



บริษัท ซินเน็ค (ประเทศไทย) จำกัด (มหาชน)
SYNNEX (THAILAND) PUBLIC COMPANY LIMITED

Better Life

WITH
TECHNOLOGY

Annual Report 2020





= **Teamwork & Thankful**
→ Gratitude and spirit toward all



= **Results Driven**
→ Discipline toward self



= **Understanding & Caring**
→ Heart toward clients and business partners



= **Sustainability**
→ Responsibility toward society



= **Transformation & Innovation**
→ Vision toward the future



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* **Reference**

** **Independent Auditor's Report and Financial Statement for the year ended 31 December 2020 (QR Code)**

*** **Annual Report 2020 English version (QR Code)**

VISION AND MISSION

Vision

"SYNNEX is committed to being a leading Thai company as well as to developing and growing its businesses to be strong and stable, together with incorporating a positive corporate culture and good governance practices and also in being responsible towards society and the environment, so as to achieve excellence in a sustainable manner"

Mission

- Being committed to achieving customer satisfaction together giving importance to delivering quality products and services to satisfy its customers and clients.
- Being committed to creating economic value together with delivering trust and confidence with regards to conducting its businesses in accordance with the principles of good governance, as well as to being an organization that delivers positive financial returns to all involved Stakeholder groups in an equitable manner.
- Being committed to developing creative thinking and innovation, as well as to making use of the latest modern and advanced technology or applications in managing its businesses so as to increase overall business effectiveness.
- Being committed to creating a knowledge-based culture within the organization, so as to engage all its staff in developing and growing together with the Company and also to facilitate a mutually happy work environment.
- Being committed to paying attention to as well as acting in a fully responsible manner towards the community, society as a whole and also the environment, so as to achieve ongoing business sustainability.

STRATEGIES



Synnex has started The Company import and distribution computers, computer peripherals, software, IT system since 1988. The company foresee an opportunity growth of the information technology (IT) which has had the fastest and most impressive growth. To enhance business competitiveness and cope with rapid changes in information technology. The Company's products are available in many different variants to meet customer's demand recently. The Company focused on four strategies as follow:

1. People Excellence

Synnex focus on human resources which is a key to drive forward the customer service and its businesses in four keys:

- Recruitment by considering qualification aligning with TRUST which is the Company's culture as follows:

Teamwork & Thankful

Gratitude and spirit toward all

Results Driven

Discipline toward self

Understanding & Caring

Heart toward clients and business partners

Sustainability

Responsibility toward society

Transformation & Innovation

Vision toward the future

- Planning to develop and increase employee potential by training new product also training for people outside organization to enhance their knowledges and skills in information technology industry. The Company also encourages employees to earn the IT certifications as technical skills from IT distributor leaders to build customer's confidence. Moreover, the Company offers e-learning to employees to facilitate employees who work in branch offices located nationwide.
- The Company established a policy to promote and monitor career development planning to ensure goal achievement. Such employee development can be undertaken through proper training, providing counseling and guidance, and monitoring and following up implementation by their superiors. In addition, the Company supported the individual development to develop their career paths and job rotation in line with the change of product, sales strategy, distribution channel or working process.
- The Company established a policy to have flexible benefits and suitable to digitalization era such as, Work from anywhere, Scholarships for employees' children, the Company's nurses, annual health checkup, group accident and health insurance, employee purchase program, free breakfast, uniform, annual bonus, travel expense, and mobile expenses (some position). The Company offered Employee Joint Investment Program to create motivation to work and build the sense of ownership of the Company.

2. Product & Service Excellence

Synnex operates business under Trusted by Synnex which focuses on IT products and related services emphasizing on quality of product and total solutions service, including considers product distribution of manufacturer who takes a serious priority on after-sales service to build customer's confidence both and personal and corporate customer on quality of products throughout the service life. The Company focuses on careful screening and selection of new products using 3 plus 1 Product category is divided categorizes into three groups plus an after - sales service as follows:

- Consumer Product (end-user), Synnex focuses on consumers' need to emphasize an end user devices market leader which provide selection of new world-class technology products, categorizing into two groups; general product such as computer, computer peripherals, CPU, Motherboard, Hard Disk Drive, Graphic Card, Printer, and product for Niche Market such as, PC Component, Gaming Gear, Game Console, and lifestyle product; Drone and Instax camera.
- Commercial Product (product for corporate), Synnex focuses on solution services to customize for each organization and to promote the organization growth in terms of flexible working and its working efficiency, considering database security. Our products and devices for SME and corporate are Client, Workstation, Server, Storage, Network, Software. In addition, high growth products, for instance, IoT, Cloud Service, Security, Industrial Grade are available for our customer.
- Communication Product (Smart Device Communication), Synnex focuses on high quality smart devices, such as Mobile Phone, Tablet, Accessories also focus on Smart Gadgets, such as Smart Watch, Smart Glasses, Air Purifier which those devices can be integrated with 5G technology which makes it possible for them to interact over the internet smoothly.

- After- Sales Service, Synnex emphasizes on total services solution by technician starting from device usage issue, technical issue, repairs under warranty and out-of-warranty for products which distributed and not distributed by the Company, through Synnex Call Center 1251, Synnex service, and our partners and Authorized Service Center coverage nationwide to deliver the best customer experiences.

3. Operation Excellence

A focus on caring for Synnex's customers and business partners under the Prompt & Care strategy, through applying innovation and new technology to our operations so as to enhance competitiveness under the laws and regulations of Thailand and country of origin and policy and regulation of the Company's partners. Prompt & Care strategies are as follows:

- Prompt – Synnex emphasizes the organization change to Digital Company. The Company uses Data Warehouse collecting and managing all data from varied sources to provide meaningful business insights and to be available for searching users in a timely manner. With Big Data, Synnex can analyze and figure out the report in various dimensions also develop internal process through Robotic Process Approval to reduce a complex workflow.
- Care – a focus on caring for customer's business for growing together with the Company by emphasizing planning the long-term working plan and conduct a business plan meeting during the year for working alignment and problem solving together with customers. Synnex supports customers on selecting and distributing products or provides flexible payment plan also compiles data for product portfolio analysis to ensure that the Company can present the best products and services to customers.

4. Collaboration Excellence

A focus on caring to win stakeholder's heart and all stakeholders engagement. Synnex supports staff on social responsibility activities for the community and society and conservation of the environment, placing emphasis on E-waste Management by being the center of Drop Point to reduce the amount of e-waste. While, building strong relationship with business partners through business planning to build their confidence and planning for future problems including creating CRM Strategies to managing the company's relationships and interactions with potential customers and target customers. The Company emphasizes on all products widely recognized under the "Trusted by Synnex" corporate brand also focuses on inventors by providing information, news, directions, or policy regularly to build their confidence through digital communication both for internal and external organization. Moreover, Synnex conducts our business based on the principles of good governance and being responsible to society and environment, so as to promote the development of society under the modern technology and innovation to achieve sustainable growth.



Supant Mongkolsuthree

Chairman

Synnex (Thailand) Public Company Limited

Sutida Mongkolsuthree

Director and Chief Executive Officer

Synnex (Thailand) Public Company Limited

MESSAGE FROM THE BOARD OF DIRECTORS

In 2020, Thailand's economy shrank in 2020 due to COVID-19. The lockdown measures had a direct impact on the economy of which impacted last long in every aspect of work and life. However, adjusting to the New Normal was potential impact on digital economy in terms of behavior and management. For example, Work from Home, meeting conference, cashless society, online shopping via application, security system installation, thermal camera, infrastructural adjustment, and management system to support new technology. The adjusting to the New Normal of business sector and consumers' heightened demand for technology products and digital tools resulted in the product was not adequate to meet market demand.

With regards to Synnex's operating performance for 2020, sales revenue of the Company was Baht 32,149 million, a decrease of 7.63 % from 2019. The key factors in the decreased performance results were the communication device groups. While the sales revenue of IT products both consumer and commercial products results was slightly increased from 2019 due to the limited supply or shortage of printing and notebook computer. Though, the total sales revenue dropped, the gross profit margin increased at 5.92% from the growth in IT products. Synnex had more effective in overall operational expenses and cash flow management, that resulted in a decrease of accrued liability at Baht 2,715 million, together with the lower interest rates enabling financial costs reduced significantly from 2019 and an increase of share of profit of joint ventures and associates. Thus, Synnex had total net profit at Baht 642 million in 2020, an increase of 22.53 from 2019.

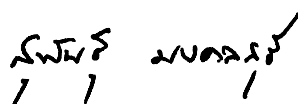
In 2021, the information technology product trends were rapidly increasing. The digital transformation has been key in responding to the digital disruption which both government sector and private sector ramped up their efforts to meet the sudden change of Digital Disruption and the upcoming 5G technology will be an important foundation for

bringing about major operational changes with a sustainable manner in business operations.

Synnex, as an industry leader in IT distribution and IT integration services in Thailand, is well prepared to support the changes in technology with a sustainable manner in business operations, through introducing new products, services, and innovation and operating business determining in being a comprehensive "Value Added Distributor" to deliver IT products and associated IT services (Synnex as a Service) both before and after- sales service under the "Trusted by Synnex" corporate brand logo to ensure our consumers and customers get the best quality of products and services. In addition, Synnex provides E-commerce and pickup and delivery service on all our repairs or claim at customer's doorstep, emphasized as the leader in IT solutions service provider in Thailand.

In addition, Synnex conducts business in compliance with good governance and balancing interests of all stakeholders while pursuing sustainable growth. In 2020, the Company supported Temperature Screening Thermal Solution to Ministry of Public Health, Office of the Prime Minister, The Federation of Thai Industries, and Ministry of Labour to deal with cases of COVID-19. Moreover, Synnex has continued to create goodwill in line with the thinking of being responsible to society, through Trusted by Synnex E-Waste campaign to help reduce electronic waste, pollution, and carbon footprint by handling and managing e-waste correctly including turning waste into value by recycling waste.

On behalf of the Board of Directors, may we express our heartfelt appreciation to all shareholders and stakeholders for their continued trust and support. We reassure here that the Board, the Management, and all employees determine to devote all our abilities in undertaking our operational mission all involved parties to obtain maximum benefits and retain a sustainable growth.

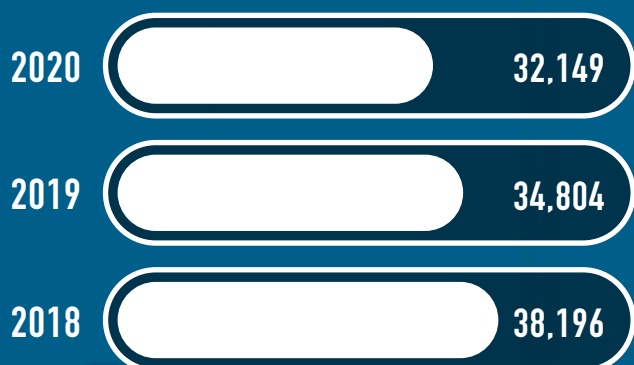


Supant Mongkolsuthree
Chairman

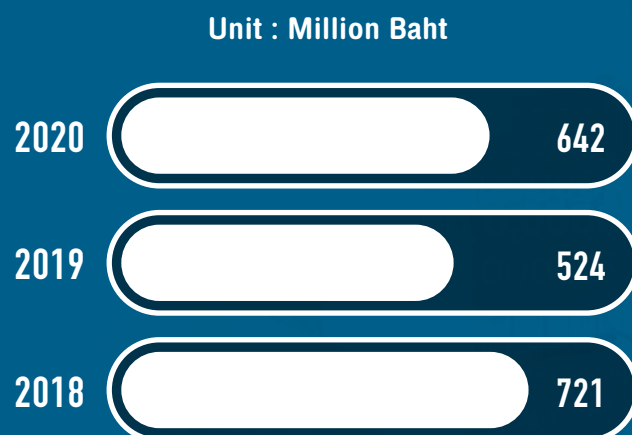


Sutida Mongkolsuthree
Director and Chief Executive Officer

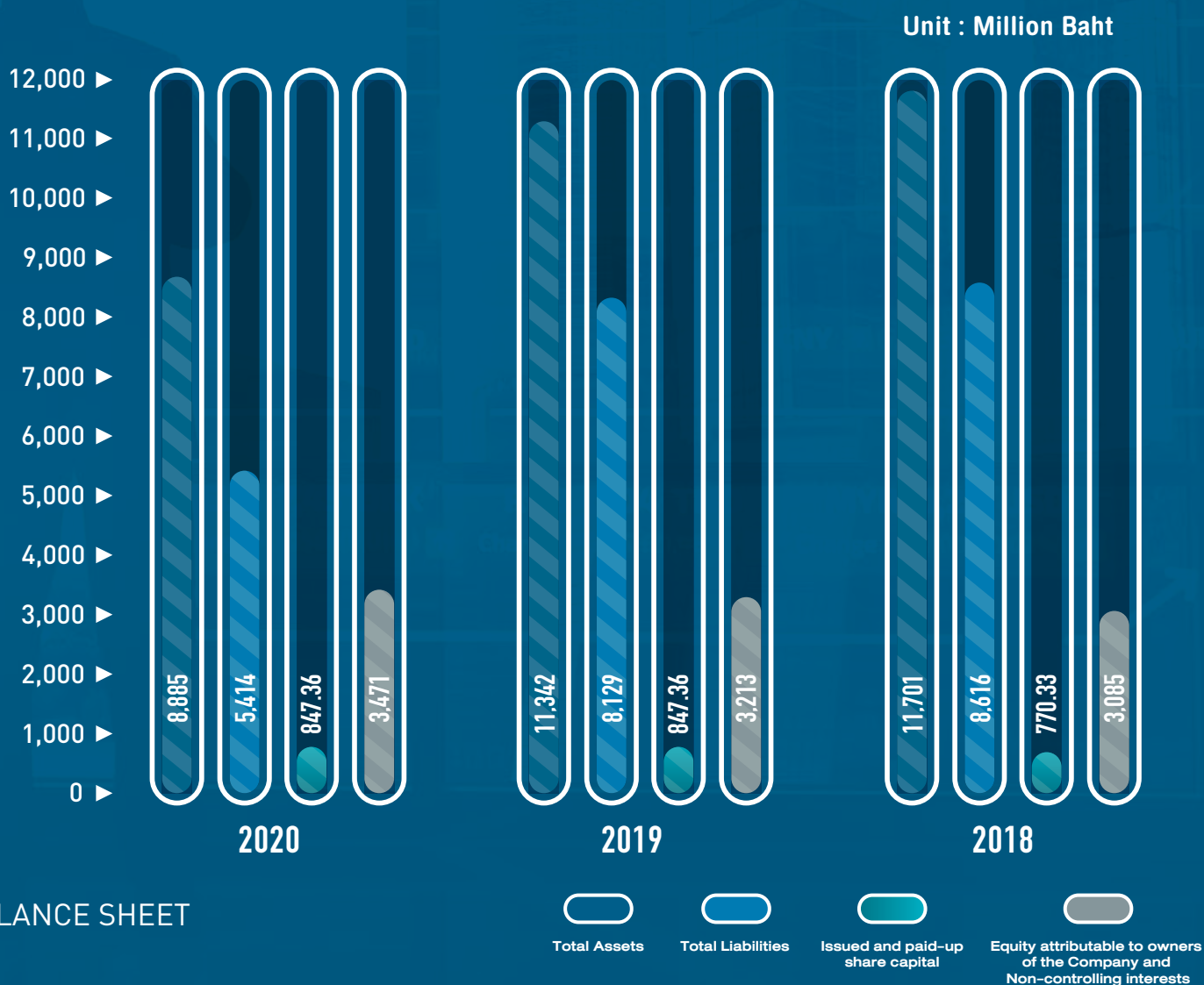
FINANCIAL HIGHLIGHT



REVENUE FROM SALE AND SERVICES



NET PROFIT



FINANCIAL HIGHLIGHTS

Unit: Million Baht

For the year ended 31 December	Consolidated Financial Statements		
	2020	2019	2018
Balance Sheet			
Current Assets	7,703.95	10,177.43	10,745.31
Total Assets	8,884.84	11,341.85	11,700.71
Current Liabilities	5,324.47	8,057.75	8,379.78
Total Liabilities	5,414.09	8,129.17	8,615.79
Equity attributable to owners of the Company and Non-controlling interests	3,470.74	3,212.68	3,084.91
Issued and paid-up share capital	847.36	847.36	770.33
Operating			
Revenue from Sale and Services	32,148.70	34,804.31	38,196.00
Operating Cost	30,740.99	33,475.32	36,577.56
Gross Profit	1,407.71	1,328.99	1,618.45
Net Profit	641.95	523.93	721.49
Financial Ratio			
Gross Profit (%)	4.38	3.82	4.24
Net Profit (%)	2.00	1.51	1.89
Return on Equity (%)	19.21	16.64	24.63
Return on Assets (%)	7.95	6.24	9.17
Current ratio (Times)	1.45	1.26	1.28
Debt to Equity ratio (Times)	1.56	2.53	2.79
Basic Earnings per share (Baht)	0.76	0.64	0.94
Dividend per share (Baht)	0.54	0.47	0.64
Dividend Payout (%)	74.90	82.07	69.38

Remark : The Board of Directors' Meeting No.1/2021, which was held on 19 February 2021. The Meeting resolved that the 2021 Annual General Meeting of Shareholders be proposed to consider and approve the distribution of the dividend payment for the year 2020 at THB 0.54 per share. The company has already made an interim dividend payment for the first-half year operating of 2020 on 8 September 2020 at THB 0.14 per share. The remaining 2020 dividend at THB 0.40 per share shall be payable on 14 May 2021. Rights concerning the dividend are subject to changes, depending on the resolution of the 2021 Annual General Meeting.

GENERAL INFORMATION

Company Name	: SYNEX (THAILAND) PUBLIC COMPANY LIMITED
Stock Symbol	: SYNEX
Company Registration no.	: 0107550000203
Registered Capital	: 880,000,000 Baht (Eight Hundred Eighty Million Baht)
Paid-up Capital	: 847,361,206 Baht (Eight Hundred Forty-Seven Million Three Hundred Sixty-One Thousand Two Hundred and Six Baht)
Par value	: 1 Baht (One Baht)
Nature of Business	: Distribute the world-recognized brands of computers, computer peripherals, software, IT system, computer consumables and communication device
Head Office	: 433 Sukhonhasawat Road, Lat Phrao, Bangkok 10230
Telephone	: +66 2553 8888
Fax	: +66 2578 8188
Website	: http://www.synnex.co.th



SYNNEX SERVICE CENTER (BANGKOK) :

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Telephone : +66 4427 1365, +66 4492 2808-9 Fax : +66 4427 1906



HISTORY AND MAJOR DEVELOPMENTS

Year	Event
1988	T.K.S. Technologies Public Company Limited, wholesaler of stationery and printing forms, and computer components and consumables, found Compex (Thailand) Company Limited to import and distribute computer components and peripherals, software, and IT systems on 5 April 1988 with the paid-up registered capital totaling 1,000,000 Baht, comprising of common shares totaling 10,000 shares at the par value of 100 Baht per share.
1990	On 4 April 1990, the Company increased the amount of paid-up registered capital from originally 1,000,000 Baht to 2,000,000 Baht at the par value of 100 Baht per share. The Company became an authorized distributor of hard disk products of Seagate in Thailand.
1991	On 16 July 1991, the Company increased the amount of paid-up registered capital from previously 2,000,000 Baht to 8,000,000 Baht at the par value of 100 Baht per share.
1992	On 2 April 1992, the Company increased the amount of paid-up registered capital from previously 8,000,000 Baht to 12,000,000 Baht at the par value of 100 Baht per share.
1994	On 21 March 1994, the Company increased the amount of paid-up registered capital from previously 12,000,000 Baht to 20,000,000 Baht at the par value of 100 Baht per share. And on 2 August 1994, the paid-up registered capital was additionally increased to 40,000,000 Baht at the same par value per share, 100 Baht.
1996	On 9 February 1996, the Company established Prism Solutions Company Limited with the initial paid-up registered capital 2,000,000 Baht, of which 99.99% was owned by the Company, to operate the business of training, installation, and maintenance of advanced computer programs. On 13 May 1996, the Company increased the amount of paid-up registered capital from previously 40,000,000 Baht to 50,000,000 Baht at the par value of 100 Baht per share.
1997	On 26 March 1997, the Company increased the amount of paid-up registered capital from previously 50,000,000 Baht to 100,000,000 Baht at the par value of 100 Baht per share. The Company was officially appointed as a product distributor of every Intel product line in Thailand.
1998	On 24 June 1998, the Company increased the amount of paid-up registered capital from previously 100,000,000 Baht to 135,000,000 Baht at the par value of 100 Baht per share. The Company opened the first upcountry branch in Khonkaen Province.
1999	Synnex Technology International Corp. from Taiwan, a world's giant distributor of computer and IT products, entered partnership with the Company with the shareholding ratio of 49%. On 2 February 1999, the Company increased the paid-up registered capital from previously 135,000,000 Baht to 180,000,000 Baht with the par value of 100 Baht per share. On 22 June 1999, the Company increased the paid-up registered capital of Prism Solutions Company Limited to 8,000,000 Baht with the par value of 100 Baht per share. On 27 October 1999, the Company increased the amount of paid-up registered capital to 260,000,000 Baht at the par value of 100 Baht per share.

