facilities of its associate company amounting to Baht 84 million (2019: Baht 46 million).

32. Fair value hierarchy

As at 31 December 2020 and 2019, the Group had the assets that were measured at fair value using different levels of inputs as follows:

(Unit: Thousand Baht)				
Consolidated financial statements				
2020				
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVTPL				
Equity investments	277	-	-	277
Financial assets measured at FVOCI				
Equity investments	7,940	-	-	7,940
Biological assets	-	-	20,853	20,853
Liabilities measured at fair value				
Derivatives				
Cross currency interest rate swap contract	-	17,314	-	17,314
Interest rate swap contract	-	42,767	-	42,767

(Unit: Thousand Baht)				
Consolidated financial statements				
2019				
	Level 1	Level 1	Level 1	Level 1
Assets measured at fair value				
Current investment - trading securities	276	-	-	276
Other long-term investment - available-for-sales securities	10,400	-	-	10,400
Biological assets	-	-	24,792	24,792

	(Unit: Thousand Baht)			
	Separate financial statements			
	2020			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVTPL				
Equity investments	277	-	-	277
Financial assets measured at FVOCI				
Equity investments	7,940	-	-	7,940
Liabilities measured at fair value				
Derivatives				
Cross currency interest rate swap contract	-	17,314	-	17,314
Interest rate swap contract	-	42,767	-	42,767

	(Unit: Thousand Baht)			
	Separate financial statements			
	2019			
	Level 1	Level 1	Level 1	Level 1
Assets measured at fair value				
Current investment - trading securities	277	-	-	277
Other long-term investment - available-for-sales securities	10,400	-	-	10,400

33. Financial instruments

33.1 Derivatives and hedge accounting

	(Unit: Thousand Baht)	
	Consolidated/Separate financial statements	
	2020	
Derivative liabilities		
Derivatives liabilities designated as hedging instruments		
Cross currency interest rate swap contract		17,314
Interest rate swap contract		42,767
Total derivative liabilities		60,081

Derivatives designated as hedging instruments

Cash flow hedges

As at 31 December 2020, the Company had an interest rate swap agreement in place with a notional amount of Baht 860 million (2019: Baht 860 million), which swaps a variable interest rate of THBFIX plus a certain margin for a fixed interest rate of 4.5 percent per annum. The swap agreement is a cash flow hedge for the Company's variable rate long-term loans and matures within December 2024. In addition, the Company had a cross currency interest rate swap agreement in place with a notional amount of USD 14.1 million (2019: USD 14.1 million), which swaps a USD-denominated loan for a Baht loan at a rate of Baht 35.41 per USD 1 and swaps the a variable interest rate of LIBOR plus a certain margin for a fixed interest rate of 3.9 percent per annum. The cross-currency interest rate swap agreement is a cash flow hedge for the Company's variable-rate long-term loans denominated in foreign currencies and matures within December 2021. These hedges are hedges of the foreign currency risk and interest rate risk on the long-term loans disclosed in note 19 to the consolidated financial statements.

There is an economic relationship between the hedged items and the hedging instruments as the terms of the interest rate swap and cross currency interest rate swap contracts match the terms of the variable rate loans (i.e., notional amount, currency, maturity, payment and reset dates). The Company has established a hedge ratio of 1:1 for the hedging relationships as the underlying risks of the interest rate swap and cross currency interest rate swap are identical to the hedged risk components. To test the hedge effectiveness, the Company uses the critical terms match method, whereby it compares the critical terms of the hedged instrument and hedged items. The hedging relationship will be considered highly effective when the respective terms match exactly.

Hedge ineffectiveness can arise from:

- Differences in the timing of the cash flows of the hedged items and the hedging instruments
- Changes to the forecasted amount of cash flows of hedged items and hedging instruments

The impact of hedged items on the statement of financial position as at 31 December 2020 is, as follows:

(Unit: Thousand Baht)

	Consolidated/Separate financial statements		
	Change in fair value used for measuring ineffectiveness	Cash flow hedge reserve	
		Continuing	Discontinued
		hedges	hedges
Long-term loans	(182)	45,386	-

The impact of the hedging instruments on the statement of financial position as at 31 December 2020 and the effect of the cash flow hedge in the statement of comprehensive income for the year ended 31 December 2020 are, as follows:

(Unit: Thousand Baht)

	Consolidated/Separate financial statements					
	Notional amount	Carrying amount	Changes in fair value used for measuring ineffectiveness	Effectiveness recognised in equity	Amount of cash	
					flow hedge reserve reclassified to profit or loss	Line item in profit or loss
Cross currency interest						
rate swap contract	500,000	17,314	(13,538)	2,619	10,187	Finance cost
Interest rate swap contract	860,000	42,767	13,356	42,767	(19,260)	Finance cost
Total	1,360,000	60,081	(182)	45,386	(9,073)	

Effect from interest rate benchmark reform

The Company has exposures to benchmark InterBank Offered Rates ("IBORs") on its financial instruments that will be replaced or reformed. The Company anticipates that IBOR reform will impact its risk management and hedge accounting. The Company elects to early adopt the amendments to TFRS 9 and TFRS 7 to those hedging relationships directly affected by IBOR reform.