Year	Event
2002	On 1 March 2002, the Company increased the amount of paid-up registered capital from previously 260,000,000 Baht to 300,000,000 Baht at the par value of 100 Baht per share.
	Compex (Thailand) Company Limited changed its corporate name to Synnex (Thailand) Company Limited and relocated the Company's Head Office to Sukhonthasawat Road near Ramintra Toll Way, where the Company's warehouse and distribution center was also built and run using the distribution technology relayed from the Taiwan's Synnex Group.
2003	On 28 February 2003, the Company increased the amount of paid-up registered capital from previously 300,000,000 Baht to 340,000,000 Baht at the par value of 100 Baht per share.
2004	On 24 February 2004, the Company increased the amount of paid-up registered capital from previously 340,000,000 Baht to 500,000,000 Baht at the par value of 100 Baht per share.
	The Company was accredited the ISO 9001: 2000 certification from Bureau Veritas Certification for Configure-to-Order computers and after-sales service.
2005	Prism Solutions Company Limited sold all shares, held at the ratio of 25% of the paid-up registered capital, of Zenith Comp Company Limited, operating the business of software distribution, computer system design and installation, and software consultancy and training, to existing shareholders, at the book value.
2006	The Company started implementing the Automatic Storage and Retrieval System (ASRS), an automatic, computer-controlled warehouse management system, of which the installation was completed in 2007.
2007	On 24 July 2007, the Company was certified ISO 14001:2004 on environmental management from Bureau Veritas Certification.
	The Company's Extraordinary General Meeting of Shareholders no. 2/2007, held on 29 November 2007, resolved to register the Company as a listed company and changed the par value of the Company from 100 Baht to 1 Baht per share. It was also resolved to increase the amount of Company's registered capital with the additional 205,000,000 Baht by issuing 205,000,000 common shares at the par value of 1 Baht per share. The additional common shares issued were allocated to be offered to existing stockholders of T.K.S. Technologies Public Company Limited, according to the Pre-emptive Right at the amount not exceeding 57,000,000 shares, at the amount of 180,000,000 shares and initially to the public at the amount of 123,000,000 shares. The Company also allocated the additional common shares for capital increase at the amount of 25,000,000 shares to accommodate the warrant exercise of common stocks to be issued and offered to the Company's directors and employees.
	On 30 November 2007, the Company registered with the Ministry of Commerce as a listed company and changed the name from Synnex (Thailand) Company Limited to Synnex (Thailand) Public Company Limited.
2008	The Company registered as a company listed on the Stock Exchange of Thailand with the initial public offering of shares on 16 June 2008.

Year	Event
2009	The Company invested by expanding the Head Office with an adjoining building to respond to business growth and expansion of which the construction was completed in the second quarter of 2010. And in 2009, to commemorate the 20th anniversary of the Company's establishment, the Company found "Library IT by Synnex", a project set up with the purpose of donating computer and IT products to schools across the country which are qualified according to the selection criteria.
2010	<p>The Company was a nominee for the final round of 2010 Stock Exchange of Thailand (SET)'s CSR Award in the second category of listed companies with the value of the market capitalization not exceeding 10,000 Million Baht, as part of the SET Awards 2010 event, as held at the Stock Exchange of Thailand.</p> <p>The Company officially became an authorized distributor in the Smartphone market with HTC as pioneering brands of smartphone products distributed with the goal of distributing Smartphone products of a variety of brands in the future to come.</p>
2012	On 26 November 2012, the Company won "Most Improved CSR Award" from Corporate Social Responsibility Institute (CSRI) in CSRI Recognition 2012, the award-presenting event of listed companies with the value of the market capitalization not exceeding 10,000 Million Baht, as held at the Stock Exchange of Thailand.
2013	<p>The 2013 Annual General Meeting of Shareholders, as held on 26 April 2013, resolved to increase the amount of Company's registered capital by issuing common shares for capital increase not exceeding 95,000,000 shares at the par value of 1 Baht to accommodate the payment of dividend shares to Company's shareholders. The Meeting also resolved to revise the Company's Memorandum of Association concerning the registered capital from 705,000,000 Baht to 800,000,000 Baht at the par value of 1 Baht per share.</p> <p>On 11 November 2013, the Company was presented CSRI Recognition 2013 Award – General Category from Corporate Social Responsibility Institute (CSRI) under the Stock Exchange of Thailand.</p> <p>On 12 November 2013, the Company won 2013 Sustainability Report Award from Thai Listed Companies Association, Securities and Exchange Commission and Thaipat Institute.</p>
2014	<p>Prism Solutions Company Limited's Extraordinary General Meeting of Shareholders no. 3/2014, held on 10 October 2014, resolved to increase the amount of paid-up registered capital to 15,000,000 Baht by issued additional 70,000 ordinary shares at the par value of 100 Baht per share with total amount 7,000,000 Baht (New holding ratio : Synnex (Thailand) PCL. 60% : J Group Technology Co., Ltd. 40%)</p> <p>On 18 November 2014, The Company won the award "CSR Recognition 2014" under the general category for the 3rd consecutive year. This award is presented annually by Corporate Social Responsibility Institute (CSRI) of the Stock Exchange of Thailand (SET), to the organization that exhibits commitment in developing business operations towards social responsibility with sustainability.</p>

Year	Event
2015	The Company received an ESG 100 Certificate from Thaipat Institute. SYNEX is ranked among the top 100 companies for outstanding performance from 567 SET-listed companies in terms of environmental, social, and governance (ESG) aspects.
	On 16 October 2015, The Stock Exchange of Thailand launched the record of listed companies with corporate sustainable development by selecting companies which have passed the criteria specified by economic, social and environment indicators. And SYNEX is the one of 51 listed companies with a list of "Thailand Sustainability Investment 2015". The information was also provided to investors aim to invest in quality stocks with long term returns.
2016	In March 2016, the shareholders of the subsidiary terminated the joint venture memorandum and entered into the share transfer agreements with non-related parties, effecting to the ownership interest in the subsidiary increased from 60% to 95%. Then, in June 2016, the Company acquired the additional interest in the subsidiary of 5% amounting to Baht 0.40 million in cash, effecting to the ownership interest in subsidiary increased to 99.99%.
	The Company received an ESG 100 Certificate from Thaipat Institute for the 2nd consecutive year, in being 1 of the 100 quality SET-listed companies (and 1 of the 9 listed technology companies) chosen from a total of 621 listed companies for achieving outstanding operating performance with regards to the environment, social responsibility and governance practices.
	Synnex has classified CG Scoring into the "Very Good" group (4 Logo) from Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors Association (IOD).
2017	On April 17, 2017, the Company entered into a joint venture agreement with PT Automation (Thailand) Co. Ltd., that is the importer and distributor of Industrial Grade technical products, so as to expand and increase the growth potential of the business; whereby it is a 50% Joint Venture business.
	On June 26, 2017, the Company entered into a joint venture agreement with BAF (Thailand) Co. Ltd. through purchasing 30% of its shares from an existing shareholder, in order to expand the Company's business into the hire purchase operations so as to enable the Company to undertake an all-round, comprehensive range of business services.
2018	In 2018, the Company offered for sale some of the shares held in BAF (Thailand) Co. Ltd., in order to help support its business plans to progress according to the established objectives and goals; whereby after the share sale, the Company will hold 27.5% of the total shares of BAF (Thailand) Co. Ltd.
	The Company was named as part of the announced list of companies in the Thailand Sustainability Investment - THSI list for 2018; whereby the Company was name as 1 of the 79 listed companies selected and award this recognition, based on these key criteria: sustainability, the environment; society, and the economy together with good governance. As such, the shares of these selected companies are considered to be quality shares, with expected continuing long-term positive finial returns. The selection of these companies was undertaken by the Stock Exchange of Thailand on October 31, 2018.
2019	On March 26, 2019 the Company purchased additional shares in BAF (Thailand) Co., Ltd., resulting in the Company to own 40% of total shareholdings of that company.
	The Annual General Shareholders' Meeting for 2019 that was held on 25 April, 2019, approved the resolution to decrease the registered capital through reducing a total of 29,671,351 ordinary shares that have not yet been sold and issued; whereby the newly revised total registered capital will then be Baht 770,328,649 million; as well as to then approve the increase the Company's total registered capital through issuing a total of 109,671,351 ordinary shares at a par value of Baht 1.0 per share, that are to be allocated to existing Shareholders of the Company in support of the payment of dividends in the form of new shares, together with amending the current Articles of Association of the Company regarding the increase in the total registered capital of the Company from Baht 770,328,649 to Baht 880,000,000.

Year	Event
2020	<p>Synnex acquired shares of Next Capital Public Company Limited (NCAP) at 26.67% of the shares after the first day of trading on November 9, 2020.</p> <p>Synnex won SET the Outstanding Investor Relations Awards for publicly listed company worth over Baht 3,000 million not over Baht 10,000 million. In addition, the Stock Exchange of Thailand (SET) has put Synnex on its Thailand Sustainability Investment (THSI) list for the year 2020 which 124 listed companies were included in this year, reflecting the Company's commitment to total quality management and a solid strategy for sustainable and profitable growth that takes into consideration environment, social, and governance (ECG) dimensions, as being a benchmark used for promotes investment in sustainable stocks in SET Awards 2020 on December 14, 2020.</p>



MAJOR EVENTS AND ACTIVITIES IN 2020

Q1



Synnex, together with Intel, held the “Empowering The Business 2020 By Smart Solution”, seminar for dealers from the Northeast region of the country, to present smart solution from top leader in AI and IoT providers along with workshop regarding present and demonstrate the latest products and services both pre and post sales and deliver solutions product promptly to customer keeping up with changing technology trends.

Q2



Synnex associated with Dahua provided “Dahua Thermal Solution” to Office of the Prime Minister for Government affairs using in the COVID-19 pandemic also demonstrated its usage at Thai government house.



Synnex, held its Annual General Shareholders Meeting 2020, in which the Shareholders approved all the Agenda Items proposed for consideration by the Board of Directors; together with considering and approving the interim dividend payment of Baht 0.47 per share for Synnex’s performance results in 2019; whereby the Company had already made a dividend payment. The Company established policies and practices for social distancing by screening meeting participants before joining the meeting.

Q3



Synnex is one of alliances in AIS eSports Studio grand opening, bringing the world-class brand and newest Gaming PC and Gaming Gear with hi-end specification for eSports gamers to experience world-class gaming devices at AIS eSports Studio, which is the first eSports hub community in Southeast Asia to create an immersive experience and create new eSports gamer and enhance the capacity of Thais to be a professional eSports gamer so as to strengthen the eSports industry.



Synnex is listed in the Thailand Sustainability Investment (THSI) 2020, one of 124 listed companies on Stock Exchange of Thailand (SET) with outstanding performance on Environmental, Social and Governance (ESG) aspects which it is regarded as quality and sustainability stock in SET Awards 2020.



The Management and staffs joined the SYNnex E-Sports Unity Game 2020 to agile to New Normal and the event provides creating opportunity to build up close relationship among employee for relaxing, to emphasize Gaming Gear leader in Thailand.

Q4



Synnex has continued to create goodwill in line with the thinking of being responsible to society, help reduce electronic waste and global warming through “Trusted by Synnex E-Waste” campaign, persuading consumers to trash e-waste in E-Waste Recycling Bin at Synnex Service Shop nationwide. Synnex has turned recycling waste into value and add its money to the Company’s CSR Fund.



Her Royal Highness Princess Maha Chakri Sirindhorn presided over the opening ceremony of “COMMART X PRO 2020” at BITEC Bangna, Ms. Sutida Mongkolsuthree, Chief Executive Officer greeted HRH Princess Maha Chakri Sirindhorn.



Synnex, under cooperation with the Office of the Vocational Education Commission provided computer skill training and IOT to vocational teachers and students under Smart Education to develop computer skill by Synnex’s specialist as well as providing modern equipment and venue to support their training so that they can further develop and expand their skills.



Synnex, held Analyst Meeting to recap performance and business direction of the Company in 2020 to increase business confidence with 5G technology emphasizing Management efficiency. The Management presented an opportunity to grow from the expansion of the company’s product which has high profit rates.



Synnex, held “SYNNEX Thank Press Party 2020” giving thanks for the press as always support and publicize the Company’s news. In addition, The Company showed an overview success in 2019 and presented business plan of 2020, driving a new vision through technology preparing for 5G technology and expanding product groups along with service platform which is the strength point to build trust to customer and business partners. The event was well received from the press.

BUSINESS STRUCTURE AND SHAREHOLDING

Shareholding structure as of 31 December 2020



T.K.S.

T.K.S. Technologies PCL.

38.51%

SYNNEX  **聯強國際**

King's Eye Investments Ltd.

34.99%



SYNNEX

Synnex (Thailand) Public Company Limited

Distribute the world-recognized brands of computers, computer peripherals, software, IT system, computer consumables and communication device



PT AUTOMATION

A Subsidiary of Synnex (Thailand) PCL.

PT Automation (Thailand) Co., Ltd.

Authorize distributor
Industrial IOT

50%



Prism Solutions Co., Ltd.

Provides solutions and nationwide on-site service and maintenance service on advanced network, hardware, and software and IT Training

99.99%



Next Capital

Next Capital Public Company Limited
Motorcycles leasing business

****Next Capital Co., Ltd.**
registered with the Ministry of Commerce as a listed company on 21 March 2020

26.67%

BUSINESS OVERVIEW AND OBJECTIVE

The Company distributes computers, computer peripherals, software, IT system, computer consumables and Communication Device of over 60 world-recognized brands whereas the Company's customer base includes countrywide computer retailers and wholesalers, major software solutions providers, local-branded computer manufacturers, department stores, giant superstores, stationary shops, and Indochina.

The Company has many channels of distribution for the various products sold throughout the whole of Thailand and the

Regional Indochina markets. The Company offers a comprehensive range of modern products and associated services; and has received both the trust and confidence from its Business Partners and groups of customers in buying products and related services from the Company. This is because of the convenience and ease in placing orders for any product and in receiving after sales services together with the speedy delivery. As such, the Company has currently set up 7 categories of products with the following details for each group of products being offered:

1. Mobile Phone & Tablet

Mobile phones and tablets that use these Operating System: Android OS, iOS, Harmony OS and others.

2. Personal Computer

Personal computers or PCs – ie: Notebook, Ultrabook, 2 in 1 Notebook; Desktop Computer & All-in-One PC; and Configure-To-Order – CTO Computers under the LEMEL brand, which is a House Brand of Synnex Technology International Corporation, Taiwan.

3. PC Component

PC components – namely: Motherboard / Mainboard, Hard Disk Drives: HDD and Solid-State Drive: SSD drives, Central Processing Unit: CPU, Dynamic Random Access Memory: DRAM, Video Graphics Array: VGA cards, Power Supply units, and Computer Cases

4. Peripheral & Accessory

These are peripheral and accessory products for computers and various communications devices – ie: PC Monitor, Mouse, Keyboard, Speakers, Headsets, Mobile Phone Accessories, Web Camera / Video Camera, Optical Disk Drive, Projector, Uninterruptible Power Supply: UPS, Inkjet Printer, Laser Printer, All-in-One Printer / Multi-function Printer, Dot Matrix Printer, Plotter Printer, Pocket Photo Printer, Scanner, Sewing Machine, Ink Cartridges, Toner, Printer Ribbons, USB Flash Drive, and External HDD / External SSD.

5. Commercial & Cloud Services

Products for commercial use - ie: Commercial Notebook, Digital Signage, Closed Circuit Television: CCTV, Barcode & Labelling Equipment, Server, Network Attached Storage: NAS, Switch, Router, LAN Card, Wireless LAN, Network Cabling System, Network Management Software & Hardware, Network Security or Firewall, and Network Accessories.

6. Smart Device & IoT

Smart devices such as: Smart Watch, Wristband & Smart Eyewear, Virtual Reality Glasses and Headsets, Drones, Underwater Scooter, Smart Light Bulbs, Internet Protocol Camera: IP Camera, Industrial Network Products, Education Robots.

7. Service & Maintenance

Services & Maintenance such as: General and Technical types of services and maintenance plans or packages for Network Devices, and Servers as well as various Applications Software, so that the systems is always ready to work at all times; whereby details of the services provided and entitled benefits to be received by the customer are set out in each respective Service Level Agreement : SLA

MOBILE PHONE & TABLET



PERIPHERAL & ACCESSORY

COMMERCIAL & CLOUD



Better
WITH
TECHNOLOGY



PERSONAL COMPUTER



PC COMPONENT



SMART DEVICE & IOT





Better Life

WITH
TECHNOLOGY

acer

ADDER

adaptec

AliCloud

AMD

AOC

Life Is On APC



ASRock

ASUS
IN SEARCH OF INCREDIBLE

asustor

astro

AUTODESK

Bitdefender

brother
at your side

Canon
Delighting You Always

CISCO

CORSAIR

dahua
TECHNOLOGY



DELL
Technologies

DELTA

dji

D-Link

E-T-N
Powering Business Worldwide

EIZO

EMPOW
POWER PROTECTION

EPSON

EPSON
EXCEED YOUR VISION

FUJIFILM

Fullmark

GIGABYTE

G-Technology

hp

HUAWEI

idea
Think for the better

imou

INNO3D

intel

Kingston

KLEVV

Lemel

Leica
Geosystems

Lenovo

LG
Life's Good

logitech



Microsoft

motorola

MOXA

msi

panda
a WatchGuard brand

PANTUM

PHILIPS

PRINT

QNAP

rapoo

RAZER

realme

robustel

SAMSUNG

SanDisk

SEAGATE

Shuttle

T.K.S.
Paper

TECNO
mobile

thermaltake

tp-link

vembu

ViewSonic
See the difference

VIVE

WatchGuard

Western Digital

WD

ZIRCON

ZYXEL
Your Networking Ally

Xiaomi ให้บริการเฉพาะบริการหลังการขาย

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synnex care 1251

BUSINESS OBJECTIVES

The Company has determined the objectives and strategies in conducting our businesses through establishing a business network to support and facilitate the Company in continuing to grow in a stable and sustainable manner as well as to remain in the No.1 position with regards to the technology products business, in which we have extensive expertise. As such, this is to be achieved by having quality and well-experienced people and also by selecting only quality and innovative products that meet the needs of consumers in the current era of fast-changing technology, together with a comprehensive range of products, from product owners and manufacturers with world-class standards, that meet the specific requirements of various respective industry sectors. The Company has received the trust and confidence in being appointed their authorized distributor by more than 60 product brands. The Company is committed to offer and provide both genuinely sincere pre-sales and after-sales services, that are based on the principles of good governance and of giving back to society – to both of which principles we have always adhered in a continuous manner.

In 2020, SYNnex (Thailand) Pcl. will move forward to become the No. 1 and leading business operator in a strong and sustainable manner with the concept of being a “Value added IT distributor” by adhering to its service-centric focus under the marketing logo of “Synnex as a Service” or “SaaS”, through focusing on 3 core platforms; namely: Warehouse and Logistics for distribution of its products; and Finance and Service in order to create value-added to its comprehensive range of IT products and IT related services. This is so that the various IT and innovative products from its Business Partners/Suppliers can be forwarded to its end-customers or consumers located throughout Thailand and the Indochina markets via the established network of Business Distribution/Dealers Partners speedily and easily; as well as to support its network of Distribution/Dealers with regard to their financial flexibility that will facilitate the sustained growth of their respective businesses. The Company is well-prepared and ready to offer both new leading world-class IT branded products and associated IT services that offers the opportunity to increase both sales revenues and positive profits to enable and facilitate the achievement of strong business growth for both the Company and its Business Partners. Additionally, the “5G” technology will be an important foundation for bringing about major changes to various Business and Services Sectors; whereby the Company has been well-prepared and ready to move forward to being a comprehensive solutions seller and provider so as to meet the demands of the Public and Private Sectors.

Additionally, the Company plans to develop sales channels for providing Fulfillment Service via the B2B2C platform, so as to increase our business competitiveness and commitment to provide a Total Solutions Service on a continuous basis. We will also increase the sales channels for our Synnex Care 1251, so as to reinforce our customers’ confidence in our “Trusted by Synnex” corporate brand logo and for it to be more well-known and recognize in a wider circle. We are well-prepared to upgrade

our internal operations to be more effective and efficient; as well as to implement plans to manage the corporate expenses so as to achieve maximum value that will be reflected in the financial returns in a tangible manner and to create the opportunity in achieving sustainable business growth.

The year 2020 marked the 30th year of Synnex’s establishment. The Company has continued adjusting its business operation to handle the extremely rapid of information technology change to build consumers’ confidence on product and services of the Company particularly over the past two years, for example E-Commerce, Remote Working, and Cloud Computing.

In 2021, The Company aimed for operating business under the principles of good corporate governance. It remains committed to being a leader in IT products and total solution services providers for sustainable growth under “Better Life with Technology” strategy which are as follow:

1. Selecting and providing new technology, focusing on smart technology and smart devices which can connect and integrate with other devices. In digital era, using the device anywhere and anytime simplifies daily life such as, smart health device, entertainment, education, work, travel, and lifestyle.
2. To ensure that customer feel comfortable and flexible working process. The Company has developed online shopping system for customer (Dealer Portal) which there are several products in online store as same as offline, including an easy shopping platform which customer can buy 24/7. The Company foresees the warehouse management (Fulfillment service); consequently, the Company used the Automatic Storage and Retrieval System (ASRS) which is an automatic warehouse manage system to automatically place and retrieve loads from set storage locations in a facility with precision, accuracy, and speed.
3. The Company continues in being fully committed to becoming a comprehensive Total Solutions Services provider, to increasing the channels to provide its pre- sales and post-sales services via Synnex Care 1251 services. Warranty registration through QR Code placed at Trusted by Synnex corporate brand logo, repairs and claims products and electronic devices both distributed by the Company and other sources integrated with the Company’s service system. The Company analyzed customer data to improve the overall customer experience, compliance with data privacy and security policy basis.

The Company prepared internal information systems supporting ERP system enhancing customer relations management system (CRM) to access customer database and prolonged support its customer. In addition, The Company upgraded the level of internal management operation, management transparency through managing its internal costs to achieve the effectiveness and efficiency of business operation.

STRATEGY TO EXPAND SALES CHANNELS INTO THE OVERSEAS MARKETS WITHIN THE INDOCHINA REGION

The Company has determined plans to distribute various products in the Indochina regional markets since 2013, so as to achieve a share of the market within these 3 Indochina markets: The Republic of Myanmar, the Kingdom of Cambodia, and the Lao People's Democratic Republic. As such, these 3 countries have had full diplomatic relationships with Thailand for a long time; are neighboring countries with a common border with Thailand; and also have a significantly high volume and value of border trade with Thailand. Further, Thai branded products are highly popular in these 3 countries.

Currently the Company has achieved sales revenues from distributing products within all these 3 neighboring markets, where our products are well-received and well-accepted since SYNnex is an important, established and well-known Global Distributor especially within the Asia Pacific Region – for products marked with the trade mark of "Trusted by SYNnex". Further, the Company is also well-known and well-accepted users in these neighboring countries for providing good after-sales services together with products warranty that has then resulted in the previous ongoing border trade activities.

The success that has been achieved by the Company in Thailand is used as a positive business model for its overseas operations; whereby they have been adapted to be suitable for the local laws and regulations, culture, and IT market environment in each respective country or market. The Company has collaborated with local business partners in each country with regards to the applicable marketing activities; such as: in Myanmar, currently we focus on distributing through 1 key business partner and sending Thai staff assigned to work from the business partner's offices in Myanmar in assisting the local sales and marketing staff and transferring relevant sales, marketing and management know-how to the business partner there. The Company enhanced sales potential by being service center authorized by brand owners such as Lenovo.

While in the case of Cambodia, the Company started to undertake marketing activities since Q4/2014 in selling IT network equipment to many local systems integrators (SI). The plan for this year is to expand the range of products offered by entering the consumer IT products market and appointing

the associated business partner to distribute these products in Cambodia which sales revenue of this product group is increasingly. The Company has sale representative, technician, and local customer service staff who can coordinate and facilitate local customer.

For the Laos market, the Company currently has a core customer, who is strong business partner in distributing communications equipment and smart phone products in Laos. Additionally, we have expanded in distributing IT systems equipment by working with a group of systems integrators (SI), through leveraging the company's potential capabilities and the advantage of being geographically located nearby that offers operational convenience together with overall reduced or low communications costs and logistics. The Company expand business to the Lao People's Democratic Republic, northern and southern to gain more sales revenue by setting up Brother and Lenovo's service center.

The Company also has plans to develop various other sales channels within the Indochina markets, through focusing on hiring knowledgeable and capable Staff who will be assigned to work permanently in these markets, together with installing internal information systems and a communications network equipment that will enable the Company to integrate relevant information that will facilitate speedy coordination and reduce overall internal communications costs as well as reduce regional travel-related expenses to these the business partners within these regional markets. Further, the Company has allocated more marketing and promotional expenses so as to increase the capabilities of the customer/business partners and dealers in the respective markets together with a budget for ongoing staff development for those personnel assigned to these markets so as to develop their respective products knowledge and management skills and also their English or local language skills. It has also increased the approved business credit limits given to appointed business partners and dealers so as to be appropriate to the required financial liquidity for their respective business activities. In 2021, the Company has determined plans to increase its sales volume to achieve target also determined to have a highest revenue among distributors and to be a leader in IT distribution.

INCOME STRUCTURE

Unit : Million Baht

Product	2020		2019		2018	
	Income	%	Income	%	Income	%
Income from Sale						
1. Mobile Phone & Tablet	9,527	29.63%	12,739	36.60%	17,090	44.74%
2. Personal Computer	6,463	20.10%	6,006	17.26%	5,260	13.77%
3. PC Component	3,505	10.90%	3,086	8.87%	3,499	9.16%
4. Peripheral & Accessory	7,003	21.78%	7,423	21.33%	7,066	18.50%
5. Commercial & Cloud Services	3,313	10.30%	3,125	8.98%	3,315	8.68%
6. Smart Device & IoT	1,161	3.61%	1,114	3.20%	751	1.97%
7. Service & Maintenance	366	1.14%	959	2.75%	840	2.20%
8. Others	706	2.20%	240	0.69%	279	0.73%
Total income from sale	32,044	99.67%	34,692	99.68%	38,100	99.75%
Income from rendering of services	105	0.33%	112	0.32%	96	0.25%
Total Income	32,149	100%	34,804	100%	38,196	100%
Growth rate from total income (%)	(7.63%)		(8.88%)		17.79%	

INDUSTRIAL OUTLOOK

The IT Industry and Trends for the IT Industry

According to the latest forecast by Gartner, Inc., worldwide IT spending is projected to increase to 4% in 2021, mainly from Enterprise Software at 7.2% due to being agile to digitalization in several ways, such as remote working, remote education, and the use of automation system. Technology advancements and the impact of Covid-19 pandemic is creating a 'double-disruption' scenario for workers in terms of ways of working and upskilling for the future of works. Many businesses switch to remote working (work from home), and consequently there are more invest in several IT devices and equipment.

The COVID-19 pandemic has caused a massive change to daily lives and transitioning to a "new normal". Considering the restricted circumstances, consumer behavior has changed and online shopping via E-commerce Platform growing at a steady pace. Gaming and other entertainment via Smart Device with 5G Technology brings much faster internet speed to devices which Cyber Security is highly important recently.

Competition and Maintaining of Market Share

The Company operates a business relating to information technology and communications and connected network products; as well as distributor/dealer for the global top 20 leading branded products, that has a positive impact for the Company in being able to offer products that have major market shares as well as to distribute a comprehensive and varied range of IT products, such as: mobile phones and tablets, personal computers (PC), PC components, peripherals and accessories, commercial and cloud products, and smart and IoT products together with services and maintenance products. As such, through setting strategies to leverage the existing extensive and broad customer base to facilitate maximum market coverage throughout the country, so as to speedily meet the demands of customers in the provinces; as well as special products requiring specific knowledge and expertise, such as: commercial and cloud products. The Company is prepared in terms of people resources who are sales engineer possessing the specialist know-how and

expertise to assist our business dealers to distribute and sell such special products. The Company is also able to increase its overall share of the total market from such products that has a large share of the market by selling to commercial or business clients as well as general consumers.

The COVID-19 pandemic is changing consumer behavior and a demand of digital technology and technological needs. Technology plays an important role in society today. It is changing how we communicate, work, study, shopping, entertainment and even more. The Company has expanded its online business to B2B2C and expanding digital marketing to a quick response to customer through online channel and the online shopping is easy and comfortable for customers.

The Company has more than 5,000 dealer sales outlets located throughout the country, that has enabled effective distribution of our products to customers and increased market coverage; as well as has invested in both the domestic and regional Indochina markets so as to achieve business added-value and to have groups of dealers' sales channels to further distribute our products, such as: large retail department stores, large IT products sales outlets with many branch distribution and retail outlets. Additionally, the Company is committed to help develop the Modern Trade group of dealers so that these new modern and trendy retail outlets can become more efficient.

The Company has carefully reviewed the product's quality, before selecting for distribution and sales those products with top quality and highly trusted standards. As such, these products undergo a quality test process before being launch into the market and have the proper product warranty from the manufacturers, so as to help customers to be confident when deciding to purchase the product.

In 2020, the Company improved its system efficiency and has continued to adjust in 2021 to meet the market needs changing rapidly, including development of human resources who have a different roles and skills adjusting to the "new normal".

The Company has an advanced warehouse management system and distribution system which from derived from the

Taiwan's Synnex Group. Automatic Storage and Retrieval System (ASRS) is an automatic warehouse manage system, utilizing "Robot Arm" technology and is totally computerized for stock-in the inventory and finding merchandises. The Company also developed automated storage which an operation works 24/7 to serve Online B2B2C channel. This allows the Company to deliver merchandises with precision, accuracy, and speed.

The Company has developed a website application for checking online the remaining warranty period as well as for tracking the status repairs of customer's products by our service center on the Company's website that can be done by the customer all the time.

Additionally, the Company has special priority channel for the convenience of customers in being able to request and register online a service queue number for the repair or exchange of their purchased products at services center in Bangkok. Furthermore, the Company has developed a system to improve and speed up internal work procedures, through reducing some duplicate and complex processes together with reducing involved paperwork and processes, through making use of AI and Big Data technology to make the work process faster and more focused on team communications in developing together improvements to various aspects within the organization that need to be less complicated or more flexible, or how to distribute and deliver goods faster to customers, or to be able to more exactly and more comprehensively address the needs of our customers and consumers. Furthermore, the Company is giving importance to looking after both large and small clients alike, through arranging training and seminar to disseminate information, knowledge and to give marketing advice, as well as to establish closer and more positive working relationships between the Company and our clients that will then create improved confidence.

The Company has a condition and assurance from a large manufacturer/supplier regarding product rotation of those product that have become obsolete or outdated together with price protection in the event that there is a reduction in prices of products. As such, this minimizes the risks of

having high unsold inventory in the event of a major change in technology, and also helps drive increased sales revenues.

The Company has PC products with a SYNEX Taiwan in-house brand name of Lemel. The Company has a strategy of selecting only those major product components that are well-accepted in terms of quality for use in the production of PC products together with having high standards in the production process, and that offer a 3-year guarantee as a sales strategy together with a 1-year On Site Service, in order to create confidence in the minds of the buying consumer of the product.

Marketing Communication plays a key role to take and Digital Media channel to communicate and promote marketing activities. This year, Marketing Communication takes integrated marketing communications (IMC), bringing up-to-date technology and innovation to present the Company's campaigns, projects, seminars, roadshow via the Virtual Event in order that customers will find new products access and safety, also applying Social Media strategy in every platform to accurately access target audience.

The Company has a team of Pre-Sales Engineers, Post Sales Engineers and Project Engineers, who are technical engineering staff able to effectively transfer to our Clients know-how and understanding of the products features and specifications, together with a team of Technical Support Engineering specialists to provide assistant to customers with after-sales services and to give advice in solving any problems relating to the installation of both hardware and software products. The Company has also developed our people to be specialists and experts in IT and OT, so as to meet the demands of all industry sectors in the present digital age, as well as to train them to become leaders and to enable our people at all levels to be in tune with the fast-changing technologies.

The Company has received the ISO9001:2008 certification in achieving and meeting accepted international standards of quality management and ISO14001:2004 for systems in managing the environment from Bureau Veritas Certification.

RISK FACTORS

The Company attaches great importance to the management of risks relating to the industry environment and the competition, through overseeing and ensuring that constant monitoring, and planning together with the management of various risk factors, that may have an impact on the company's future operations, in a systematic manner. This is in order to these risks will then be minimized to an acceptable level; whereby such various risks can be categorized as follows:

1. Risks relating to ongoing changes in technology and product development

The Company is a distributor of computers, associated peripherals and accessories, and Information Technology and Communications (IT) products and systems, all of which continuously undergo ongoing development and technology changes. As such, the Company needs to regularly and closely monitor the market in order to study the ever-changing trends and product demands in the market; as well as constantly control its products purchases and inventory levels, since such products easily become out to date and obsolete in line with evolving technology changes. However, the Company regularly exchanges information about technology trends with its majority Shareholder, the Synnex Group in Taiwan, which has been operating a highly successful business in distributing computers, associated peripherals and accessories, and Information Technology and Communications (ITC) products and systems, as well as has extensive expertise in assessing the ongoing demand trends of the market and owns an advanced computerized inventory management system. Furthermore, that company has accumulated extensive operating experiences in using a computer system to help manage its operations; while the Management of the Thai Company also has lengthy experience in this business that has enabled it to be capable of effectively handling and managing any ongoing technology changes.

Additionally, in being a major distributor of various computers and IT products in Thailand, the Company is offered favorable terms and conditions - such as, special discounts when placing bulk orders for large quantities.

Further, the Company receives, from various major manufacturers and suppliers, special terms relating to product rotation by being able to exchange any outdated or obsolete products for newer models, together with a special price protection condition on any future discounted models. As such, both of these special conditions considerably reduces the risk in having adverse inventory aging problems for the Company; while at the same time, the Company also sets aside a provision for the deterioration in the inventory value of any obsolete and slow-moving products.

2. Risks Relating to Trade Accounts Receivables

Risks relating trade accounts receivables or our customers. Apart from the quality of these debts owed to us, the management of these debts, adapting to changes, and the financial discipline on the part of our debtors together with the capabilities and experiences of our credit analysts and credit controllers, are all important factors in the associated risks arising. This is in spite the credit approval process following exactly all the established steps and procedures, as well as the credit approval decision and whether or not the credit control and payments follow-up procedures are taken in an effective manner. As such, the Company gives importance to the ways of managing their business on the part of the debtors, as well as to determining the role and authorities in approving credit lines to customers and in controlling the debtors, together with giving more knowledge to the involved staff on a regular basis, reviewing by internal units within the organization, and determining clearly defined policies in approving credit lines and credit control activities.

The COVID-19 outbreak has affected a slowdown in Accounts Receivable collection. Most customers requested extensions payment, changing payment conditions, or stopped operating altogether due to COVID-19-related issues. However, the Company focus and tailor its collections strategies to the trade accounts receivables to help them maintaining their business and to prevent potential risks.



3. Risks Relating to Foreign Currency Exchange Rates

The Company imports parts of its products range from overseas suppliers mainly by using the US dollars to pay for these imported items that account for about 34% of the total products sold during the year. However, the Company has a policy to makes use of forward contract facilities to manage risks relating to fluctuations in foreign currency exchange rates as appropriate to the expansion of our business and to the current domestic and global economic situation. However, as such the Company does not have a policy to speculate on foreign currency exchange rates.

4. Risk Relating to Working Capital

The Company has adequate financial liquidity and has plans in place relating to the use of working capital in as appropriate and adequate manner, so as to manage trade receivables and also the level of inventory on hand in accordance with the market demands and the planned business growth of the organization; whereby the Company has negotiated with its supplier clients for an extension in the number of days required in paying for supplied inventory from the existing 28 days to 29 days. As such, with the intensely competitive market, increasing consumer demands, expanding information and communications technology products businesses, and efforts to increase the respective market share in all products groups through expanding into various sales channels as much as possible, and to enable our dealer clients to get delivery of the products in time to meet market demands; all these factors have resulted in the Company being able to sell on average at 32 days (instead of 37 days) with a trade receivables payment being collected now within 60 days. As such the Company has made use of various financial tools available in reducing risks of defaults in the payment of trade receivables to an acceptable level without having to pay any additional costs of sales; whereby the Company current has credit facilities from many different commercial banks that are adequate for the ongoing business operations of the Company,

resulting in an improved adequate liquidity in the working capital needs of the Company. The Company has good business relationships with all commercial banks that offer a good opportunity for negotiations during the review of both overall available credit facilities and the applicable interest rates and various bank fees to be charged as appropriate for the Company's current business plans. This enables the Company to maintain adequate financial liquidity and to have costs of finance appropriate to meet the current business situation, so as to support the planned ongoing business growth and development.

5. Risks Relating to Having Achieved Low Gross Profit Margins

The Company operates its business as a distributor of communications products, complete computer systems and associated computer components, as well as multi-media products and consumables. The technology industry always has rapid changes. However, the Company has over 30 years of experience in this industry; as such, in spite of being a business with low gross profit margins, the Company is able to add value to the various leading brands of products and associated services that the Company distributes that amount to over 5,000 SKUs. This, combined with the trust and confidence from its customers as well as business partners, has enabled the Company to effectively manage overall gross profit margins in all existing business units to be at the targeted level corresponding to the budget plans, through the Company having in place specific plans from procedures in placing purchase orders from the suppliers, shipments of goods to the Company and to the distribution of the goods to its various sales channels – whether retailers, wholesalers, small retail outlets, or large modern trade department stores. This facilitates effective management of the amount of inventory on hand to achieve a balance between demand and supply, which together with the sales and marketing promotions strategies for each product group so as to achieve a positive demand in the market at the appropriate timing, that then achieves the targeted gross profit margins corresponding to established business plans.

INTERNAL CONTROL AND RISK MANAGEMENT

Internal controls are an important part of managing operations so as to create confidence on the part of all involved parties, in order to enable the achievement of the set goals and business growth in a stable manner. The Board of Directors has assigned the Audit Committee to review and assess the internal controls system, as well as to review the existing policies and operating guidelines for risk management together with the annual risk management plans and also to acknowledge the progress reports from the various risk management working groups on a regular basis. As such, regular reviews and improvements have been made to the associated activities plans that are best suited to the current situation and business environment. Furthermore, reports have been submitted to inform the Board of Directors every year, in order to enable them to determine further guidelines for corporate governance practices as well as for the oversight and management of the operations by the Management Group. The assessment criteria of the adequacy of the internal controls system relating to the conduct of the business operations are as follows: the organization and the environment, risk management, oversight and control of the behavior of the Management group, the information and data communications technology systems, and the monitoring system to ensure the achievement of both effectiveness and efficiency.

The Board of Directors' Meeting No. 1/2021, as held on 19 February 2021, concluded that the Company's internal control over transactions with major shareholders, directors, executives, or their associates is adequate and able to prevent the occurrence of the Company's assets being exploited by concerned parties. The Company's approval authorities and operational procedures are presented in writing and the Company's approval of previous transactions have taken into account interests of the Company at maximum.

Regarding the internal control system for accounting, the Company's Auditor, KPMG Poomchai Audit Company Limited reviewed and evaluated the efficiency of the internal controls of the Company's accounting for the purpose of performing the audit. In 2020, KPMG Poomchai Audit Company Limited evaluated the effectiveness of the internal controls system of the Company and expressed an opinion that the Company had a good internal control system which was appropriate and adequate for the business operations.

Internal Audit Department

The Board of Directors has established an Internal Audit department, to oversee and control the internal audit activities of the Company, so as to ensure that such activities continue to be regularly undertaken in an effective manner and in accordance with the establish operating procedures guidelines as well as in compliance with all applicable laws and regulations. This Internal Audit Unit also coordinates with the external auditor and the respective Management member involved in preparing the financial reports that includes all significant information in an appropriately correct manner and in accordance with the required standards for financial reporting, as well as that discloses all required information in an adequate and credible manner. In order that the Internal Audit department is fully independent, the Audit Committee has required the Internal Audit department to submit its internal audit activities plan every year; as well as to submit a report, directly to the Audit Committee every Quarter, of the outcome of its internal audit activities and any further associated follow-up actions together with the results of its reviews of the risk management activities undertaken in the various operating areas.

The control of internal information

The Company has established a policy to prevent the use of inside information and measures to supervise the executives in using the Company's inside information for personal benefit including for securities trading and Policies on conflicts of interest as follows:

Supervision on Inside Information Usage

- The company prevents use of inside corporate information by prohibiting persons from different agencies who is aware of significant information to disclosing such information to unrelated agencies or persons. In case of Executives or Employees disclosure to public or use for their own benefits or transaction that may conflict of interest will considered a serious offense and may be disciplined.
- The Company's policy to prohibit its directors, executives and employees who learn internal information from disclosing the same specifies that they refrain from trading shares of the Company 1 month prior to the Company disclosing its financial statement to the public.
- The Company informed the directors and executives of the duties of reporting shareholding under section 59 according to the Notification of the Office of the Securities and Exchange Commission ref: Preparation and Disclosure of Report on Shareholder and punishment under section 275 of the Securities and Exchange Act B.E. 2535 in compliance with the Securities and Exchange Commission requirement including the changing of shareholding of their spouses and any minor children.
- Board of Directors and the members of the Management are required to report the initial ownership of Company shares together with any changes in the number of shares owned; whereby this report must be submitted on the same day that the report is also submitted to the Thailand Securities and Exchange Commission (SEC), which is to be submitted within 3 days of any shares ownership changes occurring. This report must be submitted to the Company Secretary, so that a full record can be made of the changes in the total number of Company shares owned by any Board Directors and members of the Management on an individual basis for reporting to the Board of Directors at the subsequent Board Meeting and disclosing in the Company's Annual Report and the annual 56-1 Form for reporting Company information.