The Company hold interest rate swap which is designated in cash flow hedging relationships. The interest rate swap has floating legs that are indexed to THBFIX.

Hedging relationships impacted by IBOR reform may experience ineffectiveness attributable to market participant's expectations of when the shift from the existing IBOR benchmark rate to an alternative benchmark interest will occur. This transition may occur at different times for the hedged item and hedging instrument, which may lead to hedge ineffectiveness. The Company is monitoring and managing the Company's transition to alternative benchmark rates and considers whether the contract will need to be amended as a result of IBOR reform and manage communication about IBOR reform with counterparty.

33.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivable, other financial assets, short-term and long-term loans. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivables, deposits with banks and financial institutions and other financial instruments. Except for derivatives, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Group's maximum exposure relating to derivatives is noted in the liquidity risk topic.

Trade receivables

The Group are exposed to credit risk primarily with respect to trade accounts receivable since the majority of sales are supplied to a limited number of customers. However, due to those customers' creditworthiness, the Group do not expect to incur material financial losses from its debt collection.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Board of Directors on an annual basis, and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

Foreign currency risk

The Company's exposure to foreign currency risk relates primarily to its borrowings that are denominated in foreign currency. The Company seeks to reduce this risk by entering into cross currency interest rate swap contracts for such borrowings, as disclosed in Note 19 and Note 33.1 to the consolidated financial statements. The conditions of the cross-currency interest rate swap contract used to hedge the exposure match the conditions of the long-term loan which is hedged.

Foreign currency sensitivity

The following table demonstrates the sensitivity of the Group's equity to a reasonably possible change in US dollar exchange rates, with all other variables held constant. The impact on the Group's equity is due to changes in the fair value of monetary liabilities including derivative designated for cash flow hedge as at 31 December 2020.

Currency	Increase/decrease	Effect on equity
	(%)	(Thousand Baht)
US dollar	+5%	4,521
	-5%	(4,056)

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its long-term loans. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings appropriate to market conditions. To manage this, the Group enters into interest rate swap and cross currency interest rate swap, in which it agrees to exchange, at specified intervals, between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount as described in Note 19 and Note 33.1 to the consolidated financial statements.

As at 31 December 2020 and 2019, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	Consolidated financial statements						
	2020						
	Fixed interest rates			Floating interest rate	Non- interest bearing	Total	Effective interest rate (% per annum)
	Within 1 year	1 - 5 years	Over 5 years				
<u>Financial Assets</u>							
Cash and cash equivalent	-	-	-	115	-	115	0.05 - 0.50
Trade and other receivables	-	-	-	-	530	530	-
Other financial assets	-	-	-	-	8	8	-
	-	-	-	115	538	653	
<u>Financial liabilities</u>							
Short-term loans from financial institutions	1,333	-	-	-	-	1,333	1.50 - 3.00
Trade and other payables	-	-	-	-	244	244	-
Long-term loans from financial institutions	372	537	-	790	-	1,699	MLR - 1.825 and 3.75 - 4.38
Long-term loan from related party	320	-	-	-	-	320	3.00 - 5.00
Lease liabilities	38	92	29	-	-	159	3.64 - 16.74
Derivative liabilities	-	-	-	-	60	60	-
	2,063	629	29	790	304	3,815	

(Unit: Million Baht)

Consolidated financial statements							
2019							
Fixed interest rates							Effective interest rate (% per annum)
Within 1 year	1 - 5 years	Over 5 years	Floating interest rate	Non- interest bearing	Total		
<u>Financial Assets</u>							
Cash and cash equivalent	-	-	-	136	-	136	0.10 - 1.25
Trade and other receivables	-	-	-	-	572	572	-
Other long-term investments	-	-	-	-	10	10	-
	-	-	-	136	582	718	
<u>Financial liabilities</u>							
Short-term loans from financial institutions	1,106	-	-	-	-	1,106	1.85 - 3.80
Trade and other payables	-	-	-	-	283	283	-
Long-term loans from financial institutions	567	1,551	-	129	-	2,247	MLR - 1.60 and 3.75 - 4.50
Long-term loan from related party	-	320	-	-	-	320	3.00 - 5.00
	1,673	1,871	-	129	283	3,956	

(Unit: Million Baht)

Separate financial statements							
2020							
Fixed interest rates							Effective interest rate (% per annum)
Within 1 year	1 - 5 years	Over 5 years	Floating interest rate	Non- interest bearing	Total		
<u>Financial Assets</u>							
Cash and cash equivalent	-	-	-	110	-	110	0.025 - 0.25
Trade and other receivables	-	-	-	-	432	432	-
Other financial assets	-	-	-	-	8	8	-
	-	-	-	110	440	550	
<u>Financial liabilities</u>							
Short-term loans from financial institutions	1,145	-	-	-	-	1,145	1.50 - 2.65
Trade and other payables	-	-	-	-	226	226	-
Long-term loans from financial institutions	372	537	-	627	-	1,536	3.75 - 4.50
Long-term loan from related party	320	-	-	-	-	320	3.00 - 5.00
Lease liabilities	37	92	28	-	-	157	3.64 - 8.41
Derivative liabilities	-	-	-	-	60	60	-
	1,874	629	28	627	286	3,444	