Policy on conflict of interest

Personnel of the Company shall perform their duties without any conflict of interest and prioritize the Company's benefit over individual's and others' influence. Moreover, personnel of the Company shall consistently self-monitor whether they have any vested interest or conflict of interest. When found that they have an interest or a conflict of interest, they shall refrain from performing that task and allow others to take responsibility on their behalf, in order to get rid of any accusation on having a conflict of interest, abusing their power to benefit themselves, and causing damage to the Company. Therefore, all personnel should strictly comply with measures to prevent conflicts of interest and disclose any interests that the Company prescribed.

SECURITIES AND SHAREHOLDERS

Registered and Paid-up Capitals

Ordinary Shares

As of 31 December 2020, the Company's registered capital was THB 880,000,000 and paid-up capital was THB 847,361,206. They comprised of 847,361,206 ordinary shares at the par valued at THB 1 per share.

Shareholders

As of 31 December 2020, Top 10 major shareholders are follows:

No.	Top 10 Major Shareholders	Number of Shares	Shareholding (%)
1	T.K.S. Technologies PCL.	326,355,876	38.51%
2	King's Eye Investments Ltd.	296,450,000	34.99%
3	BNP Paribas Hong Kong Branch	42,489,513	5.01%
4	THAI NVDR Co., Ltd.	18,177,856	2.15%
5	Ms. Sutida Mongkolsuthree	5,794,928	0.68%
6	Mr. Chavalit Charaschotepinit	4,500,000	0.53%
7	Mr. Pete Dheva-aksorn	4,330,100	0.51%
8	KKP Equity Retirement Mutual Fund	3,650,120	0.43%
9	KKP Small and Mid Cap Equity	3,372,650	0.40%
10	SCB Equity Retirement Mutual Fund	3,166,100	0.37%

DIVIDEND POLICY

The company has a dividend policy of paying dividends at a rate of not less than 40 percent of the net profit available after payment of the Company's corporate income tax, allocation of legal reserve and other reserves. The Company will pay no dividend when they have an accumulated deficit. However, such payments are subject to future capitalizations, to the approval by the Company's Board of Directors, as well as to the availability of earnings to distribute.

The dividend policy for the Company shall be considered and proposed by the Board of Directors to the annual general meeting for approval. Consideration shall be given to investment plans and other requirements and considerations, such as the adequacy of cash flow of each company after deducting reserve funds in accordance with the law.

Dividend Payout Information

Dividend Payout to shareholders are follows:

Operating Result for the Year	Dividend Per Share (Baht)			Earnings per Share	Dividend Payout Ratio (%)	Dividend Payment Date
	Interim	Final	Total			
2020	0.14	0.40	0.54	0.72	74.90%	14 May 2021
2019	0.15	-	0.47	0.59	82.07%	24 April 2020
2018	0.20	0.34 + 0.10 (10:1 Stock Dividend)	0.64	0.92	69.38%	10 May 2019
2017	0.18	0.35	0.53	0.80	66.55%	10 May 2018
2016	0.10	0.26	0.36	0.54	66.56%	12 May 2017
2015	0.08	0.22	0.30	0.48	62.01%	12 May 2016
2014	-	0.13	0.13	0.27	47.77%	15 May 2015
2013	-	0.15	0.15	0.28	54.18%	15 May 2014
2012	-	0.22 + 0.10 (10:1 Stock Dividend)	0.32	0.49	60.27%	14 May 2013
2011	0.05	0.22	0.27	0.55	48.78%	14 May 2012
2010	0.10	0.15	0.25	0.39	62.65%	20 May 2011
2009	0.08	0.14	0.22	0.30	74.65%	19 May 2010

Remark : The Board of Directors' Meeting No.1/2021, which was held on 19 February 2021. The Meeting resolved that the 2021 Annual General Meeting of Shareholders be proposed to consider and approve the distribution of the dividend payment for the year 2020 at THB 0.54 per share. The company has already made an interim dividend payment for the first-half year operating of 2020 on 8 September 2020 at THB 0.14 per share. The remaining 2020 dividend at THB 0.40 per share shall be payable on 14 May 2021. Rights concerning the dividend are subject to changes, depending on the resolution of the 2021 Annual General Meeting.

BOARD OF DIRECTORS

Mr. Supant Mongkolsuthree
Chairman



Age 62

Appointed: May 5, 1988

% Shareholding as of December 31, 2020:

1,166,047 shares (or 0.14%)

Educations / Certifications

- Honorary Doctorate of Industrial Engineering, Rajamangala University of Technology Krungthep
- Honorary Doctorate of Economics, Ramkhamhaeng University
- Master of Political Science, Chulalongkorn University
- Master of Business Administration, City University, USA.
- Bachelor of General Management, Sukhothai Thammathirat University
- Certificate Program of National Institute of Defense Studies (NIDS), National Defense College (NDC), Class 16 in B.E. 2002
- Certificate Program of "NIDA - Wharton Executive Leadership Program", University of Pennsylvania in 2005
- Certificate Program of Senior Executive Development Program, Capital Market Academy (CMA), Class 3 in B.E. 2006
- Certificate Program of Management for Directors and Senior Executives in State Enterprises and Public Organizations, Special Class in B.E. 2009
- Certificate Program of Senior Executives in Justice Administration (SEJA) Program, Class 14 in B.E. 2010
- Certificate Program of Senior Executive Development Program in Bangkok Metropolitan Administration (BMA 1) Program, Urban Green Development in B.E. 2011
- Certificate Executive Program on Energy Literacy for a Sustainable Future (TEA), Class 5 (2014), Thailand Energy Academy
- Course "The Rule of Law and Democracy" Class 3 in B.E. 2015 Institute of Constitution Studies, The Constitutional Court of the Kingdom of Thailand

Director Certifications

2004 Director Accreditation Program (DAP)

2004 Director Certification Program (DCP)

Position in Listed Companies

2020 - Present Chairman of Operations Risk Management Committee Synnex (Thailand) PCL.

2019 - Present Director - T.K.S. Technologies PCL.

2019 - Present Director - TBSP PCL.

2019 - Present Member of Nomination and Compensation Committee Synnex (Thailand) PCL.

1988 - Present Chairman - Synnex (Thailand) PCL.

Position in Non-Listed Companies

2019 - Present Chairman - Export-Import Bank of Thailand

2018 - Present Chairman - The Federation of Thai Industries (F.T.I.)

2018 - Present Chairman - The Joint Standing Committee on Commerce, Industry and Banking

2018 - Present Member - Future Economy and Internet Governance

2016 - Present Chairman - Choonhavan Institute for Sustainable SMEs Development

2015 - Present Member - Rattana Bundit University

2015 - Present Member - The SUPPORT Arts and Crafts International Centre of Thailand

2014 - Present RMUTI Council of Honorary Members - Rajamangala University of Technology Isan Council

2008 - Present Chairman of Activity Promotion Committee /

Council Director - Royal Police Cadet Academy

Work Experiences

2014 - 2019 Member of the National Legislative Assembly - The National Legislative Assembly

2016 - 2018 Director and Chairman of the Investment Management Committee - EGAT International Company Limited

2016 - 2017 Chairman - The Federation of Thai Industries (F.T.I.)

2014 - 2017 Member - Member of the Board of Investment

2014 - 2017 Director - Krung Thai Bank PCL.

2014 - 2017 Chairman of the Corporate Governance and Social Responsibility Committee - Krung Thai Bank PCL.

2012 - 2017 Member - Cultural Promotion Fund Committee, Department of Cultural Promotion

2008 - 2017 Director/ Editor - Chulalongkorn University Alumni Association

2006 - 2017 Advisor to Chairman - Thai Listed Companies Association

2005 - 2017 Advisor - Thai Printing Association

2014 - 2016 Chairman - The Federation of Thai Industries (F.T.I.)

2014 - 2016 Honorary Member - National Defense College (NDC)

2014 - 2016 Member - Sirindhorn International Institute of Technology, Thammasat University

2009 - 2016 Vice President - T.K.S. Technologies PCL.

2013 - 2014 Member of Operation Risk Management Committee - Synnex (Thailand) PCL.

2012 - 2014 Honorary Member - Student Loans Scheme for Education Committee

2012 - 2014 Chairman of Technology and System Subcommittee - Student Loans Scheme for Education Committee

2012 - 2014 Member - E-Payment Transactions Promotion Working Committee, Bank of Thailand

2010 - 2014 Member of Nominating and Remuneration Management Committee Synnex (Thailand) PCL.

2010 - 2014 Member of Financial Risk Management Committee - Synnex (Thailand) PCL.

2010 - 2014 Member of Corporate Governance Committee - Synnex (Thailand) PCL.

2010 - 2014 Member of Legal Risk Management Committee - Synnex (Thailand) PCL.

2010 - 2014 Honorary University Council Member - Rajamangala University of Technology Rattanakosin

1996 - 2014 President - Prism Solutions Company Limited

1988 - 2014 Chief Executive Officer - Synnex (Thailand) PCL.

1986 - 2014 Chief Executive Officer - T.K.S. Technologies PCL.

2012 - 2013 Chairman of the RFID Institute of Thailand - The Federation of Thai Industries (F.T.I.)

2010 - 2013 Chairman of the Institute of Information and Communication Technology for Industries - The Federation of Thai Industries (F.T.I.)

2010 - 2011 Member of NTC Standards Subcommittee - National Telecommunications Commission (NTC)

Relation among Family with other Directors and Executives

- Yes - (Ms. Sutida Mongkolsuthree - Director and Chief Executive Officer)



Mr. Tu, Shu-Wu
Director

Age 69

Appointed: February 2, 2002

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Bachelor of Engineering in Electrical and Control, National Chiao Tung University, Taiwan

Director Certifications:

- None -

Position in Listed Companies

2002 – Present Director – Synnex (Thailand) PCL.

Position in Non-Listed Companies

Present Chairman – Siper Technology Corporation
Present Director – Bestcom Infotech Corporation
Present Director – Synergy Intelligent Logistics Corporation
1988 – Present President and Chief Executive Officer – Synnex Technology International Corporation

Relation among Family with other Directors and Executives

- Yes - (Mr. Tu, Shu-Chyuan – Director)



Mr. Chakkrit Parapuntakul
Independent Director
and Chairman of the Audit Committee

(Resigned on March 30, 2021)

Age 61

Appointed: May 8, 2019

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Master Degree in Business Administration, Angelo State University, Texas, USA.
- Bachelor Degree in Accounting, Thammasat University
- Certificate Executive Program on Energy Literacy for a Sustainable Future (TEA), Class 9, Thailand Energy Academy
- Certificate Program of Senior Executives in Justice Administration (SEJA) Program, Class 19
- Certificate Program of Senior Executives in Administrative Justice, Class 5
- Certificate Program of Senior Executive Development Program, Capital Market Academy, Class 11
- Certificate Program of National Institute of Defense Studies (NIDS) National Defense College, Class 52
- Certificate Program of the Civil Service Executive Development (OCSC), Class 46
- Executive Development Program (EDP), Kellogg School of Management, Class 66

Director Certifications

2017 Board Matters and Trends (BMT)
2017 Ethical Leadership Program (ELP)
2005 Audit Committee Program (ACP)
2004 Directors Accreditation Program (DAP)

Position in Listed Companies

2020 – Present Director – Thai Airways International PCL.
2019 – March 2021 Chairman of the Audit Committee and Independent Director Synnex (Thailand) PCL.
2019 – Present Independent Director and Audit Committee – RS PCL.

Position in Non-Listed Companies

2018 – Present Chairman, Chairman of the Audit Committee Sabuy Technology Co., Ltd.
2017 – Present Chairman – NBD Healthcare Company Limited
2014 – Present Director – Pinthong Industrial Park PCL.

Work Experiences

2017 – 2020 Deputy Permanent Secretary – Ministry of Finance
2017 – 2020 President – Federation of Accounting Professions under the Royal Patronage of His Majesty the King
2017 – 2020 Independent Director – ESSO (Thailand) PCL.
2015 – 2020 Director / Member of the Nomination, Compensation and Corporate Governance Committee / Member of the Risk Oversight Committee – The Siam Commercial Bank PCL.
2018 – 2019 Chairman – ASEAN Potash Chaiphaphum PCL.
2003 – 2019 Chairman and Independent Director – MPG Corporation PCL.
2017 – 2018 Director – TRIS Corporation Co., Ltd.
2015 – 2017 Director General of Treasury Department – Ministry of Finance
2015 – 2017 Chairman – Dhanarak Asset Development Co., Ltd.
2013 – 2016 Director – Vichitbhan Palmoil PCL.
2011 – 2016 Director – PTT Exploration and Production PCL.
2014 – 2015 Director – Krung Thai Bank PCL.

Relation among Family with other Directors and Executives

- None -



Mrs. Rawittha Pongnuchit
Independent Director
and Audit Committee's Member

Age 70

Appointed: August 9, 2010

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Master of Political Science, Thammasat University
- Bachelor of Laws, Ramkhamhaeng University
- Training Program for High Level Executive in Criminal Justice (Class 19)
- Certificate Program of Senior Executives in Administrative Justice, Class 3
- Certificate Program of "Top Executive Program in Commerce and Trade (TEPCot), Class 1
- Certificate Program of Senior Executive Development Program, Capital Market Academy (CMA), Class 3 in B.E. 2006
- Certificate Program of Public Administration and Law, King Prajadhipok's Institute, Class 3
- Certificate Program of National Institute of Defense Studies (NIDS) National Defense College (NDC), Class 15 in B.E. 2003

Director Certifications

2005 Director Certification Program (DCP)

Position in Listed Companies

- | | |
|----------------|---|
| 2019 - Present | Chairman of Nomination and Compensation Committee
Synnex (Thailand) PCL. |
| 2019 - Present | Independent Director and Audit Committee's Member
Sakol Energy PCL. |
| 2012 - Present | Independent Director and Member of Audit Committee
Pranda Jewelry PCL. |
| 2011 - Present | Chairman of the Audit Committee and Independent Director
Solatron PCL. |
| 2010 - Present | Chairman of the Legal Risk Management Committee
Synnex (Thailand) PCL. |
| 2010 - Present | Audit Committee's Member and Independent Director
Synnex (Thailand) PCL. |

Position in Non-Listed Companies

- | | |
|----------------|---|
| 2019 - Present | President - Chankam Residence Co., Ltd. |
| 2019 - Present | President - Phudra Corporation Co., Ltd. |
| 2019 - Present | Committee's Member - Fiscal Policy Research Institute
Foundation (FPRI) |
| 2019 - Present | Advisor - Institute of Management Consultants Association of
Thailand |
| 2019 - Present | Chairman of the Class 59 - Director Certificate Program (DCP59) |
| 2019 - Present | Advisor - Economics and Finance Academy |
| 2019 - Present | Audit Committee's Member and Independent Director
Nam Heng Concrete (1992) Co., Ltd. |

Work Experiences

- | | |
|----------------|--|
| 2019 | Committee's Member - Alumni Association of Capital Market
Academy (CMA) |
| 2019 | Committee's Member - Top Executive Program in Commerce
and Trade (TEPCoT) |
| 2010 - 2011 | Director and Chairman of Audit Committee
Sukhumvit Asset Management Co., Ltd. |
| 2008 - 2010 | Inspector - Ministry of Finance |
| Feb - Jun 2009 | Director and Chairman of Audit Committee
Airports of Thailand PCL. |
| 2005 - 2008 | Deputy Director-General - Revenue Department,
Ministry of Finance |

Relation among Family with other Directors and Executives

- None -



Mr. Kachachan Mongkoncharoen
Independent Director
and Audit Committee's Member

Age 62

Appointed: November 5, 2015

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Master of Arts (Public Administration), Thammasat University
- Bachelor of Arts (Political Science), Ramkhamhaeng University
- Diploma, The National Defence Course Class 51 National Defence College (NDC)
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives Class 6, King Prajadhipok's Institute (KPI)
- Top Executive Program Class 10, Capital Market Academy (CMA)
- Executive Creative Economy Training Program (EXCET-III) Office of Knowledge Management and Development
- Certificate Program of Senior Executive Development Program in Bangkok Metropolitan Administration (BMA 1)
- Top Executive Program in Commerce and Trade (TEPCoT) Class 5 Commerce Academy
- Poompalungpandin, Chulalongkorn University class 1
- Certificate of Micro MBA Program, Chulalongkorn University
- Senior Executives on Justice Administration Batch 18 National Justice Academy
- Certificate Executive Program on Energy Literacy for a Sustainable Future (TEA), Class 7, Thailand Energy Academy

Director Certifications

2019 Advanced Audit Committee Program (AAPC)

2011 Director Accreditation Program (DAP)

Position in Listed Companies

- | | |
|----------------|--|
| 2019 - Present | Audit Committee - Synnex (Thailand) PCL. |
| 2019 - Present | Chairman of Corporate Governance Committee
Synnex (Thailand) PCL. |
| 2015 - Present | Independent Director - Synnex (Thailand) PCL. |

Position in Non-Listed Companies

- | | |
|----------------|---|
| 2019 - Present | Chairman - North Fitness and Sports Co., Ltd. |
|----------------|---|

Work Experiences

- | | |
|-------------|--|
| 2017 - 2020 | Assistant to Chairman / Vice President CEO Office
BTS Group Holdings Public Company Limited |
| 2015 - 2019 | Chairman of Corporate Public Communication
and Social Responsibility Committee - Synnex (Thailand) PCL. |
| 2012 - 2017 | Executive Vice President - The Bangkok Entertainment Co., Ltd. |
| 2004 - 2012 | Deputy Manager, News Department
The Bangkok Entertainment Co., Ltd. |

Relation among Family with other Directors and Executives

- None -



Mr. Boontuck Wungcharoen
Independent Director

Age 64

Appointed: April 25, 2019

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- MBA (Finance and International Business), New York University, USA.
- Bachelor of Chemical Engineering, Chulalongkorn University

Director Certifications

2008 Director Accreditation Program (DAP)

Position in Listed Companies

- | | |
|----------------|---|
| 2019 - Present | Director / Vice Chairman of the Executive Committee / Chairman of the Risk Management Committee / The Nomination and Remuneration Committee - Asset World Corp PCL. |
| 2019 - Present | Independent Director - Synnex (Thailand) PCL. |
| 2018 - Present | Independent Director - ESSO (Thailand) PCL. |

Position in Non-Listed Companies

2019 - Present Advisor to the Prime Minister - Office of the Prime Minister

Work Experiences

- | | |
|----------------|---|
| 2018 - 2019 | Independent Director / Member of the Risk Oversight Committee / Member of the Technology Committee
The Siam Commercial Bank PCL. |
| Feb - Dec 2017 | Independent Director / Chairman of the Remuneration Committee
PTT PCL. |
| 2008 - 2017 | Director / Chief Executive Officer - TMB Bank PCL. |
| 2015 - 2016 | Member - The Committee for Implementation of Government Key and Urgent Policies |
| 2015 - 2016 | Member - The Innovative System Development of the Country Committee |
| 2015 - 2016 | Member - The International Trade Development Committee |
| 2014 - 2016 | Member of the National Legislative Assembly
The National Legislative Assembly |
| 2014 - 2016 | Member - The Joint Standing Committee on Commerce, Industry and Banking |
| 2014 - 2016 | Chairman - The Thai Bankers' Association |
| 2014 - 2016 | Member - The Payment Systems Committee (PSC),
The Bank of Thailand |
| 2014 - 2016 | Board Member - The Board of Investment of Thailand (BOI) |
| 2014 - 2016 | Member - The Small and Medium Enterprises Promotion Board
(Ad hoc) |
| 2014 - 2016 | Member - The National Committee on Competitive Advantage |
| 1999 - 2007 | Executive Vice President - Kasikorn Bank PCL. |

Relation among Family with other Directors and Executives

- None -



Ms. Sutida Mongkolsuthree
Director

Age 39

Appointed: June 27, 2014

% Shareholding as of December 31, 2020:

5,794,928 shares (or 0.68%)

Educations / Certifications

- Master of Science in International Management, Queen Mary, University of London, UK
- Bachelor of Administration in Finance and Banking, Chulalongkorn University
- Certificate Program of Fundamental Practice for Corporate Secretary (FPCS), Thai Listed Companies Association, in B.E. 2009
- Certificate Program for Corporate Secretary, Thai Institute of Directors (IOD), in B.E. 2009
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 7 in B.E. 2011
- Advance Certificate Course Politics and Governance in Democratic Systems for Executives, King Prajadhipok's Institute
- Academy of Business Creativity Program, Sripatum University
- Young F.T.I. Elite Class 1, The Federation of Thai Industries

Director Certifications

2016 Director Certification Program (DCP)

Position in Listed Companies

- | | |
|----------------|---|
| 2020 - Present | Director - Next Capital PCL. |
| 2020 - Present | Director - T.K.S. Technologies PCL. |
| 2015 - Present | Member of Legal Risk Management Committee
Synnex (Thailand) PCL. |
| 2015 - Present | Member of Operation Risk Management Committee
Synnex (Thailand) PCL. |
| 2015 - Present | Member of Corporate Governance Committee
Synnex (Thailand) PCL. |
| 2014 - Present | Chief Executive Officer - Synnex (Thailand) PCL. |
| 2013 - Present | Director and Chairman of the Executive Committee
TBSP PCL. |

Position in Non-Listed Companies:

- None -

Work Experiences

- | | |
|-------------|---|
| 2015 - 2019 | Member of Corporate Public Communication and Social Responsibility Committee - Synnex (Thailand) PCL. |
| 2013 - 2015 | Member of Financial Risk Management Committee
Synnex (Thailand) PCL. |
| 2013 - 2014 | Vice President - Accounting and Finance & Corporate Secretary
Synnex (Thailand) PCL. |
| 2012 - 2013 | Department Manager - Finance & Corporate Secretary
Synnex (Thailand) PCL. |
| 2009 - 2011 | Corporate Secretary - Synnex (Thailand) PCL. |
| 2004 - 2006 | Management Trainee (Institutional Dealer / Securities Analyst)
UOB Kay Hian Securities (Thailand) PCL. |

Relation among Family with other Directors and Executives

- Yes - (Mr. Supant Mongkolsuthree - Chairman)



Mr. Puttipan Tayarachkul
Director and Corporate Secretary

Age 62

Appointed: September 15, 2008

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Bachelor of International Trade, Cheng Chi University, Taiwan, R.O.C.
- Certificate Program of TLCA Executive Development Program (EDP) Thai Listed Companies Association, Class 1 in B.E. 2008
- Certificate Program for Corporate Secretary Development, Thai Institute of Directors (IOD), in B.E. 2008
- Executive Energy Program (EEP) The Federation of Thai Industries, Class 1 in B.E. 2015

Director Certifications

2007 - Director Accreditation Program (DAP)

Position in Listed Companies

- 2019 - Present Senior Advisor Operations - Synnex (Thailand) PCL.
- 2018 - Present Director / Chief Administration Officer - Next Capital PCL.
- 2014 - Present Corporate Secretary - Synnex (Thailand) PCL.
- 2013 - Present Member of Operation Risk Management Committee Synnex (Thailand) PCL.
- 2010 - Present Member of Law Risk Management Committee Synnex (Thailand) PCL.
- 2008 - Present Director - Synnex (Thailand) PCL.