(Unit: Million Ba)

Separate financial statements							
2019							
	Fixed interest rates			Floating interest rate	Non- interest bearing	Total	Effective interest rate (% per annum)
	Within 1 year	1 - 5 years	Over 5 years				
<u>Financial Assets</u>							
Cash and cash equivalent	-	-	-	115	-	115	0.10 - 1.25
Trade and other receivables	-	-	-	-	480	480	-
Other long-term investments	-	-	-	-	10	10	-
	-	-	-	115	490	605	
<u>Financial liabilities</u>							
Short-term loans from financial institutions	841	-	-	-	-	841	1.85 - 2.10
Trade and other payables	-	-	-	-	266	266	-
Long-term loans from financial institutions	515	1,551	-	-	-	2,066	3.75 - 4.50
Long-term loan from related party	-	320	-	-	-	320	3.00 - 5.00
	1,356	1,871	-	-	266	3,493	

Interest rate sensitivity

The following table demonstrates the sensitivity of the Group's profit before tax and equity to a reasonably possible change in interest rates on that portion of the floating rate loans from includes effect from application of derivative designed for cash flow hedge, affected as at 31 December 2020.

Currency	Increase/decrease (%)	Effect on	
		profit before tax (Thousand Baht)	Effect on equity (Thousand Baht)
Baht	+1%	(1,773)	11,510
	-1%	1,771	(8,026)

The above analysis has been prepared assuming that the amounts of the floating rate loans from and all other variables remain constant over one year. Moreover, the floating legs of these loans from are assumed to not yet have set interest rates. As a result, a change in interest rates affects interest payable for the full 12-month period of the sensitivity calculation. This information is not a forecast or prediction of future market conditions.

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of short-term and long-term loans from banks and lease contracts. The Group's policy is that the amount of such borrowings maturing in the next 12-month period and finance costs of such borrowings should be maintained at an appropriate level. Approximately Baht 1,999 million of the Group's debt will mature in less than one year at 31 December 2020 (2019: Baht 1,673 million) (the Company only: Baht 1,778 million, 2019: Baht 1,356 million). The Group has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low because the Group has access to a sufficient variety of sources of funding and some debt maturing within 12 months can be rolled over with existing lenders.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2020 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	Consolidated financial statements				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Short-term loans from financial institutions	117,000	1,218,073	-	-	1,335,073
Trade and other payables	-	244,304	-	-	244,304
Long-term loans	-	654,004	1,138,587	-	1,792,591
Long-term loans from related party	-	13,896	44,831	337,600	396,327
Lease liabilities	-	44,371	100,961	43,632	188,964
Total non-derivatives	<u>117,000</u>	<u>2,174,648</u>	<u>1,284,379</u>	<u>381,232</u>	<u>3,957,259</u>
Derivatives					
Derivative liabilities: net settled	-	17,314	42,767	-	60,081
Total	<u>-</u>	<u>17,314</u>	<u>42,767</u>	<u>-</u>	<u>60,081</u>

(Unit: Thousand Baht)

	Separate financial statements				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Short-term loans from financial institutions	117,000	1,029,680	-	-	1,146,680
Trade and other payables	-	226,497	-	-	226,497
Long-term loans	-	616,071	998,031	-	1,614,102
Long-term loans from related party	-	13,896	44,831	337,600	396,327
Lease liabilities	-	43,272	99,966	43,632	186,870
Total non-derivatives	117,000	1,929,416	1,142,828	381,232	3,570,476
Derivatives					
Derivative liabilities: net settled	-	17,314	42,767	-	60,081
Total	-	17,314	42,767	-	60,081

33.3 Fair values of financial instruments

Since the majority of the Group' financial instruments are short-term in nature and the loans carrying interest at rates close to market interest rates, their fair value is not expected to be materially different from the amounts presented in the statements of financial position.

The fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies and interest rate yield curves. The Group considers to counterparty credit risk when determining the fair value of derivatives

34. Capital management

The primary objective of the Group' capital management is to ensure that it has appropriate capital structure in order to support their business and maximise shareholder value. As at 31 December 2020, the Group's debt-to-equity ratio was 1.42:1 (2019: 1.48:1) and the Company's was 1.32:1 (2019: 1.21:1).

35. Event after the reporting period

- 35.1** On 16 February 2021, a meeting of the Board of Directors of Sahagreen Forest Company Limited passed a resolution to propose that the Annual General Meeting of the Shareholders to be held in March 2021 adopt a resolution to pay a dividend of Baht 1.2 per share, or a total of Baht 22.8 million, to the shareholders in respect of the 2018 earnings.

Such dividend will be paid and recorded after it is approved by the Annual General Meeting of this company's shareholders.

- 35.2** On 23 February 2021, a meeting of the Company's Board of Directors passed a resolution to propose the Annual General Meeting of the Shareholders to be held in April 2021 adopt a resolution to pay a dividend of Baht 0.061 per share, or a total of Baht 58 million, to the shareholders in respect of the Company's retained earnings.

Such dividend will be paid and recorded after it is approved by the Annual General Meeting of the Company's shareholders.

36. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 23 February 2021.

The Board of Directors and Management Information

Name / Position			Age	Education	*Shares hold (%)	Family Relationship Between directors	Period	Position	Past 5 years experiences	Company Name
1. Mr. Sujarit Patchimnan			75	<ul style="list-style-type: none">M.A. in political science, Thammasat UniversityB.A. in political science, Thammasat UniversityDirector Accreditation Program (DAP) 41/2005 Thai Institute of Directors Association	-None-	-None-	2013 - Present	<u>Listed Companies</u> Audit Committee / Independent Director		Pan Asia Footwear PCL.
Chairman of the Nomination and Remuneration Committee							2016 - Present	Director		Saha Pathana Inter-Holding PCL.
May 10, 2016							2007 - 2017	Director		Saha Pathanapibul PCL.
Authorized Director								<u>Other Companies</u> <u>(non Listed Companies)</u>	4	
								<u>Competitive Business related to Company's Business</u>		-None-
Other positions in other companies in the previous year affected his duties significantly : None										