Position in Non-Listed Companies:

- None -

Work Experiences

- 2010 - 2019 Member of Corporate Governance Committee Synnex (Thailand) PCL.
- 1991 - 2018 Senior Executive Vice President - Operations Synnex (Thailand) PCL.
- 2015 - 2017 Member of Corporate Public Communication and Social Responsibility Committee - Synnex (Thailand) PCL.
- 2010 - 2015 Member of Financial Risk Management Committee Synnex (Thailand) PCL.

Relation among Family with other Directors and Executives

- None -



Mr. Tu, Shu-Chyuan
Director

Age 62

Appointed: November 10, 2008

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Master of Computer Engineering, San Jose State University, U.S.A.

Director Certifications

- None -

Position in Listed Companies

- 2015 - Present Member of Nomination and Compensation Committee Synnex (Thailand) PCL.
- 2008 - Present Director - Synnex (Thailand) PCL.

Position in Non-Listed Companies

- Present Director - Nuvoton Technology Corporation
- Present Director - Bestcom Infotech Corporation
- Present Director - Seper Technology Corporation
- Present Director - Digitimes Incorporated
- 2007 - Present General Manager - Business Development & Strategy Synnex Technology International Corporation

Relation among Family with other Directors and Executives

- Yes - (Mr. Tu, Shu-Wu - Director)



Mr. Lin, Tai-Yang
Director

Age 52

Appointed: April 25, 2011

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Bachelor of Accounting, National Chengchi University, Taiwan, R.O.C.

Director Certifications

- None -

Position in Listed Companies

2011 – Present Director - Synnex (Thailand) PCL.

Position in Non-Listed Companies

Present Director - E-Fan Investments Co., Ltd.

2006 – Present Director of Finance Planning & Management Division
Synnex Technology International Corporation

Relation among Family with other Directors and Executives

- None -



Mr. Su, Chih-Ching
Director

Age 59

Appointed: August 8, 2014

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Bachelor of Law, National Chengchi University

Director Certifications

- None -

Position in Listed Companies

2014 – Present Director - Synnex (Thailand) PCL.

Position in Non-Listed Companies

Present Director - E-Fan Investments Co., Ltd.

Present Director - Seper Technology Corporation

Present Director - Synergy Intelligent Logistics Corporation

1988 – Present Director of Risk Planning & Management Division
Synnex Technology International Corporation

Relation among Family with other Directors and Executives

- None -



Ms. Chen, Yi-Ju
Director

Age 49

Appointed: August 11, 2020

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Master's degree in Agri-Economics (International Finance),
National Taiwan University, Taiwan

Director Certifications

- None -

Position in Listed Companies

2020 – Present Director - Synnex (Thailand) PCL.

Position in Non-Listed Companies

2008 – Present Oversea subsidiaries management and investment management
Synnex Technology International Corporation

Relation among Family with other Directors and Executives

- None -

DIRECTORS AND MANAGEMENT



Ms. Sutida Mongkolsuthree
Chief Executive Officer

Age 39

Appointed: August 8, 2014

% Shareholding as of December 31, 2020:

5,794,928 shares (or 0.68%)

Educations / Certifications

- Master of Science in International Management, Queen Mary, University of London, UK
- Bachelor of Administration in Finance and Banking, Chulalongkorn University
- Certificate Program of Fundamental Practice for Corporate Secretary (FPCS), Thai Listed Companies Association, in B.E. 2009
- Certificate Program for Corporate Secretary, Thai Institute of Directors (IOD), in B.E. 2009
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 7 in B.E. 2011
- Advance Certificate Course Politics and Governance in Democratic Systems for Executives, King Prajadhipok's Institute
- Academy of Business Creativity Program, Sripatum University
- Young F.T.I. Elite Class 1, The Federation of Thai Industries
- Certificate Program of "Director Certification Program" (DCP), Thai Institute of Directors (IOD), Class 233

Position in Listed Companies

Next Capital PCL.

2020 – Present Director

T.K.S. Technologies PCL.

2020 – Present Director

Synnex (Thailand) PCL.

2015 – Present Member of Legal Risk Management Committee
2015 – Present Member of Operation Risk Management Committee
2015 – Present Member of Corporate Governance Committee
2014 – Present Chief Executive Officer - Synnex (Thailand) PCL.

TBSP PCL.

2013 – Present Director and Chairman of the Executive Committee

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

2015 - 2019 Member of Corporate Public Communication and Social Responsibility Committee
2013 - 2015 Member of Financial Risk Management Committee
2013 - 2014 Vice President – Accounting and Finance & Corporate Secretary
2012 - 2013 Department Manager – Finance & Corporate Secretary
2009 - 2011 Corporate Secretary

UOB Kay Hian Securities (Thailand) PCL.

2004 - 2006 Management Trainee (Institutional Dealer / Securities Analyst)

Relation among Family with other Directors and Executives

- Yes - (Mr. Supant Mongkolsuthree – Chairman)



Mr. Puttipan Tayarachkul
Senior Advisor - Operations

Age 62

Appointed: April 1, 1991

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Bachelor of International Trade, Cheng Chi University, Taiwan, R.O.C.
- Certificate Program of "Director Accreditation Program" (DAP), Thai Institute of Directors (IOD), Class 52 in B.E. 2007
- Certificate Program of TLCA Executive Development Program (EDP) Thai Listed Companies Association, Class 1 in B.E. 2008
- Certificate Program for Corporate Secretary Development, Thai Institute of Directors (IOD), in B.E. 2008
- Executive Energy Program (EEP) The Federation of Thai Industries, Class 1 in B.E. 2015

Position in Listed Companies

Next Capital PCL.

2018 - Present Director / Chief Administration Officer

Synnex (Thailand) PCL.

2019 - Present Senior Advisor - Operations
2014 - Present Corporate Secretary
2015 - Present Member of Legal Risk Management Committee
2015 - Present Member of Operation Risk Management Committee
2014 - Present Director - Synnex (Thailand) PCL.

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

2015 - 2019 Member of Corporate Governance Committee
1991 - 2018 Senior Executive Vice President - Operations
2015 - 2017 Member of Corporate Public Communication and Social Responsibility Committee

2010 - 2015 Member of Financial Risk Management Committee

Relation among Family with other Directors and Executives

- None -



Mr. Boonchai Ekapisit
Vice President Internal Audit

Age 58

Appointed: January 1, 2019

% Shareholding as of December 31, 2020:

24 shares (or 0.000%)

Educations / Certifications

- Bachelor of Business Administration (Marketing), Ramkhamhaeng University
- Certificate of Mini MBA Program "Modern IT CEO", Faculty of Commerce and Accountancy, Chulalongkorn University
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 5 in B.E. 2010

Position in Listed Companies

Synnex (Thailand) PCL.

2020 - Present Member of Operation Risk Management Committee

2019 - Present Vice President Internal Audit - Synnex (Thailand) PCL.

Position in Non-Listed Companies:

- None -

Work Experiences

Prism Solutions Co., Ltd.

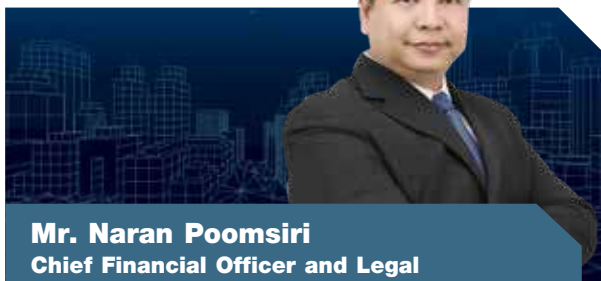
2016 - 2017 Executive Vice President

Synnex (Thailand) PCL.

2015 - 2016 Vice President - Bangkok Sales
2013 - 2015 Vice President - Sales and Marketing (Commercial)
2012 - 2013 Vice President - Bangkok Sales
2010 - 2011 Vice President - Sales and Marketing (Commercial)
2006 - 2010 Vice President - Sales
2002 - 2005 Department Manager - Sales

Relation among Family with other Directors and Executives

- None -



Mr. Naran Pomsiri
Chief Financial Officer and Legal

Age 41

Appointed: August 3, 2020

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Master of Business Economics, Thammasat University
- Bachelor of Accounting, Faculty of Commerce and Accountancy, Thammasat University
- Certified Public Accountant, Federation of Accounting Professions Under royal patronage

Position in Listed Companies

2020 - Present Chief Financial Officer and Legal - Synnex (Thailand) PCL.

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

- | | |
|-------------|--|
| 2011 - 2019 | Assistant Managing Director Financial Analysis Department
Office of the Chairman - Charoen Pokphand Group Co., Ltd. |
| 2008 - 2010 | Audit Manager - Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. |
| 2006 - 2007 | Vice President Finance - Minor Corporation PCL. |
| 2009 - 2012 | Accounting Manager - Boonnrawd Trading International Co., Ltd. |

Relation among Family with other Directors and Executives

- None -



Mr. Piyasit Thongyuak
Vice President Sales & Marketing Mobile Devices

Age 52

Appointed: January 4, 2011

% Shareholding as of December 31, 2020:

149,042 shares (or 0.02%)

Educations / Certifications

- Master of Public and Private Management, Class 3 National Institute of Development Administration (NIDA)
- Bachelor of Business Administration (Marketing), Faculty of Commerce and Accountancy, Thammasat University
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 11 in B.E. 2013

Position in Listed Companies

2016 - Present Vice President - Sales & Marketing Mobile Devices
Synnex (Thailand) PCL.

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

- | | |
|-------------|---|
| 2017 - 2019 | Vice President - Sales & Marketing Moderntrade |
| 2015 - 2016 | Vice President - Sales & Marketing Computing Device |
| 2011 - 2014 | Department Manager - Sales & Marketing Computing Device |

Relation among Family with other Directors and Executives

- None -



Mr. Pornthep Watcharaamnouy
Vice President Marketing Commercial / IoT / Cloud

Age 52

Appointed: August 1, 2018

% Shareholding as of December 31, 2020:

80,165 shares (or 0.01%)

Educations / Certifications

- Master of Business Administration (International Business Management) Stamford International University (Thailand)
- Bachelor of Business Administration (Marketing), Assumption University
- Certificate Program of "Role of the Chairman Program", Thai Institute of Directors (IOD), Class 36 in B.E. 2015
- Advance Master Management Program Class 6, National Institute of Development Administration (NIDA)

Position in Listed Companies

2019 - Present Vice President - Marketing Commercial / IoT / Cloud
Synnex (Thailand) PCL.

Position in Non-Listed Companies

2020 - Present Member of Institute of Information and Communication Technology for Industries - The Federation of Thai Industries (F.T.I.)

2019 - Present Chairman of the Committee - Public and Private Joint Committee for the Development of Vocational (Electronics group)

2019 - Present Member of Industrial Promotion and Support The Federation of Thai Industries (F.T.I.)

2012 - Present Managing Director - PT Automation (Thailand) Co., Ltd.

Work Experiences

Synnex (Thailand) PCL.

2018 Vice President - Sales and Marketing IoT Solution Group
Synnex (Thailand) PCL.

2013 - 2015 Vice President - Advice Holdings Group Co., Ltd.

2013 - 2014 Member of East Asia Business - Board of Trade of Thailand

2002 - 2015 Managing Director and Country Manager (Southeast Asia)
Asustek Computer (Thailand) Co. Ltd.

Relation among Family with other Directors and Executives

- None -



Mr. Panya Phunpermpholsiri
Vice President Marketing IT Consumer / Indochina

Age 39

Appointed: January 1, 2021

% Shareholding as of December 31, 2020:

120,442 shares (or 0.01%)

Educations / Certifications

- Master of International Business Management, Bournemouth University, UK
- Bachelor of Marketing, Faculty of Business Administration Assumption University

Position in Listed Companies

2021 - Present Vice President Marketing IT Consumer / Indochina
Synnex (Thailand) PCL.

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

2018 - 2021 Department Manager - IT Consumer

2016 - 2018 Division Manager - PC Component / Multimedia

2013 - 2016 Section Manager - PC Component / Multimedia

2008 - 2010 Product Manager

TTDG (Thailand) Co., Ltd.

2011 - 2013 Director

Digiland (Thailand) Co., Ltd.

2010 - 2013 Product Manager - Consumer 2

Relation among Family with other Directors and Executives

- None -



Ms. Tisakorn Wongyai
Vice President Sales Commercial /
IT Consumer / Upcountry

Age 52

Appointed: May 3, 2016

% Shareholding as of December 31, 2020:

127,045 shares (or 0.01%)

Educations / Certifications

- Bachelor of Humanities and Social Sciences, Khon Kaen University

Position in Listed Companies

Synnex (Thailand) PCL.

2020 - Present Vice President Sales Commercial / IT Consumer

2019 - Present Vice President Sales Upcountry

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

2016 - 2018 Vice President - Sales and Marketing Consumer Product

Ingram Micro (Thailand) Limited

2011 - 2016 General Manager - Consumer and Commercial Product

2006 - 2010 Country Manager

Relation among Family with other Directors and Executives

- None -



Ms. Jutarat Bunyanuprart
Vice President Indochina

Age 54

Appointed: March 8, 1999

% Shareholding as of December 31, 2020:

149,391 shares (or 0.02%)

Educations / Certifications

- Master of Technology, Kasetsart University
- Bachelor of Science (2nd class honors), Srinakharinwirot University
- Certificate of Mini MBA Program "Modern IT CEO", Faculty of Commerce and Accountancy, Chulalongkorn University

Position in Listed Companies

Synnex (Thailand) PCL.

2020 - Present Vice President Indochina

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

2018 - 2020 Vice President Services

2007 - 2018 Customer Services Department Manager

1999 - 2007 Logistic Division Manager

Asahi Electronic (Thailand) Co., Ltd.

1990 - 1998 Production Senior Supervisor

Relation among Family with other Directors and Executives

- None -



Mr. Nuntaporn Suyasananda
Vice President Technical Services

Age 51

Appointed: October 1, 2020

% Shareholding as of December 31, 2020:

- None -

Educations / Certifications

- Bachelor of Science, Ramkhamhaeng University
- Executive Micro MBA, Chulalongkorn University
- Gallup Certified of Strengths Coaching Course, Gallup Inc., USA.
- Satir Model, SEM – Spirit in Education Movement, Prof. Nongphangar Limsuwan, MD.
- Enneagram Defense Mechanism by Assist. Prof. Tana Nilchaikovit, MD.
- Process Facilitation Training, Mary Inglis Trainings & Seminars, UK
- Principle of Life Coaching and Life Coaching Practitioner, Thailand Coaching Academy
- Internal Quality Audit and Requirement for ISO 9001:2008, ISO 9001:2015
- Oracle Database Administrator and Performance Tuning, Oracle (Thailand) Co., Ltd.

Position in Listed Companies

Synnex (Thailand) PCL.

2020 – Present Vice President – Technical Services

Position in Non-Listed Companies:

2020 – Present Project Management Advisor - CEPS Corporation (Thailand) Co.,Ltd.
2020 – Present Guest Lecturer - Faculty of Psychology, Chulalongkorn University
2018 – Present Guest Lecturer - Ministry of Energy

Work Experiences

Synnex (Thailand) PCL.

2019 - 2020 Managing Director - CTRL Group (Thailand) Co.,Ltd.
2017 - 2019 Project Management Consultand and Performance Coach MappointAsia (Thailand) Co.,Ltd.
2015 - 2016 Media and Public Relation Representative: "Hero on The Road Project" - The Committees of The National Reform Steering Assembly
2015 - 2016 Media and Public Relation Representative: "The Emergency Response Coordination Committee" The Emergency Response Coordination Committee, The National Legislative Assembly
2014 - 2016 Executive Committee and General Manager Traffic Radio Station for Society FM99.5 MHz Co., Ltd. [Owned by The Crown Property Bureau]
2012 - 2013 Project Management Officer, E-Social Security Services Social Security Service - ABC Technology Co., Ltd.

Relation among Family with other Directors and Executives

- None -



Ms. Kamonsri Boonjang
Vice President Product controller

Age 59

Appointed: October 1, 1993

% Shareholding as of December 31, 2020:

310,612 shares (or 0.04%)

Educations / Certifications

- Bachelor of Accountancy, Ramkhamhaeng University
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 6 in B.E. 2010
- Human Resource Processional Practice (HRP) The Federation of Thai Industries, Class 1 in B.E. 2015

Position in Listed Companies

Synnex (Thailand) PCL.

2017 - Present Vice President – Product Controller

Position in Non-Listed Companies:

- None -

Work Experiences

Synnex (Thailand) PCL.

2020 Vice President – Building
2016 - 2017 Vice President – Accounting
2015 - 2016 Member of Corporate Public Communication and Social Responsibility Committee
2015 - 2016 Vice President – Human Resource and Admin
2014 - 2015 Vice President – Product Controller and Purchasing
2004 - 2013 Vice President – Accounting
1993 - 2003 Vice President – Accounting and Finance

Relation among Family with other Directors and Executives

- None -



Mrs. Haruthaikarn Phansuwan

Vice President Collection & Credit Control and Purchasing

Age 59

Appointed: July 1, 2008

% Shareholding as of December 31, 2020:

216,024 shares (or 0.03%)

Educations / Certifications

- Master of Business Administration (Marketing), Dhurakij Pundit University
- Master of Business Administration (Finance & Banking), Ramkhamhaeng University
- Certificate of Mini MBA Program "Modern IT CEO", Faculty of Commerce and Accountancy, Chulalongkorn University
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 18

Position in Listed Companies

Synnex (Thailand) PCL.

2020 - Present Vice President - Purchasing

2018 - Present Vice President Collection & Credit Control

Position in Non-Listed Companies:

- None -

Work Experiences

2008 - 2018 Collection & Credit Control Department Manager
Synnex (Thailand) PCL.

1998 - 2008 Credit Manager - D Computer Co., Ltd.

Relation among Family with other Directors and Executives

- None -



Ms. Risa Pornpukdeewatana

Vice President Information Technology

Age 60

Appointed: July 1, 2020

% Shareholding as of December 31, 2020:

22,543 shares (or 0.003%)

Educations / Certifications

- Bachelor of Business Administration (Computer Information System)
Rajamangala University of Technology Tawan-ok - Chakrabongse Bhuvanarth Campus

Position in Listed Companies

Synnex (Thailand) PCL.

2020 - Present Vice President - Information Technology

Position in Non-Listed Companies:

- None -

Work Experiences

2018 - 2020 Project Director - TQM Corporation PCL.
2017 - 2018 Information Technology Manager - Next Capital PCL.
2008 - 2018 Collection & Credit Control Department Manager
Synnex (Thailand) PCL.