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
2. Mr. Boonkiet Chokwatana	73	<ul style="list-style-type: none"> Honorary Doctorate Degree in Business Administration (Management), Sripratum University Honorary Doctorate in Business Administration College of Commerce, Burapha University Honorary Doctorate in Business Administration, Naresuan University B.S. Mechanical Engineering – Worcester Polytechnic Institute, Massachusetts, USA Director Accreditation Program (DAP) 3/2003 Director Certification Program (DCP) 41/2004 Thai Institute of Directors Association 	1.72	-None-	2006 - Present	Director	Thailand Securities Depository Company Limited
• Director May 10, 2016					2008 - Present	Advisor / Vice President	Thai Listed Companies Association
• Nomination and Remuneration Committee May 10, 2016					2016 - Present	<u>Listed Companies</u> Chairman	I.C.C. International PCL.
• Authorized Director					1995 - Present	Chairman of the Executive Board	I.C.C. International PCL.
					1993 - Present	Chairman	S&J International Enterprises PCL.
					1994 - Present	Chairman / Chairman of Remuneration Committee / Chairman of Nomination Committee	People's Garment PCL.
					2013 - Present	Chairman	Pan Asia Footwear PCL.
					1986 - Present	Director	Saha Pathana Inter-Holding PCL.
						Other Companies (non Listed Companies)	57
						<u>Competitive Business related to Company's Business</u>	-None-
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
3. Mr. Vichai Kulsomphob	43	<ul style="list-style-type: none"> Master of Marketing (English Program) Thammasat University Master of International Business (Exchange Program) Master of Advanced Business Practice University of South Australia Bachelor's Degree of Business Administration Chulalongkorn University Norwegian School of Economics and Business Administration, Norway Business and Industrial Development Program (Class 1), Institute of Business and Industrial Development OIC Advanced Insurance Institute (Class 1), Office of Insurance Commission Executive Leadership Program (Class 2) Wharton Business School, University of Pennsylvania, USA & NIDA, Thailand 	0.02	-None-	<p>2018 - Present</p> <p>2012 - Present</p> <p>2012 - 2018</p> <p>2013 - Present</p> <p>2018 - Present</p>	<p><u>Listed Companies</u></p> <p>President</p> <p>Nomination and Remuneration Committee</p> <p>Executive Committee</p> <p>Vice President</p> <p>Director</p> <p>Director</p> <p><u>Other Companies (non Listed Companies)</u></p> <p><u>Competitive Business related to Company's Business</u></p>	<p>Saha Pathana Inter-Holding PCL.</p> <p>Saha Pathana Inter-Holding PCL.</p> <p>Saha Pathana Inter-Holding PCL.</p> <p>Samsung Life Insurance (Thailand) PCL</p> <p>President Bakery PCL.</p> <p>49</p> <p>-None-</p>
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
3. Mr. Vichai Kulsomphob	43	<ul style="list-style-type: none">Real Estate Management Program for xecutive (RE-CU26), Chulalongkorn UniversityInvestment Planner Certification, Chulalongkorn UniversityInvestment Planner Certification, Association of Investment Management CompaniesBhumpalung Phandin for Top Executive Class 4., Chulalongkorn UniversityStrategic CFO in Capital Markets Program (Class 4.) Thailand Securities Institute, The Stock Exchange of ThailandDirector Certification Program (DCP) 61/2005Company Secretary Program (CSP) 18/2006Thai Institute of Directors Association					
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
4. Mr. Vorayos Thongtan	39	<ul style="list-style-type: none"> Master of Business Administration, University of Texas at Dallas, USA Master of Science in Finance (Distinction Honor), University of Texas at Dallas, USA Bachelor of Engineering, Electrical (Second Class Honor), Sirindhorn International Institute of Technology, Thammasat University Director Certification Program (DCP) 272/2019 How to Development a Risk Management Plan (HRP) 20/2018 Thailand Institute of Directors Association (IOD) 	- None -	- None -	<p>2021 - Present</p> <p>2020 - 2021</p> <p>2018 - Present</p>	<p><u>Listed Companies</u></p> <p>Independent Director</p> <p>Director</p> <p>Vice President, Investment and Corporate Strategy</p> <p><u>Other Companies (non Listed Companies)</u></p> <p><u>Competitive Business related to Company's Business</u></p>	<p>Singer Thailand PCL.</p> <p>Singer Thailand PCL.</p> <p>Saha Pathana Inter-Holding PCL.</p> <p>6</p> <p>-None-</p>
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
5. Mr. Thirasak Vikitset	69	<ul style="list-style-type: none"> • MBA, Clark University: Worcester, Massachusetts, USA • Bachelor of Chemical Engineering Worcester Polytechnic Institute, Massachusetts, USA • Director Accreditation Program (DAP) 3/2003 • Director Certification Program (DCP) 68/2005 	0.21	- None -	1985 - Present	<u>Listed Companies</u> Chairman of the Executive Committee / Managing Director / Nomination and Remuneration Committee <u>Other Companies</u> (non Listed Companies) 18 <u>Competitive Business related to Company's Business</u> -None-	S&J International Enterprises PCL.
<ul style="list-style-type: none"> • Director Mar 6, 2003 • Chairman of the Executive Committee Mar 6, 2003 (Completed the term on Jan 1, 2021) • Nomination and Remuneration Committee Feb 27, 2009 • Authorized Director 							
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
6 Mr. Viroj Theeravattavee	67	• Bachelor of Engineering (Mechanical Engineering), Chulalongkorn University	-None-	-None-		Listed Companies	-None-
• Director Mar 6, 2003							
• Managing Director Mar 6, 2003		• Director Accreditation Program (DAP) 12/2004				Other Companies (non Listed Companies)	3
(Completed the term on Jan 1, 2021)		• Director Certification Program (DCP) 68/2005				Competitive Business related to Company's Business	-None-
• Executive Committee Mar 6, 2007		Thai Institute of Directors Association					
• Chairman of the Corporate Social Responsibility Committee May 6, 2014							
• Authorized Director							
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
7. Mr. Sontaya Tabkhan <ul style="list-style-type: none"> • Director Apr 23, 2018 • Executive Committee May 13, 2013 • Corporate Governance and Risk Management Committee May 12, 2020 • Authorized Director 	57	<ul style="list-style-type: none"> • Bachelor Degree in Electrical Engineering, Chiang Mai • How to Development a Risk Management Plan (HRP) 20/2018 Thai Institute of Directors Association 	-None-	-None-	2018 - Present 2004 - 2018	<u>Listed Companies</u> Vice President Industrial Park Development Environment Manager <u>Other Companies</u> (non Listed Companies) <u>Competitive Business related to Company's Business</u>	Saha Pathana Inter-Holding PCL. 10 -None-
Other positions in other companies in the previous year affected his duties significantly : None							
8. Ms. Krongkao Kritayakirana <ul style="list-style-type: none"> • Director Feb 23, 2021 • Authorized Director 	47	<ul style="list-style-type: none"> • Stanford University M.S. in Engineering-Economic Systems and Operations Research A.B. in Economics (Honors) with minor degree in Mathematics • Kellogg School of Management, Northwestern University Ph.D. in Managerial Economics and Strategy Dissertation: Effects of Venture Capitalists on Startup Performance 	-None-	-None-		<u>Listed Companies</u> <u>Other Companies</u> (non Listed Companies) <u>Competitive Business related to Company's Business</u>	-None- 3 -None-
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

			Past 5 years experiences		
Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Company Name
9. Mr. Nophorn Bhongsvej	73	<ul style="list-style-type: none"> B.A. Oregon State University (ECON.) M.S. Oregon State University (ECON.) Director Accreditation Program (DAP) 38/2005 Director Certification Program (DCP) 71/2006 Audit Committee Program (ACP) 12/2006 Driving Company Success with IT Governance (ITG) 12/2019 Thai Institute of Directors Association 	-None-	-None-	
<ul style="list-style-type: none"> Independent Director Mar 30, 2003 Chairman of the Audit Committee Mar 29, 2006 Nomination and Remuneration Committee Feb 27, 2009 Corporate Governance and Risk Management Committee May 12, 2020 					<p><u>Listed Companies</u></p> <p>Independent Director / Chairman of the Audit Committee</p> <p>2010 - Present</p> <p>Saha Pathana Inter-Holding PCL.</p> <p><u>Audit Committee / Independent Director / Chairman of Corporate Governance Committee</u></p> <p>2015 - Present</p> <p>I.C.C. International PCL.</p> <p><u>Independent Director / Chairman of the Audit Committee</u></p> <p>2017- 2018</p> <p>Kantana Group PCL.</p> <p><u>Other Companies (non Listed Companies)</u></p> <p>2</p> <p><u>Competitive Business related to Company's Business</u></p> <p>-None-</p>
Other positions in other companies in the previous year affected his duties significantly : None					

Remark : * Including shares held by the spouse and minor children.