2011 - 2015 Department Manager Information Technology
Synnex (Thailand) Public Company Limited

2007 - 2011 Project Leader - IBM Solution Delivery Co.,Ltd.
2006 - 2007 Senior Software Consultant

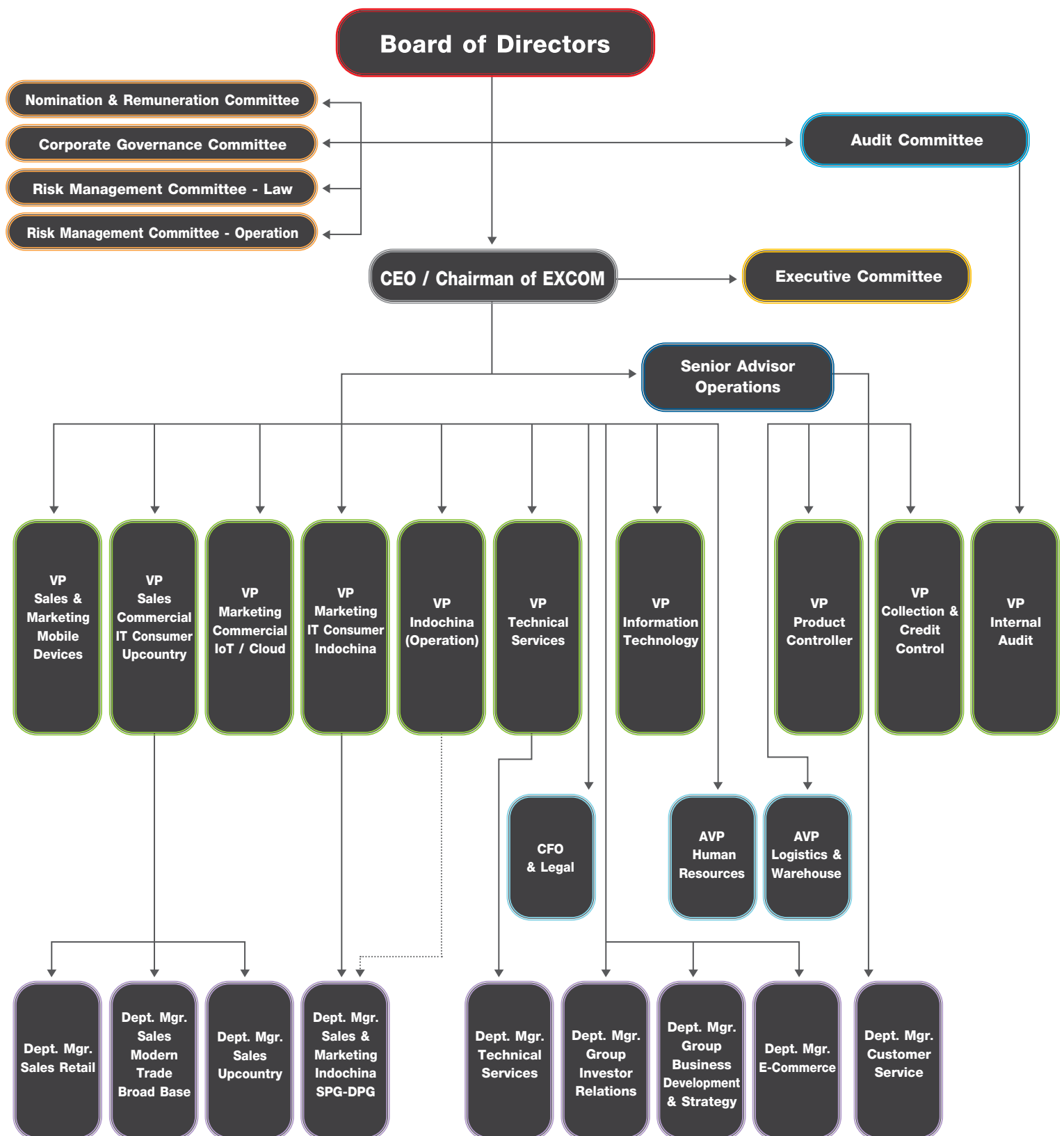
Ness Global Services (Thailand) Co.,Ltd.
1989 - 2006 Division Manager - Business Development
Siam Nissan Automobile Co., Ltd.

1984 - 1989 Programmer - Kasikornbank Public Company Limited

Relation among Family with other Directors and Executives

- None -

ORGANIZATION AND MANAGEMENT STRUCTURE



THE BOARD OF DIRECTORS

As of 31 December 2020, the Board of Directors comprised of the following 12 directors:

No.	Name	Position
1	Mr. Supant Mongkolsuthree	Chairman
2	Mr. Tu, Shu-Wu	Director
3	Mr. Tu, Shu-Chyuan	Director
4	Mr. Lin, Tai-Yang	Director
5	Mr. Su, Chih-Ching	Director
6	Ms. Chen, Yi-Ju (1)	Director
7	Ms. Sutida Mongkolsuthree	Director
8	Mr. Puttipan Tayarachkul	Director and Corporate Secretary
9	Mr. Chakkrit Parapuntakul (2)	Independent Director and Chairman of the Audit Committee
10	Mrs. Rawittha Pongnuchit	Independent Director and Audit Committee's Member
11	Mr. Kachachan Mongkoncharoean	Independent Director and Audit Committee's Member
12	Mr. Boontuck Wungcharoen	Independent Director

Remark: ⁽¹⁾ The Board of Directors Meeting No. 3/2020 on August 11, 2020 passed a resolution to appoint Ms. Chen, Yi-Ju to be Director replacing Mr. Wei, Hui who resigned from the Director.
⁽²⁾ Mr. Chakkrit Parapuntakul has resigned from the position Independent Director and Chairman of the Audit Committee, effective from March 30, 2021.

Authorized Directors Regarding the Legal Binding of the Company

The Company stipulates that at least 2 directors jointly sign together with the corporate seal affixed. Directors who are authorized signatories are Mr. Supant Mongkolsuthree Mr. Tu, Shu-Wu Mr. Puttipan Tayarachkul Mr. Lin, Tai-Yang Mr. Tu, Shu-Chyuan Mr. Su, Chih-Ching Ms. Sutida Mongkolsuthree and Ms. Chen, Yi-Ju. Two of these eight directors shall sign together with the corporate seal affixed.

Composition and Qualifications of the Company's Board of Directors

1. The Board of Directors is composed of at least 5 persons, with at least half of the appointed Board Directors being residents of Kingdom of Thailand. Board Directors must possess the qualifications as required by the law and as specified by the Articles of Association of the Company, and without any restrictions with regards to gender or other types of diversity or differences.
2. The Board of Directors must also be composed of Independent Directors; whereby at least 1/3rd. of the

total number of appointed Board Directors must be Independent Directors, who do not have any responsibilities for the management and operations of the business and who are fully independent of the Management group and those with controlling power over the Company.

3. The Board of Directors must be composed of people who possess the qualifications and requirements as specified by Article 68 of the Public Company Act (BE 2535) together with the Articles of Association of the Company; as well as must not possess any of the disqualifications as specified by the SEC Announcement No. Kor Jor 12/2543.
4. The Board of Directors must be composed of persons who possess knowledge, and capabilities as well as other appropriate qualifications that are aligned with the established strategies of the Company together with special expertise relating to legal matters, finance and accounting, and Government regulations that are applicable to the Company's business operations. This is so to enable the Board to determine the corporate strategies and core policies together with being able to oversee compliance with the stated strategies in an effective and productive manner. As such, there should be no restrictions with

regards gender, age, nationality, religious beliefs or any other specialized qualifications whatsoever.

5. Members of the Board of Directors can hold Board Directorships in not more than 5 other listed companies.
6. The position of the Chairman of the Board of Directors and the Chief Executive are not to be held by the same person, with clear separation of their respective roles and duties.

Scope of Authority and Responsibility of the Company's Board of Directors

The Board of Directors has the role and responsibilities to oversee and ensure that the operations of the Company are undertaken in accordance with the principles of good corporate governance and also with the established required business conducts for Board Directors of listed companies as specified by the Stock Exchange of Thailand (SET) as follows:

1. Determine the overall objectives, strategic directions and key policies of the Company; to review and concur with proposed corporate strategies, business plans, budgets, planned investments, and any key operating projects or activities of the Company; to oversee and monitor, on a regular basis, that Management undertakes operational activities in accordance with the agreed business plans that are based on the established corporate objectives and strategies, in order to ensure that Management will be able to realize the established vision, directions and corporate strategies in a fully effective manner.
2. Oversee and monitor full compliance with all applicable laws together with the established objectives and regulations of the Company – such as: legal requirements relating to matters that require specific approval by the Shareholders Meeting eg: capital increase, capital decrease, issue of debentures, partial and/or total sales or transfer of any key businesses of the Company to other parties, purchases by the Company or transfers to the Company of any businesses/companies, and additions or amendments to the Articles of Association or Regulations of the Company; as well as to oversee and monitor compliance with the Securities and Exchange laws, and regulations of the Stock Exchange of Thailand (SET) – such as: reporting related transactions in accordance with the regulatory requirements as specified by the Stock Exchange of Thailand (SET) or any involved laws applicable to the businesses of the Company.
3. Determine a policy on good corporate governance practices together with on ethical business conducts, to serve as positive operating guidelines for Board Directors, the Management Group, and Staff of the Company in recognizing and being committed to being fully accountable in discharging their duties and assigned responsibilities, as well as to facilitate a good understanding, on their part, so as to enable full adherence to these principles in order to be equitable for all Stakeholder groups.
4. A succession plan must be defined and determined together with human resources development plans for the Staff, Board Directors and members of the Management Group on a continuing basis.
5. Determine and establish a system of financial reporting that is credible, together with procedures to assess the adequacy, appropriateness and effectiveness of the established systems of internal controls and internal audit processes as well as of the system of risk assessment and risk management.
6. Arrange and ensure that the Financial Statements and Profit & Loss Statements of the Company are prepared, as required, for each financial period at the end of each respective financial period, which financial reports will be audited by the Auditors and then submitted for consideration and approval by the Shareholders Meeting.
7. Arrange to hold the Annual General Shareholders Meeting every year within 4 months from the end of the financial year of the Company; as well as arrange to establish appropriate channels of communications with Shareholders; and oversee that relevant information disclosures are made in a comprehensive manner so as to create confidence, equally among all Shareholders, that such disclosures are accurate, clearly stated, fully transparent and credible.
8. Arrange to hold Board Meetings at least every 3 months, with not less than 2/3 of all appointed Board Directors attending each meeting.
9. Consider and establish the governance and management structure of the Company – from the Executive Committee, the Chief Executive Officer, and the Sub-Committees as appropriate.
10. The Board of Directors can authorize or empower a specific Board Director or a group of Board Directors or other Executives to act on behalf of the Board relating to a specific responsibility and within a specific timeframe as authorized by and within the oversight of the Board of Directors as considered appropriate; whereby the Board of Directors can rescind and amend the scope of this delegated authority or change the names of those being empowered with the authority at any time as considered appropriate.

11. A Board Director is forbidden to undertake any business activities that is similar in nature to or in competition with those of the Company, or to be a shareholder or partner, with unlimited liabilities in any businesses, limited partnerships, or to be a Director in any private or other types of companies that are similar in nature to or in competition with those of the Company, regardless of whether for personal gain or for the benefit of others, unless this matter is informed and disclosed to the Board of Directors in advance prior to taking up such positions with other businesses or companies
12. Board Directors must disclose, without delay, if they have any vested interests, either directly or indirectly, relating to any contracts or agreements that the Company is planning to execute with other parties; as well as if they own any shares or debentures of the Company or whenever there are any changes ie: increases or decreases in such shareholdings in the Company or Companies within the Group.
13. Board Directors are required to adhere to the importance of conducting the Company's business with full corporate social responsibility together with responsibility towards the environment, so as to support and promote overall improved well-being of the society and environment together with coexistence in a sustainably happy manner.

Roles and Responsibilities of the Chairman of the Board

1. The Chairman or other assigned person convenes the Board of Directors' meeting. The notice must be given to the directors at least 14 days prior to the meeting date so that each Board Director can have sufficient time to read and review the information beforehand.
2. Set the board meeting agenda by discussing with the Chief Executive Officer which important matters should be included.
3. Serve as an effective Chairman of the Board's meetings and the Shareholders' meetings and Encourage all Directors to partake in the meetings.
4. Play a vital role in encouraging Directors' compliance with the scope of duties and responsibilities required of the Board of Directors, laws, and the Good Corporate Governance and Business Code of Conduct principles of the Company; Directors must also discharge their duties with responsibility to shareholders and any stakeholders concerned.
5. Inform the Board of Directors of any important information.
6. Promote a culture of openness and debate through ensuring constructive relations between executive and non-executive directors, and between the board and management.

Qualifications of Independent Directors

The Board of Directors is comprised of 4 Independent Directors or more than 1/3 of the total number of appointed Board Directors. As such, these Independent Directors are not involved in the management of the Company as well as are fully independent of the Management group and of the majority Shareholder group. They possess the following qualifications, that are in accordance with the announcement of the Office of the Securities and Exchange Commission (SEC), which is a key component of the principles of good corporate governance.

1. Hold not more than 1% of the outstanding and fully paid-up capital of the Company, of any Subsidiary Companies, of any Companies within the Group, of any Joint Venture Companies or of any Associated Companies; whereby this also includes those shareholdings owned by any related party to the Independent Director.
2. Is not involved with or does not participate in any management activities of the Company, of any Subsidiary Companies, of any Companies within the Group, of any Joint Venture Companies or of any Associated Companies, or the majority Shareholder group of the Company; as well as is not an employee or staff of or a consultant to, with a regular salary or income, the Company, any Subsidiary Companies, any Companies within the Group, any Joint Venture Companies or any Associated Companies, and the majority Shareholder group of the Company.
3. Has no benefits or vested interests, whether directly or indirectly and regardless of whether they involve any financial benefits or management participation in the Company, in any Subsidiary Companies, in any Companies within the Group, in any Joint Venture Companies or in any Associated Companies; whereby the nominee must not have had such vested interests or benefits or involvement, as described above, for a period of not less than 2 years prior to being appointed as an Independent Director.
4. Not being related and involved with or a close relative of any member of the Executive group or the majority Shareholder group of the Company.
5. Has not been appointed as a representative, with regards to protecting the rights and benefits, of a Board Director, or the majority Shareholder group of the Company or a party related to the majority Shareholder group of the Company.
6. Able to discharge the required responsibilities, express opinions and report the outcome of any responsibilities as assigned by the Board of Directors in a fully independent manner as well as without being influenced by the Management group or the majority Shareholder group of the Company, including any other involved persons or close relatives of such parties.

Term of Office for Board Directors

At every Annual General Shareholders Meeting (AGM) at least 1/3rd of the appointed Board Directors must resign by rotation; whereby if the total number cannot be fully divided by 3, then the nearest number to 1/3rd of all the Board of Directors will resign. As such, in the first and second year after listing those Board Directors who must resign will be determined by drawing lots; and thereafter those Board of Directors with the longest tenure will resign by rotation. Those Board Directors who resign may be elect to be reappointed as a Board Director for another term.

Apart from retirement upon the expiration of the term of office, the Directors shall vacate upon:

1. death;
2. resignation;
3. dispossession of qualification or possession of disqualification under the laws;
4. the meeting of shareholders resolving to remove any director prior to the expiration of his term of office with votes not less than three-fourths of number of shareholders attending the meeting and having the right to vote and the total number of shares being of not less than one half of number of shares held by shareholders attending the meeting and having the right to vote;
5. the court issuing an order to remove.

Any director wishing to resign must submit a resignation letter to the Company which will become effective on the date the Company receives the resignation letter.

In the case of a vacancy of directorship for reason other than expiration of term of office, the Board of Directors shall elect a person possessed of qualifications as the replacement director in the next meeting of Board of Directors, unless the remaining term of office of the director is less than two months. The replacement director may hold only for the remainder of term of office of the director whom be replaced.

Board Meetings

1. At a meeting of the board of directors, the presence of not less than 2/3rd of the total number of directors is required to constitute a quorum. In passing a resolution at a board meeting, a quorum of at least 2 in 3 of the board members attending the meeting shall be present. In the case where the Chairman of the Board is not present at the meeting or is unable to perform the duty, the directors present at the meeting shall elect one amongst themselves to preside over the meeting. In case that the quorum does not comply with the policy, the Chairman of the meeting shall make a judgement call on how to proceed. A decision of a meeting shall be by a majority of votes.

2. Regular Board of Directors meeting will be held no less than 4 times per year and special meetings will be called as necessary. A schedule of the regular meetings will be fixed in advance for the whole year.
3. The Chairman or Corporate Secretary shall send the invitation letter together with the agenda and supporting documents to the directors no less than 5 working days prior to the meeting date for the directors to study in advance of the meeting.
4. The Corporate Secretary is responsible for preparing minutes of the meeting within 14 days, as well as consolidating minutes of the meeting and supporting documents, and follow up with the Board of Directors to comply with the laws, regulations, and resolutions of the shareholders' meeting, including coordinating with relevant people.

THE BOARD COMMITTEES

So as to enable the Board of Directors to discharge its responsibilities in an effective manner, the Board will appoint various Board Committees that comprise of: The Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, the Legal Risk Management Committee, the Operations Risk Management Committee and the Executive Committee.

Audit Committee

The Audit Committee has been established in accordance with the resolution of the Board of Directors to promote good corporate governance and enhance the efficiency of building the confidence and reliability of the financial reports presented to the shareholders and other stakeholders. Also, the Committee is to review and evaluate the internal control system, risk management, and internal audit system, and also to ensure that the operation comply with its good corporate governance policy.

The Audit Committee shall consist of Independent Directors and Non-Executive Directors with the qualifications fully conformed with the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

As of 31 December 2020, the Audit Committees comprised of the following 3 Independent directors:

No.	Name	Position
1	Mr. Chakkrit Parapuntakul	Chairman of the Audit Committee (Independent director)
2	Mrs. Rawittha Pongnuchit	Member (Independent director)
3	Mr. Kachachan Mongkoncharoan	Member (Independent director)

Scope of Authority and Responsibilities of the Audit Committee

- To review the accuracy of the Company's financial reports in accordance with legally defined Accounting Standards and Financial Reporting Standards, and to ensure there is adequate disclosure.
- To review the overall performance of the External auditors and recommend to the Board on the proposal to shareholders on the appointment, reappointment, as well as to make a decision in the case where the management and the External auditors cannot agree on financial reports or limitations of audit engagement.
- To hold a meeting with the External auditor without management in attendance at least once a year.
- To review the policy on the engagement of the External audit firm to provide non-audit service to the Company.
- To review the Company's internal control system and internal audit system to ensure that they are suitable and efficient, to determine the internal Audit's independence, as well as to approve the appointment, transfer, dismissal, performance appraisal and remuneration of the Chief of Internal Audit, and to hold a meeting with the Chief of Internal Audit without management in attendance in order to review limitations of Internal audit engagement that might impair independence.
- To review and approve annual audit plan and activities of Internal Audit, and coordinate with the External auditor.
- To review that the Company has established an appropriate and effective risk management system, and to support the Board of Directors in overseeing enterprise risks, whereby the Committee shall have the following duties and responsibilities to assess adequacy and appropriateness of strategic risk management for the business sustainability by overseeing and balancing performance and risk taking, as well as to consider risks impacting all concerned stakeholders and persons.
- To review that the Company complies with the requirements of the Securities and Exchange Commission, SET, and all laws relating to the Company's businesses.
- To review all connected transactions and possible conflicts of interests to ensure they are in compliance with the laws and regulations of SET to ensure that all transaction is reasonable and beneficial to the Company and all its stakeholders.
- To review the Company's compliance with Reporting and Investigation of Misconduct and or Fraud and Whistle Blower Protection Policy, and consider all concerns of misconduct or fraud and the final investigation report quarterly, and be one channel to receive complaints according to such policy.
- To oversee Anti-Bribery and Corruption Policy and its programme to ensure compliance with legal and ethical obligations.
- To prepare, and to disclose in the Company's annual report, an audit committee's report which must be signed by the Audit Committee's Chairman and consist of at least the following information.
 - An opinion on the accuracy, completeness and creditability of the Company's financial report.
 - An opinion on the adequacy of the Company's internal control system.
 - An opinion on the compliance with the law on securities and exchange, SET's regulations, or the laws relating to the Company's business.