Name / Position		Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
						Period	Position	Company Name
10. Mr. Amorn Asvanunt <ul style="list-style-type: none">Independent Director Mar 6, 2003Audit Committee Mar 6, 2003		72	<ul style="list-style-type: none">MBA, Bowling Green State University, Ohio, USABachelor of Accountancy, Chulalongkorn UniversityDirector Accreditation Program (DAP) 4/2003Thai Institute of Directors Association	0.10	-None-	<u>Listed Companies</u>		
						2005 - Present	Independent Director / Chairman of the Nomination and Remuneration Committee / Risk Management Committee	Krungdhep Sophon PCL.
						2017 - Present	Independent Director / Chairman of the Audit Committee	S&J International Enterprises PCL.
						1999 - Present	Independent Director / Audit Committee	I.C.C. International PCL.
						2006 - Present	Chairman of the Risk Management Committee	I.C.C. International PCL.
						2002 - Present	Independent Director / Audit Committee	Far East DDB PCL.
						2002 - 2017	Independent Director	People's Garment PCL.
						2005 - 2014	Chairman of the Audit Committee	Thai Military Bank PCL.
						2015 - 2017	Risk Committee	MFC Asset Management PCL.
				<u>Competitive Business related to Company's Business</u>		-None-		
Other positions in other companies in the previous year affected his duties significantly : None								

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
11. Pol. Gen. Somchai Prabhasabhakdi	78	<ul style="list-style-type: none"> Master of Public Administration (M.P.A.), National Institution of Development Administration F.B.I. Academy, USA (Class 93) Chief of the Army Guard Staff (Class 53) National Defence College (Class 6) Director Accreditation Program (DAP) 25/2004 Director Certification Program (DCP) 51/2004 Audit Committee Program (ACP) 2/2004 Role of The Chairman Program (RCP) 12/2005 Thai Institute of Directors Association 	-None-	-None-	2015 - Present	<u>Listed Companies</u> Audit Committee / Independent Director / Chairman of the Corporate Governance Committee Independent Director / Audit Committee <u>Other Companies (non Listed Companies)</u> <u>Competitive Business related to Company's Business</u>	S&J International Enterprises PCL.
<ul style="list-style-type: none"> Independent Director Mar 30, 2005 Audit Committee Mar 30, 2005 					2004 - 2015		I.C.C. International PCL.
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position		Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
						Period	Position	Company Name
12. Mr. Boonyarith Mahamontri	• Independent Director Mar 6, 2007	75	• Bachelor of Science (Chemicals), Chulalongkorn University • Director Accreditation Program (DAP) 3/2003 • Director Certification Program (DCP) 68/2005 Thai Institute of Directors Association	0.01	-None-	1988 - Present	Listed Companies Director	Saha Pathanapibul PCL.
						1999 - 2006	Independent Director / Audit Committee	Thanulux PCL.
							Other Companies (non Listed Companies)	2
							Competitive Business related to Company's Business	-None-
Other positions in other companies in the previous year affected his duties significantly : None								
13. Admiral Apiwat Srivardhana	• Independent Director Feb 27, 2020	68	• Bachelor of Science, Royal Thai Naval Academy • National Defence College (NDC) • Director Accreditation Program (DAP) 109/2014 • Director Certification Program (DCP) 197/2014 • Role of the Chairman Program (RCP) 36/2015 • Advanced Audit Committee Program (AACP) 19/2015 Thai Institute of Directors Association	-None-	-None-	2014 - 2017	Chairman of the Board	Port Authority of Thailand
						2013 - 2019 2017 - 2019	Listed Companies Independent Director Independent Director / Audit Committee	Sahacogen (Chonburi) PCL. Interlink Communication PCL.
						2018 - 2019	Chairman of the Risk Management	Interlink Communication PCL.
							Other Companies (non Listed Companies)	-None-
							Competitive Business related to Company's Business	-None-
Other positions in other companies in the previous year affected his duties significantly : None								