- (d) An opinion on the suitability of an auditor.
 - (e) An opinion on the transactions that may lead to conflicts of interests.
 - (f) The number of Audit Committee meetings, and the attendance of such meetings by each committee member.
 - (g) An opinion or overview comment received by the Audit Committee from its performance of duties in accordance with the Charter.
 - (h) Other transactions which, according to the Audit Committee's opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Company's Board of Directors.
13. To continue the inspection when the external auditor informs regarding any suspicious circumstance that the director, manager or any person responsible for the operation of such juristic person commits an offence under the law on the Security and Exchange and the Audit Committee shall report the result of preliminary inspection to the Office of the Securities and Exchange Commission and the external auditor within thirty days.
14. To report the discussion and/or decision of the Audit Committee at its meetings and make recommendation as necessary to the Board of Directors at least four times a year. In its performance of duties, if it is found or suspected that there is a transaction or any of the following acts, which may materially affect the Company's financial condition and operating results, the Audit Committee shall report it to the Board of Directors for rectification within the period of time that the Audit Committee thinks fit.
- (1) Transactions which may cause conflicts of interest.
 - (2) Fraud, irregularity, or material defect in an internal control system.
 - (3) Infringement of the law on Securities and Exchange, SET's regulations, or any law relating to the Company's business.

If the Company's Board of Directors or management fails to make a rectification within the period of time under the first paragraph, any Audit Committee Member may report on the transaction or act under the first paragraph to the Office of the Securities and Exchange Commission or SET.

- 15. To have the authority to invite concerned executives, management and officers of the Company to express opinions, attend meetings or deliver documents as deemed necessary.
- 16. To review the presence of the Audit Committee's performance assessment as a whole and as self-assessment on an annual basis.
- 17. To Review this charter annually and propose to the Board of Directors for approval if changes are needed.
- 18. To perform other duties as assigned by the Board of Directors of the Company with the consent of the Audit Committee.

Meeting

- 1. Meeting of the Audit and Risk committee shall be held at least four times a year. In calling a meeting, the Chairman or Secretary of the Committee (as instructed by the Chairman) shall send an invitation letter to all members at least seven days in advance. However, if the matter is urgent, the Chairman can call a meeting without prior written notice.
- 2. As least one-half of the members must be present in the meeting to form a quorum. In the case that the Chairman of the Audit Committee is absent or cannot perform his or her duties, the remaining members shall elect one member to chair the meeting.
- 3. Consent in meetings shall be made by majority vote. Each member shall have one vote. A member who has a conflict of interest is not entitled to consider and vote for such matters. In the case that there are an equal number of votes, the Chairman shall have the casting vote.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for the recruitment and selection of qualified persons, who are considered appropriate to be proposed to the Board of Directors

for appointment as Board Directors, as well as for defining the policies and criteria relating to the remuneration structure for Board Directors that is transparent and fair.

The Nomination and Remuneration Committee is comprised of the following 3 Members:

No.	Name	Position
1	Mrs. Rawittha Pongnuchit	Chairman of the Nomination and Remuneration Committee
2	Mr. Supant Mongkolsuthree	Member
3	Mr. Tu, Shu-Chyuan	Member

Scope of Duties and Responsibilities of the Nomination and Remuneration Committee

1. Determine policies, required qualifications and selection criteria for those persons to be considered for nomination as Board Directors and Members of Board Committees.
2. Undertake the selection of those qualified persons to be considered for nomination, who possess the abilities and experiences appropriate for the Company's businesses; and then, in the event that the position becomes vacant, recommend such candidates to be nominated as Board Directors and Members of the various Board Committees to the Board of Directors and/or the Shareholders Meeting (as applicable).
3. Define policies and criteria for determining remuneration for Board Directors, (ie: meeting allowances and/or other types of monetary or non-monetary compensation), and then propose to the Board of Directors and/or Shareholders Meeting for approval (as applicable).
4. At least half of the Members of the Nomination and Remuneration Committee must attend each Committee meeting; and a resolution of the Nomination and Remuneration Committee requires a majority vote; whereby in the event of a tie-vote the Chairman of the Nomination and Remuneration Committee will have one additional deciding vote.
5. The Nomination and Remuneration Committee will meet at least once each year.
6. The Nomination and Remuneration Committee will undertake any other duties as assigned by the Board of Directors, as appropriate.

Corporate Governance Committee

The Corporate Governance Committee is responsible for defining good corporate governance policies and practices, as specified by the principles and criteria relating to good governance and the Company's Code of Ethics and Business Conduct towards all other involved parties; as well as for overseeing that good governance practices are adhered to, with regards to both internal and external parties, in an equitable manner without any bias and on a continuing basis along with communicating

corporate public relations information and corporate image, so as to add value to its business operations with regards to the economic, marketing, investor relations (IR), corporate social responsibility, and environmental responsibility aspects of its operations in an effective and continuous manner. These operational aspects or components are aimed at benefiting all involved internal and external parties.

The Corporate Governance Committee is comprised of the following 3 Members:

No.	Name	Position
1	Mr. Kachachan Mongkoncharoan	Chairman of the Corporate Governance Committee
2	Ms. Sutida Mongkolsuthree	Member
3	Ms. Napassakamon Voralert	Member

Scope of Duties and Responsibilities of the Corporate Governance Committee

1. Define and then propose, to the Board of Directors for consideration and approval, the Company's good governance policies and practices; as well as then monitor that these policies and practices are complied with in the various operational activities. Review such policies and practices on a regular basis, so that they remain relevant and appropriate for the Company.
2. Define and oversee policies relating to human resources management, based on the principles of good corporate governance.
3. Define policies, objectives and strategies of the CC, PR & CSR Committee, so as to develop various channels of communications that are relevant and timely, so as to effectively support the Company's business operations to be conducted in accordance with and to achieve the vision, corporate strategies, policies, objectives and business plans as specified by the Company's Board of Directors.
4. Oversee as well as monitor information disclosures and required notifications to the various involved regulatory authorities in accordance with the rules and regulations specified by the Stock Exchange of Thailand and other involved parties.
5. Oversee communications with investors and associated activities of the Investor Relations Department in an effective manner, so that investors and shareholders are fully informed of their rights, benefits and privileges.
6. Support and disseminate information about the Company's activities with regards to its Corporate Social Responsibility (CSR) and care for the environment, so that such public relations communications will serve to inform as well as make the general public and other external parties aware about such activities in an effective manner and on a continuing basis.
7. At least half of the Members of the Corporate Governance Committee must attend each Committee meeting; and a resolution of the Corporate Governance Committee requires a majority vote; whereby in the event of a tie-vote the Chairman of the Corporate Governance Committee will have one additional deciding vote.
8. The Corporate Governance Committee shall meet at least 6 times per year.
9. The Corporate Governance Committee shall undertake any other duties as assigned by the Board of Directors, as appropriate.

Legal Risk Management Committee

The Legal Risk Management Committee is responsible for overseeing and controlling corporate legal documents as well as the internal management activities of the Company, so as to ensure that they all comply with the current applicable laws and regulations. Additionally, the Committee may consider applying

existing laws and legal procedures, so as to monitor and expedite any legal cases that have occurred or may occur, as well as make use of any legal proceedings to prevent various potential risks from occurring that may result in damages for the Company.

The Legal Risk Management Committee is comprised of the following 4 Members:

No.	Name	Position
1	Mrs. Rawittha Pongnuchit	Chairman of the Legal Risk Management Committee
2	Ms. Sutida Mongkolsuthree	Member
3	Mr. Puttipan Tayarachkul	Member
4	Pol.Gen. Rachatha Yensuang	Member

Scope of Authority and Responsibilities of the Legal Risk Management Committee

1. Review and amend the Charter of the Legal Risk Management Committee once a year, so that it always remains timely, current and appropriate to the present business environment for the organization.
2. Review and consider, together with the Management and the involved Department Managers, the operational legal aspects of the Company.
3. Review, consider and define policies relating to various legal issues; and also oversee that various applicable operational procedures or measures correspond to the provisions of the law. Provide recommendations and, together with involved Departments, define policies and oversee that the various operational procedures and measures, rules and regulations of the Company correspond to the provisions of the law.
4. Authorize to review and amend rules, regulations, or any contracts relating to Company's internal management activities or other associated issues, so that they correspond to the provisions of the law. Provide legal advice relating any lawsuit filing and procedures, legal judgment and enforcement, and any ongoing legal proceedings or those to be undertaken.
5. Report to the Company's Board of Directors, on a regular basis, on any matters that need to be improved, so as they correspond to established Company policies and strategies.
6. The meeting of the Legal Risk Management Committee will be attended by not less than half of the total existing Members; whereby the resolution of the Committee will require a majority vote.
7. The Legal Risk Management Committee shall meet at least 6 times per year.
8. The Minutes of the Committee meetings must be submitted to the Board of Directors for acknowledgement.

Operations Risk Management Committee

The Operations Risk Management is responsible for reviewing the adequacy and effectiveness in managing risks relating to the operations of business partners that may impact the organization, through taking into consideration both present and future risk

situations or factors, so as to reflect the stated vision and Code of Ethics and Business Conduct of the Company as well as established principles of good corporate governance.

The Operations Risk Management Committee is comprised of the following 4 Members:

No.	Name	Position
1	Mr. Supant Mongkolsuthree	Chairman of the Operations Risk Management Committee
2	Ms. Sutida Mongkolsuthree	Member
3	Mr. Puttipan Tayarachkul	Member
4	Mr. Boonchai Ekapisit	Member

Scope of Authority and Responsibilities of the Operations Risk Management Committee

1. Define policies and business partner operations risk guidelines; and then propose to the Board of Director for consideration the overall risk management measures covering such key aspects as: credit risk, obsolete inventory risk, operations risk and other risks that will impact to the Group's corporate reputation or image.
2. Define strategies that conform to the established Operations Risk Management Policy; whereby the risks relating to respective business partners can be monitored and reviewed so that they can be managed at appropriately acceptable levels; as well as ensure they effectively comply with established criteria as specified by the Company.
3. Review the adequacy of established policies and the efficiency of overall the Operations Risk Management procedures so that they correspond with established policies.
4. The meeting of the Operations Risk Management Committee will be attended by not less than half of the total existing Members; whereby the resolution of the Committee will require a majority vote.
5. The Operations Risk Management Committee shall meet at least 6 times per year.
6. The Operations Risk Management Committee shall undertake any other duties as assigned by the Board of Directors, as appropriate.

Executive Committee

The Executive Committee is charged with overseeing the Company's overall operations and administrative activities, in accordance with the agreed objectives, goals and policies within the applicable legal framework and scope of authority of

the Board of Directors. Additionally, the Executive Committee represents the Company with regards to external parties and will act for the overall interests and benefit of the Company.

The Executive Committee is comprised of the following 3 Members:

No.	Name	Position
1	Ms. Sutida Mongkolsuthree	Chairman of the Executive Committee
2	Mr. Puttipan Tayarachkul	Member
3	Mr. Suttipon Pommarin	Member

Criteria and Qualifications in appointing Members to the Executive Committee, and Term of Office

1. The Company's Board of Directors is responsible for establishing and appointing Members of the Executive Committee, through selecting from some of the Board Directors and Senior Executives of the Company who possess those qualifications considered appropriate for the assigned responsibilities. The Board of Directors also appoints one of those Members to be the Chairman of the Executive Committee or Chief Executive Officer (CEO).
2. Members of the Executive Committee have a 3-year term of office, with the Nomination and Remuneration Committee being responsible for determining the remuneration for Members of the Executive as well as for considering appropriately qualified Board Directors and Senior Executives and nominating such persons to the Board of Directors for approval in being appointed to the Executive Committee every 3 years. However, the Chief Executive Officer and Members of the Executive Committee who retire by rotation can be nominated and reappointed for another term of office.
3. The Executive Committee must arrange to convene Executive Committee meetings as appropriate; and all Executive Directors are required to regularly attend such meetings.
4. At all Executive Committee meetings, there must not less than half of all the appointed Members attending so as to constitute a quorum for a meeting to take place.
5. Members of the Executive Committee will not receive any meeting allowances in attending Executive Committee meetings.
2. Consider for approval the overall executive structure, salary, and bonus as well as other employee rewards and incentives that are aimed at promoting staff motivation and morale. Review the Company's management structure from the Department level downwards; and define the operational procedures of the Company's staff so as to not be in conflict with all applicable laws and regulations.
3. Consider for approval the Company's annual budget, to be submitted for further approval by the Board of Directors.
4. Undertake any legal transactions, in the name of the Company, as authorized by the established policies, regulations and scope of authority of the Executive Committee and assigned by the Board of Directors.
5. Consider for approval the proposed applications for credit facilities of the Company; define the Company's policies together with overall investment directions and activities in accordance with the established investment policies of the Company.
6. To have power to consider taking on mortgage of lands and/or other immovable properties, including collateral mortgage or collateral securities of repayment of debts arising from the purchase and sale transactions of the company by debtors as well as mortgage.
7. To have power to authorize an attorney (s) for an operation under the control of the Executive Committee, or delegate to such persons to be authorized by the Board of Directors deems appropriate within the time period the Executive Committee deems appropriate. The Executive Committee may revoke or amend the attorney or the authorization as see appropriate.
8. Consider and review and propose Anti-Corruption Policies and measures to the Board of Directors for approval.

Scope of Authority and Responsibilities of the Executive Committee

1. Oversee and conduct the business activities of the Company; define the goals, business strategies, and business expansion plans of the Company in accordance with the established vision, mission, strategies, policies, and resolutions of the Board of Directors, which are not contrary to the applicable laws, together with the rules and regulations of the Company.
9. Consider for approval or acknowledge other relevant management issues, as deemed necessary or appropriate by the Executive Committee.
10. The Chief Executive Officer, as the Chairman of the Executive Committee, oversees to ensure performance effectiveness of the Committee in accordance with the abovementioned duties and responsibilities. Oversees and ensures that Company's internal controls system is adequate, comprehensive and appropriate, through close coordination and collaboration with the Audit Committee.

Scope of Authority and Responsibilities of the Chief Executive Officer

The Company's Board of Directors has determined and assigned the CEO to have the duty, responsibilities and associated authority to manage the overall business operations of the Company in accordance with the established corporate policies, as follows:

1. Oversee and manage the Company's daily operations and activities.
2. Manage the Company's overall operations in accordance with established Company policy, business activities plan, and approved budget as determined by the Board of Directors.
3. Act as the authorized person, under the established Company regulations, to manage, in a comprehensive manner, the Company's operations in accordance with the established Company objectives and policies, as well as with its rules and regulations and together with the resolutions of the Shareholders Meeting and/or the Board of Directors Meeting.
4. Determine the Company's business plans and annual budget relating to the normal conduct of its businesses for submission to Board of Directors for its consideration and approval.
5. Approve the budget for significant investments, as incorporated in annual expenditures plans as authorized and assigned by the Board of Directors or as per any previous resolutions of the Board of Directors.
6. Determine and approve loans or borrowings and issue of any financial instruments to the general public, together with the any guarantees and loan collaterals to be given or any applications for credit facilities, for proposing to the Board of Directors Meeting for final approval.
7. Define and determine the Company's mission, objectives, operating guidelines, and policies; as well issue any orders in overseeing the overall operations of the Company.
8. Delegate any authority or assign others to act on behalf of the CEO, or both, within the framework of the Company's rules and regulations or authority as given by the Board of Directors or the Company, or both. The delegation of such authority, in legally binding the Company, requires the joint approval of any two of these three persons: The Chief Executive Officer and the 2 Senior Vice Presidents, together with affixing the corporate seal.
9. Monitor and evaluate the company's operations, so as to prevent any possible impact from both internal and external risk factors.
10. Consider entering into any business agreements or contracts that are beneficial for the Company; as well as determine associated procedures and methods in negotiating such contracts to be proposed to the Board Meeting for final approval. As such, any two of these three persons - the Chief Executive Officer and the 2 Senior Vice Presidents - together are required to sign such agreements or contracts with affixing the corporate seal, so as to be legally binding on the Company.
11. Consider the allocation of pension payments, rewards or other compensation to be given to the Company's employees or other involved parties who undertake any business for the Company, as approved by a resolution of the Board of Directors.
12. Authorized to employ and appoint any employees to various Management positions within the Company, as well as to transfer them to other Departments or to dismiss them from the Company. Also authorized to determine the terms of employment and remuneration or compensation, bonus and other additional benefits with regards to the employees of the Company.
13. Authorized to issue orders, rules and regulations, and associated memoranda so as to ensure that all operational activities and performances are in accordance with the policy and to the benefit of the Company, as well as to maintain regulations and discipline within the Company.
14. Undertake any other duties as assigned by the Board of Directors, as appropriate.

Nevertheless, the authority or assigning the authority to the third parties will not include the authority and/or assigning the authority to approve any activities that may have the conflicts of interest with the Company or the subsidiaries company as determined in the rule and regulations of the Stock Exchange of Thailand. The approval of such activities shall be proposed to the Board of Directors Meeting and/or the Shareholders Meeting to consider and approve such activities according to regulations or relevant laws.

Criteria, conditions and procedures in appointing the Sub-Committees

1. The Board of Directors will consider appointing the various Board Committees.
2. Each respective Board Committee will consider and appoint the required working groups, and also the Secretary of the Committee.
3. Each Board Committee will be comprised of Members, who possess the relevant knowledge, expertise and experiences together with a full understanding of the role, duty and responsibilities of their respective Committees.
4. Each Board Committee will have a term of office of 3 years; whereby the Chairman and each Member of the respective Board Committees may be reappointed for another term.
5. In the event that all of the members of the Board Committee shall vacate from their office, the Committee members who are being vacated shall remain in office to continue their duties until the new committee members are appointed.
6. In the event that the Chairman or the Members of the Board Committee have completed their term of office or are unable to complete the current term of office, for whatever reason, the Board of Directors or the Chairman of the Board shall appoint a qualified replacement to the vacated position in order to complete the Committee member. As such, the replacement Chairman or Members of the respective Board Committees will remain in office till the expiration of the current term of office only.
7. Executive members of the Committees shall not be remunerated from the meeting attendance.

The Evaluation of the Board of Directors and the Sub-Committees

The Company has a policy to ask the Board of Directors and the Sub-Committees (as a whole and an individual basis) to evaluate its performances at least once a year to consider and review their performances, issues and obstacles over the year and to increase the effectiveness of the Board of Directors and the Sub-Committees. The evaluation results are beneficial to consecutively improve the efficiency of the Board of Directors and the Sub-Committees.

Performance Evaluation of the Board of Directors

The Company gives the Board of Directors evaluation forms to all members so they are able to evaluate the performances during the year collectively. The areas to be assessed are qualification, roles and responsibilities, meeting, performances of the Board of Directors, relationship with Management and self-improvement of the Board of Directors and Executive development. After day complete the forms, the Board of Directors send them to the corporate secretary who collects the results of each member, summarizes and analyzes the performances of the Board of Directors during the year.

The Criteria of Evaluation of the Board of Director

- Scores above 85 are considered "Excellent"
- Scores above 75 are considered "Good"
- Scores above 65 are considered "Moderately Good"
- Scores above 50 are considered "Average"
- Scores below 50 are considered "Needs Improvements"

The Evaluation of the Board of Directors' Performance in the year 2020

The Evaluation of the Board of Directors	Scores	Result
Group Assessment	100/100	Excellent
Assessment of Individual Directors	98/100	Excellent

The Evaluation of the Sub-Committees	Scores	Result
Audit Committee	95/100	Excellent
Nomination and Remuneration Committee	100/100	Excellent
Corporate Governance Committee	100/100	Excellent
Legal Risk Management Committee	99/100	Excellent
Operations Risk Management Committee	100/100	Excellent

The evaluation of the Chief Executive Officer

The Company evaluated the Chief Executive Officer's performance which the areas to be assessed are: leadership / determination of strategic planning / compliance strategy / financial planning and

results of financial operations / relationship with Directors / external relation / management and employee relation / succession / product knowledge and individual characteristic.

The Evaluation of the Chief Executive Officer ' Performance in the year 2020

The Performance Evaluation	Scores	Result
Chief Executive Officer	99/100	Excellent

Policies and criteria for selection, nomination and appointment of Board Directors

The Nomination and Remuneration Committee is responsible for considering persons deemed qualified to be selected and proposed as nominees for appointment as a Board Director of the Company, in order to replace those Board Directors who have completed their term of office or due to any other situation, and to be proposed to the Board of Directors for their concurrence and/or to the Shareholders Meeting for final consideration and approval. Such qualified persons must possess leadership skills, broad vision, and good moral ethics, together with a transparent and positive professional business experience. Also, great importance is placed on achieving a positive Board Diversity that comprises of Directors possessing the appropriate qualifications and experiences corresponding to the Company's strategies, together with having the required specific knowhow and expertise within the Board of Directors. This is in order that the Board will be capable of determining effective strategies and policies, together with being able to oversee, in an effective and productive manner, their execution and implementation. As such, the proposed qualifications and criteria for Board Directors are:

- Having a leadership role, broad vision, good ethics and honesty; as well as being fully committed to good corporate governance practices.
- Possessing a mature and stable personality and being a good listener; as well as willing to express an opposing opinion and speaking out independently.