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
14. Mr. Athakorn Glankwamdee • Director Mar 6, 2003 (Resigned on Dec 31, 2020) • Executive Committee Mar 6, 2007 (Completed the term on May 11, 2020)	72	• Ph.D. (Mechanical Engineering) University of Illinois at Urbana, U.S.A. • Director Accreditation Program (DAP) 3/2003 • Director Certification Program (DCP) 68/2005 Thai Institute of Directors Association	0.02	-None-	1991 - Present 2016 - Present	Listed Companies Deputy Managing Director / Executive Committee Chairman of the Risk Management Committee Other Companies (non Listed Companies) 7 Competitive Business related to Company's Business -None-	S&J International Enterprises PCL. S&J International Enterprises PCL.
Other positions in other companies in the previous year affected his duties significantly : None							
15. Mr. Suthep Dansirviroj • Director Nov 7, 2013 (Resigned on Jan 26, 2021) • Executive Committee May 14, 2012 • Chairman of the Corporate Governance and Risk Management Committee May 6, 2014	72	• B.A. Accountancy, Thammasat University • Risk Management Committee Program (RMP) 5/2014 • Director Accreditation Program (DAP) 32/2005 • Director Certification Program (DCP) 60/2005 Thai Institute of Directors Association	-None-	-None-	2014 - Present 2008 - 2013 2005 - 2014	Listed Companies Director Independent Director / Chairman of the Audit Committee Director / Executive Committee / Nomination and Remuneration Committee Other Companies (non Listed Companies) 1 Competitive Business related to Company's Business -None-	S&J International Enterprises PCL. M Pictures Entertainment PCL. Inter Far East Engineering PCL.
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
16. Mr-Apipong Vischuveskamin <ul style="list-style-type: none"> • Company Secretary Feb 24, 2021 • Executive Committee May 12, 2020 • Corporate Governance and Risk Management Committee May 6, 2017 • Corporate Social Responsibility Committee May 6, 2014 • Deputy Managing Director - Management • Corporate Services Department Manager 	46	<ul style="list-style-type: none"> • Master of Economics, National Institute of Development Administration • Bachelor of Electrical Engineering, Kasetsart University • Director Certification Program (DCP) 296/2020 • Company Secretary Program (CSP) 113/2020 • Thai Institute of Directors Association 	-None-	-None-		<u>Listed Companies</u> <u>Other Companies (non Listed Companies)</u> <u>Competitive Business related to Company's Business</u>	-None- 1 -None-
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
17. Mr. Teerayuth Kaewcoon • Executive Committee May 9, 2017 • Corporate Governance and Risk Management Committee May 6, 2017 • Deputy Managing Director - Operations • Gas Fired Power Plant Management Department • Biomass Power Plant Business Department Manager	55	• Bachelor of Industrial Engineering, King Mongkut's University of Technology North Bangkok • Director Certification Program (DCP) 296/2020 Thai Institute of Directors Association • Orientation Course – CFO Focus on Financial Reporting Class 7 The Stock Exchange of Thailand	-None-	-None-		<u>Listed Companies</u> <u>Other Companies (non Listed Companies)</u> <u>Competitive Business related to Company's Business</u>	-None- 1 -None-
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Name / Position	Age	Education	*Shares hold (%)	Family Relationship Between directors	Past 5 years experiences		
					Period	Position	Company Name
18. Mr.Jaturong Kornwet • Corporate Social Responsibility Committee May 14, 2019 • Project & Engineering Department Manager	47	• Master of Business Administration, Ramkhamhaeng University • Bachelor of Electrical Engineering, Kasetsart University	-None-	-None-		Listed Companies Other Companies (non Listed Companies) Competitive Business related to Company's Business	-None- -None- -None-
Other positions in other companies in the previous year affected his duties significantly : None							
19. Ms.Penpak Vongrakvanich • Corporate Governance and Risk Management Department Manager • Accounting Division Manager	51	• Master of Business Administration, Burapha University • Bachelor of Accountancy, Bangkok University	-None-	-None-		Listed Companies Other Companies (non Listed Companies) Competitive Business related to Company's Business	-None- -None- -None-
Other positions in other companies in the previous year affected his duties significantly : None							
20. Mr.Nattawut Yawaprapas • Accounting & Finance Department Manager	42	• Bachelor of Accountancy, Chiang Mai University	-None-	-None-		Listed Companies Other Companies (non Listed Companies) Competitive Business related to Company's Business	-None- -None- -None-
Other positions in other companies in the previous year affected his duties significantly : None							

Remark : * Including shares held by the spouse and minor children.

Report on the Change in Shareholding of the Directors and Management as December 31, 2020

Name	Position	No. of Shares		*Share Increment	Share holding ratio (%)	2020	
		2019	2020			Director	spouse and minor children
1. Mr. Sujarit Patchimnan	Chairman and Chairman of the Nomination and Remuneration Committee	-	-	-	-	-	-
2. Mr. Boonkiet Chokwatana	Director and Nomination and Remuneration Committee	16,437,710	16,437,710	-	1.72	14,697,710	1,740,000
3. Mr. Thirasak Vikitset	Director, Chairman of the Executive Committee and Nomination and Remuneration Committee	2,040,000	2,040,000	-	0.21	2,040,000	-
4. Mr. Athakorn Glankwamdee ¹	Director and Executive Committee	200,000	200,000	-	0.02	200,000	-
5. Mr. Viroj Theeravathalee	Director, Managing Director, Executive Committee and Chairman of the Corporate Social Responsibility Committee	-	-	-	-	-	-
6. Mr. Suthep Dansinviroj	Director, Executive Committee and Chairman of the Corporate Governance and Risk Management Committee	-	-	-	-	-	-
7. Mr. Sontaya Tabkhan	Director, Executive Committee and Corporate Governance and Risk Management Committee	-	-	-	-	-	-
8. Mr. Vichai Kulsomphob	Director and Executive Committee	167,500	167,500	-	0.02	-	167,500
9. Mr. Nophorn Bhongsvej	Independent Director, Chairman of the Audit Committee, Nomination and Remuneration Committee and Corporate Governance and Risk Management Committee	-	-	-	-	-	-
10. Pol. Gen. Somchai Prabhasabhakdi	Independent Director and Audit Committee	-	-	-	-	-	-

Name	Position	No. of Shares		*Share Increment	Share holding ratio (%)	2020	
		2019	2020			Director	spouse and minor children
11. Mr. Amorn Asvanunt	Independent Director and Audit Committee	1,000,000	1,000,000	-	0.10	1,000,000	-
12. Mr. Boonyarith Mahamontri	Independent Director	50,000	50,000	-	0.01	50,000	-
13. Admiral Apiwat Sriwattana ²	Independent Director	-	-	-	-	-	-
14. Mr. Teerayuth Kaewoon	Executive Committee Corporate Governance and Risk Management Committee Deputy Managing Director - Operations Gas Fired Power Plant Management Department Biomass Power Plant Business Department Manager	-	-	-	-	-	-
15. Mr. Apibong Vischueskamin	Executive Committee Corporate Governance and Risk Management Committee Corporate Social Responsibility Committee Deputy Managing Director - Management Corporate Services Department Manager	-	-	-	-	-	-
16. Mr. Jaturong Kornwet	Corporate Social Responsibility Committee Project & Engineering Department Manager	-	-	-	-	-	-
17. MS. Penpak Vongrakvanich	Corporate Governance and Risk Management Department Manager Accounting Division Manager	-	-	-	-	-	-
18. Mr. Nattawut Yawaprapas	Accounting & Finance Department Manager	-	-	-	-	-	-

Remark : * Including shares held by the spouse and minor children. / The proportion of shares collectively held by the company directors is not over 25 % of issued share capital (2.08%).

¹ Resigned on Dec 31,2020 / Executive Committee Expiration of Term on May 11,2020

² Appointed on Feb 26,2020

Policy on Quality, Environment, Safety and Energy Management

Sahacogen (Chonburi) Public Company Limited is a small power and steam producer (SPP). The company is aiming to provide stable and high quality power to maximize customers' satisfaction. Together with striking for business operation excellence, the company also put the emphasis on the environment concern, pollution emission control, health, safety and energy including management to reduce greenhouse gas problems. The company considers such concerns as parts of normal operation thus, the following practices are set as company's policy.

1. Encourage constant development and improvement to support mindset and concerns in operation excellence, safety, energy saving and low impact to environment.
2. Control the operation regarding to quality, environment, health and safety, including management to reduce greenhouse gas problems to be strictly comply with laws and regulations.
3. Provide sufficient and adequate resources to operate under the designated policy to achieve the targets and objectives regarding to quality, environment, health and safety; as well as the efficient energy and natural resources management.
4. Implement the danger protection method; encourage to reduce the chance of working injury; reduce the risk starting from the medium level and higher that will affect employees, related parties and the company's assets; support the change to have safety working environment.
5. Implement and continuously improve the systems on quality management, environment, health, safety and energy management

Announced on December 18, 2020

Business Continuity Management Policy

Sahacogen (Chonburi) Public Company Limited and subsidiary companies focus on being the power and stream generator that provide secure source of power without the interruption. The company has prepared the readiness to respond in the crisis situation with the business continuity management or BCM. The indicators of the interruption were set to include factors affecting business operation in every dimension such as, the incidents that are causing death and harmful to the assets, and the incident that block the service delivery to clients. The business continuity plan will help in creating the company's ability to cope with the unexpected situation and returning to normal operation within the optimal period of time. The contingency plan will also help minimizing impact to the organization. The objectives of the plan can be summarized as follow.

1. To protect safety of employees, and company's assets
2. To use as the guideline for the business continuity
3. To create the readiness to respond to the crisis or disaster
4. To minimize the impact from business interruption
5. To minimize the significant loss to be within the acceptable level
6. To maintain stakeholders' trust and business's potential

Sahacogen (Chonburi) Public Company Limited and subsidiary companies have announced the policy of business continuity management (BCM) as follow.

1. The company focuses on creating the business continuity system based on the standard and best practice.
2. The company appointed Business Continuity Management Committee (BCM Committee) that is responsible for managing the overall business continuity of the organization
3. The company promoted the awareness of business continuity concepts among employees at all level to create the understanding and plan the preventive measure that leads to the effective implementation. The company also focused on the plan review, plan improvement and plan practice on regular basis to create the corporate culture.
4. The managements and all employees must be engaged into the action plan to reach the designated objectives of the business continuity management.

Announced on March 3, 2020

“สหโคเจน รวมพลัง ไม่ทุจริต ไม่คอร์รัปชัน”



“Sahacogen Fights Against Corruption”



บริษัท สหโคเจน (ชลบุรี) จำกัด (มหาชน)

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