- Committed to working standards as a professional; and able to fully devote full efforts as well as time – especially with regards to making important decisions based on information and reasons for the overall benefit of the Company.
- Having a positive range of diversity among the Board Directors – such as, educational background, gender, and age etc.
- Being knowledgeable and well-experienced; and having specific knowledge or expertise that is divided into these 3 areas: legal matters, Government rules and regulations applicable to the business operations, and finance and accounting with required specific knowledge about financial statements/reporting and accounting standards.
- Not being a person with any prohibited qualifications as specified by the applicable law on public companies; as well as not being a person who is listed in the 'Black List' of any organization, or having received a guilty judgment or verdict in a criminal legal proceeding.
- A Board Director who is an Independent Director must possess all the qualifications and criteria as specified for Independent Directors.
- Consideration of any other qualifications that are considered to be appropriate, applicable, and reasonable by the Board of Directors.

Policies and criteria for selection, nomination and appointment of top Executives

Those persons being considered for appointment as a top Executive of the Company will be considered by the Nomination and Remuneration Committee so as to screen and ensure that they possess all the required and appropriate qualifications, knowledge, professional experiences, specific expertise, leadership qualities, management skills, and good understanding to the Company's business. Those considered qualified will then be proposed and nominated to the Board of Directors for consideration and approval.

Policy on the Remuneration for Board Directors

The Board of Directors has assigned the Nomination and Remuneration Committee to be responsible for considering, determining and proposing the annual remuneration for Board Directors to the Board of Directors to consider and submit to the AGM for approval; whereby as such, this is a regularly scheduled Agenda Item for consideration and approval at each AGM. As such, the proposed remuneration for Board Directors must be aligned with and appropriate to their assigned duties and required responsibilities, as well as be equitable and aligned with the annual performance results of the Company together with being comparable to the remuneration given to Board Directors in other SET-listed companies of a similar size within the same industry/business sector.

Director and Executive Development

Board Directors orientation

The Company undertakes an orientation program for newly appointed Board Directors so that they will be informed about and made aware of the Company's business policies, the overview of the types of business operations and activities, the financial structure, and the corporate structure and operating performance results; as well as being provided with other relevant information on the business and the various applicable laws and regulatory requirements which information will be beneficial and useful for Board Directors - with details as follows:

1. Company's Affidavit and Articles of Association.
2. Names of Members of the main corporate Board of Directors and names of the Board of Directors of Subsidiary Companies.
3. Role and duties of the Board of Directors and those of the various subcommittees.
4. Code of Conduct.
5. Minutes of the Ordinary Annual General Shareholders Meeting (for the latest year).
6. Minutes of the Board of Directors Meetings (for the latest year).
7. The Company's Annual Report (for the latest year).
8. Form 56-1 (for the latest year).
9. Financial Statements (for the latest year).
10. Timeline of Board of Directors Meetings for the year for the current year.

Director Training

The Company is supportive in providing extra training to Directors and also applied to support the Thai Institute of Directors (IOD) to gain benefits related to increasing knowledge to help them better perform their duties.

IOD Training Courses of the Board of Directors as following:

Name	DAP	DCP	ACP	AACP	BMT	ELP
1 Mr. Supant Mongkolsuthree	2004	2004	-	-	-	-
2 Mr. Chakkrit Parapuntakul	2004	-	2005	-	2017	2017
3 Mrs. Rawittha Pongnuchit	-	2005	-	-	-	-
4 Mr. Kachachan Mongkoncharoan	2011	-	-	2019	-	-
5 Mr. Boontuck Wungcharoen	-	2008	-	-	-	-
6 Ms. Sutida Mongkolsuthree	-	2016	-	-	-	-
7 Mr. Puttipan Tayarachkul	2007	-	-	-	-	-

Succession Plans and Development of Senior Management / Executives

The Board of Directors has assigned the Executive Committee to develop and determine a succession plan for key positions; whereby the Chief Executive Officer is responsible for reporting to and informing the Board of Directors about the current succession plans on a regular basis, so that the Board will be confident that the Company has in place a systematic process for the selection of appropriately qualified persons to assume key Management/ Executive positions and associated responsibilities at every management level. This information will then be used to develop senior Management / Executives persons, so that they are well-prepared in succeeding to the respective designated positions as planned.

Policy on an appointment of the Company's personnel to a position at another company

The principles concerning an appointment of the Company's personnel to a position in another company or juristic person are as follows.

1. In case that the CEO will be appointed as a director, a member of a sub-committee or a working group, an expert, an advisor, or to any position in another company or juristic person, an approval from the BOD prior to accepting the position shall be obtained.
2. For the Company's management and personnel other than the CEO, in case of an appointment similar to (1.) above, an acknowledgement or approval (as the case may be) from the CEO prior to accepting the position shall be obtained.

The appointment of the CEO and/or other personnel of the Company under (1) and (2) that occurred before the effective date of this policy, and if the positions are still being held by the Company's personnel, the CEO and the personnel holding those positions shall propose to the BOD or the CEO (as the case may be) for the acknowledgements.

Corporate Secretary

The Board of Directors' Meeting No. 5/2014, held on November 6, 2014, appointed Mr. Puttipan Tayarachkul, Senior Advisor to be the Corporate Secretary.

Scope of Duties and Responsibilities of the Corporate Secretary

The Company's Board of Directors is responsible for establishing and appointing the Corporate Secretary shall act as defined in Section 89/15 and 89/16 of the Securities and Exchange Act (No. 4) Act 2551 which comes into force on 31 August 2008 with responsibility, caution and honesty including the need to comply with the laws, regulations, the Company objectives, the Board of Directors resolutions and resolutions of the shareholders' meeting. The scope of legal duties and responsibilities of the Corporate Secretary are shown below:

1. Arranging the Annual General Meeting of Shareholders to conforms to the Companies' regulation.
2. Recording Minutes of the General Meeting of Shareholders and Minutes of the Board of Directors' Meeting, and monitoring subsequent actions in accordance with resolutions of those meetings.
3. Preparing and keeping registrations of directors, notices calling Shareholders and the Board of Directors Meetings, as well as Minutes of the Shareholders and the Board of Directors Meetings.
4. Communicating with all correspondence in the Company and ensuring that people entitled abide by the Board's and Shareholders resolution.
5. Providing basic advice pertaining to the relevant law provision and regulations and the Company's procedures, as well as monitoring compliance on a regular basis.
6. Keeping all interest or conflicts of interest reported by directors or any member of management team and submit the interest and conflict of interest report to Chairman of the Board of Directors and Chairman of the Audit Committee within 7 days upon receiving by the Company.
7. Ensuring that corporate information disclosures to regulatory agencies are in accordance with the laws and regulations.
8. Being accountable for anti-corruption operations as the measure determined by the Board of Directors.
9. Communicating with Shareholders on their legitimate rights and on the Company's information.
10. Assisting in the Board of Directors activities.

REMUNERATION OF DIRECTORS AND MANAGEMENT

1. Financial compensation

Remuneration of Directors

In 2020, the Remuneration of Board of Directors in form of allowances totally 3,120,000 Baht as following;

Name	Remuneration of Directors for the year 2020						
	Meeting Attended						Total (THB)
	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Corporate Governance Committee	Legal Risk Management Committee	Operation Risk Management Committee	
1 Mr. Supant Mongkolsuthree	7/7		2/2			7/7	525,000
2 Mr. Tu, Shu-Wu	6/7						90,000
3 Mr. Wei, Hui ⁽¹⁾	1/4						30,000
4 Mr. Tu Shu Chyuan	6/7		1/2				115,000
5 Mr. Lin, Tai-Yang	6/7						90,000
6 Mr. Su, Chih-Ching	6/7						90,000
7 Ms. Chen, Yi-Ju ⁽²⁾	2/2						30,000
8 Ms. Sutida Mongkolsuthree	7/7						150,000
9 Mr. Puttipan Tayarachkul	7/7						150,000
10 Mr. Chakkrit Parapuntakul	6/7	5/5					350,000
11 Mrs. Rawittha Pongnuchit	7/7	5/5	2/2		12/12		660,000
12 Mr. Kachachan Mongkoncharoean	7/7	5/5		6/6			450,000
13 Mr. Boontuck Wungcharoen	5/7						150,000
14 Pol.Gen. Rachatha Yensuang					12/12		240,000

Remark: ⁽¹⁾ Mr. Wei, Hui resigned from Director, effect from June 30, 2020.

⁽²⁾ The Board of Directors Meeting No. 3/2020 on August 11, 2020 passed a resolution to appoint Ms. Chen, Yi-Ju to be Director replacing Mr. Wei, Hui, effective on August 11, 2020 onwards.

For the 2020 Annual General Meeting of Shareholders on May 29, 2020, it was resolved to fix the total remuneration for directors, Audit Committee's members, and Committee's members to not exceed THB 4,500,000 with details as follows:

Remuneration of the Company's directors / Audit's Committee's members / Sub-Committees' members	Position	2020 (THB/Meeting)
1 Company's directors	Chairman	60,000
	Director	30,000
2 Audit Committee	Chairman	40,000
	Member	30,000
3 Nomination and Remuneration Committee	Chairman	30,000
	Member	25,000
4 Corporate Governance Committee	Chairman	25,000
	Member	20,000
5 Legal Risk Management Committee	Chairman	25,000
	Member	20,000
6 Operational Risk Management Committee	Chairman	25,000
	Member	20,000
Total Remunerations for the Company's directors/ Audit Committee's members/ Sub-Committees' members		Not exceeding 4,500,000

Remunerations of Management

Remunerations	2020		2019	
	Number of executives	Total (MB)	Number of executives	Total (MB)
Salaries, bonus payments, the provident fund	14	49.45	13	54.68
total	14	49.45	13	54.68

Remark: Remunerations compared with number of executives and management structure

2. Other Remuneration

The Employee Joint Investment Program (EJIP no.1)

The Board of Directors' Meeting no. 4/2013 which hold on 6 November 2013, passed the significant resolution of the approval of the Employee Joint Investment Program (EJIP) to bring employees up to their ultimate efficiency, motivation and the sense of ownership. The program period is 5 years, starting from 1 January 2014 – 31 December 2018

The Employee Joint Investment Program (EJIP no.2)

The Board of Directors' Meeting no. 4/2017 which hold on 11 November 2017, passed the significant resolution of the approval of the Employee Joint Investment Program (EJIP no.2). The program period is 5 years, starting from 1 January 2018 – 31 December 2022.

The eligible employees are follows:

Rank	Working Period
Officer (01)	Over 10 years
Senior Officer (02)	Over 2 years
Supervisor (03) to Section Manager (M1)	Over 1 years
Division Manager (M2) upward	Successful probation period

The Company will deduct from payroll of eligible employee who voluntarily joins EJIP in each month until the end of the EJIP period. The Company will contribute 42% of the deductible amount from EJIP participants on a monthly basis. The deduction from payroll of eligible employee who voluntarily joins EJIP as follows:

Rank	Payroll Deduction Rate (Baht)
Officer (01)	500 Baht/Month
Senior Officer (02)	1,000 Baht/Month
Supervisor (03)	1,200 Baht/Month
Section Manager (M1)	1,800 Baht/Month
Division Manager (M2)	2,500 Baht/Month
Department Manager (M3)	5,000 Baht/Month
Vice President (E1)	8,000 Baht/Month
Executive Vice President (E2)	12,000 Baht/Month
Senior Executive Vice President (E3)	15,000 Baht/Month
Chief Executive Officer (CEO)	20,000 Baht/Month

Changes in the Securities Portfolios of the Board and the Executive

The Company has notified all Board of Directors and Executives team members about the announcement of the Securities and Exchange Commission (SEC), calling on them to report their portfolios, including those of their spouses and children not yet of age, to SEC within 30 days of their appointment to the Board and the management rank, and to do so with each change in portfolio.

The portfolios and changes of the Board and the executives as of 31 December 2020, these portfolios were as following:

Name	Shares as of 31 December 2020	Shares as of 31 December 2019	Remark Up / (Down)
Board of Directors			
1 Mr. Supant Mongkolsuthree	1,166,047	1,122,536	43,511
2 Mr. Tu, Shu-Wu	-	-	-
3 Mr. Tu, Shu-Chyuan	-	-	-
4 Mr. Lin, Tai-Yang	-	-	-
5 Mr. Su, Chih-Ching	-	-	-
6 Ms. Chen, Yi-Ju	-	-	-
7 Ms. Sutida Mongkolsuthree	5,794,928	5,751,417	43,511
8 Mr. Puttipan Tayarachkul	-	31,315	(31,315)
9 Mr. Chakkrit Parapuntakul	-	-	-
10 Mrs. Rawittha Pongnuchit	-	-	-
11 Mr. Kachachan Mongkoncharoean	-	-	-
12 Mr. Boontuck Wungcharoen	-	-	-
Executive			
1 Mr. Boonchai Ekapisit	24	1,924	(1,900)
2 Mr. Naran Poomsiri	-	-	-
3 Mr. Piyasit Thongyuak	149,042	132,838	16,204
4 Mr. Pornthep Watcharaamnouy	80,165	62,761	17,404
5 Mr. Panya Phunpermpholsiri	120,442	114,160	6,282
6 Ms. Tisakorn Wongyai	127,045	142,641	(15,596)
7 Ms. Jutarat Bunyanuprapart	149,391	72,587	76,804
8 Mr. Nuntaporn Suyasunanonda	-	-	-
9 Ms. Kamonsri Boonjang	310,612	293,208	17,404
10 Mrs. Haruthaikarn Phansuwan	216,024	132,220	83,804
11 Ms. Risa Pornpukdeewatana	22,543	37,543	(15,000)

CORPORATE GOVERNANCE

Synnex (Thailand) Public Company Limited realizes the importance of good corporate governance and conducting business according to the principles of good governance. Thus, the Board of Directors of the Company and its Management are committed to managing and operating the business with transparency and accountability according to accepted international standards of practices, together with respecting their rights in regard to our treatment towards all Shareholders in an equal manner and our responsibilities towards all Stakeholder groups, and in taking into consideration our responsibilities towards society and the environment. This will then enhance and enable effective achievement of the Company's goals, which is a key driving factor for increasing the Company's economic value added and maximizing financial returns for Shareholders in the long term.

The Board of Directors have determined its policy on corporate governance through adhering to and complying with the regulations specified by the Stock Exchange of Thailand (SET) and also in accordance with the criteria of the Corporate Governance Report of Thai Listed Companies - CGR published by the Thai Institute of Directors Association (IOD). Further, the Company has reviewed and revised the established Corporate Governance (CG) Policy to be in line with the recently issued Corporate Governance Code for listed companies - 2017, that is to be used as operating guidelines in the conduct of the businesses by the Company's Board Directors, the Management and all our Staff; whereby it is also required that this CG Policy and the associated operating guidelines be reviewed every year and be disseminated to all our Staff through our internal communications systems and the corporate website, so that they will all be fully aware of the established CG Policy: whereby during 2019, the Company received a positive CG rating with details as follows:

- The Corporate Governance Report of Thai Listed Companies (CGR) for 2020 from the Thai Institute of Directors Association (IOD), Rating is "Very Good" or CG score is 86%
- The evaluation of the quality of its procedures in holding its Annual General Shareholders Meeting 2020 from the Thai Investors Association (TIA), Evaluate scores is 98%

The Company has the following operating guidelines relating to good corporate governance for listed companies of the Stock Exchange of Thailand (SET), that cover these 5 key components:

Section 1: The Rights of Shareholders

The Board of Directors places great importance on the rights of Shareholders together with taking care of and encouraging all Shareholders to exercise their rights, that includes such fundamental rights as provided by the law on an equal basis, namely: having the right to buy, sell and transfer the Company's shares owned by them; being allocated a share of Company's profits; and actively participating in the Annual General Shareholders Meeting (AGM) or exercising the right to appoint their authorized proxy to attend and vote at the AGM on their behalf - such as: to appoint new Board Directors', to approve the appointment of the Company's External Auditor and to determine the associated audit fee; to make any enquiries or express any opinions on various matters being reported to the AGM by the Board of Directors. As such, Shareholders are entitled to the number of votes according to the total number of shares owned.

Further, the Board of Directors has also determined best practices in promoting and giving all Shareholders further rights in addition to the abovementioned fundamental Shareholder rights, and in not violating or depriving any rights of the Shareholders.

- Offering opportunities for shareholders to propose agenda items for consideration at the Annual General Shareholders Meeting and to nominate candidates qualified to be proposed for election as the Company's Directors, at least 30 days in advance prior to the scheduled date of the AGM and based on the criteria and procedures that have been clearly defined by the Company. As such, associated details of these rights and associated procedures to be followed are disclosed to inform shareholders via the SET news system and are also posted the Company's Investor Relations (IR) website.
- Arrange to hold the Annual General Shareholders Meeting, through appointing Thailand Security Depository Company Limited, as the Company's shares registrar, to send out to every shareholder a Letter of Invitation, in English and Thai, to attend the AGM together with details of the proposed agenda items and relevant supporting documents, as well as other information regarding the rights of shareholders and voting procedures in attending the AGM, and the date, time and venue for the AGM. The Letter of Invitation is sent out at least 7 days prior to the scheduled date of the AGM, as required by law, and the same details are also publicized on the Company's IR website. Further, so as to inform all

shareholders, the Company also publishes the Letter of Invitation to attend the AGM in the newspapers for 3 consecutive days prior to the scheduled date of the AGM.

- Grants shareholders the right to appoint an authorized proxy to attend the AGM and to vote on their behalf, through using a proxy form, as specified by the Ministry of Commerce, to appoint either the designated Independent Directors or other individuals. The Company distributes these proxy forms and required duty stamp together with the Letter of Invitation to attend the AGM. Or the proxy form can be downloaded, for free, from the Company's website.
- The Company takes into consideration the suitability of the venue to convene AGM and provides a shuttle van service for the convenience of shareholders. Registration of shareholders attending the AGM makes use of a barcode system so as to speed up the registration process.
- The Chairman of the Board of Directors, the Board of Directors, the Chief Executive Officer, the Management and the Company's Auditor will attend the Shareholders Meetings, in order to respond to any questions from Shareholders and also to allow Shareholders the opportunity to express their opinions, make any suggestions, and make any enquiries or request for any clarification prior to voting on the Agenda Item being discussed.
- Shareholders can vote to approve to elect new Board Directors on an individual basis; and since shareholders submit their votes by using the ballot with barcodes, the Company is able to promptly announce the voting results immediately after the consideration of each respective agenda item ends. Shareholders can also request to see voting details after AGM is adjourned.
- Disclosing of the resolutions of the Shareholders Meetings together with the associated votes for each Agenda Item considered within the next working day via the SET's news and information communications network and also on the Company's own website; as well as publishing the official Minutes of the Shareholders Meetings, that accurately and comprehensively records all key discussions in an accurate and comprehensive manner for submitting to the SET and disclosing on the Company's website within 14 days from the date that the Shareholders Meeting was held, together with showing the VDO recording of the Shareholders Meetings for the sake of transparency and to enable a full review thereafter.

Section 2: Equitable Treatment of Shareholders

The Board of Directors takes into consideration the treatment towards all Shareholders on an equal basis - both Majority Shareholders and Minority Shareholders, or foreign Shareholders, in order to achieve genuine equitable treatment for everyone through determining measures aimed at preventing the use of inside information so that Board Directors, the Management, Staff and other involved parties cannot make use of confidential internal information for their own benefit or that of others in an illegal manner, that also includes the trading of Company shares. As such, these measures to prevent the misuse of inside information are issued as a policy together with associated operating procedures. The Company discloses the latest current information on the Company via its investor relations (IR) website, in order to ensure all Shareholders receive news on any significant changes in the Company. All IR activities and Company news, in Thai and English, are also uploaded for public information on the SET's website as well as on the Company's IR website.

Section 3: Roles of Stakeholders

The Board of Directors gives great importance to the rights of all Stakeholder groups on an equal basis, in accordance with the law and any agreements made with the Company as well as in compliance with various international standards of practices. This is for achieving mutual benefits in a sustainable manner with regards to human rights, managing the environment etc.; whereby policies have been determined regarding the treatment of the various Stakeholder groups as follows:

- **Shareholders:** The Company is committed to conducting its business in accordance with the principles of good governance as well as in a transparent and equitable manner, in order to achieve positive growth and financial returns for the Shareholders on a sustainable basis. This is realized through taking into consideration both current and future risks so that maximum economic value added is created for the Shareholders in the long term, together with regularly disclosing accurate information and also treating all Shareholders on an equal basis via various channels of communication and via the Company's Investor Relations website.
- **Customers:** The Company is committed to the ongoing development of the quality of our products and services, so that customers are fully satisfied; as well as to focusing on developing and retaining customer relationships in a sustainable manner together with constantly monitoring the level of customer satisfaction so as to further develop and improve both our products and services. Additionally, we have established procedures to oversee and ensure that our business operations are undertaken in strict accordance with the agreed commitments made to our customers and that we treat our customers in a straight forward and honest manner.

- **Vendors, suppliers and business partners:** The Company emphasizes on building and maintaining good and sustainable relationships with vendors, suppliers and business partners. Moreover, The Company is committed to treating our business partners and business alliances in an equitable manner and on an equal basis; whereby our actions are based on the framework of free and fair competition with honesty, equitability and professional ethics as well as within the established rules and regulations and without violating any intellectual property rights. Additionally, we will strictly adhere to any commitments given to our business partners and business alliances. We will also select only those business partners who act in a transparent and equitable manner, as well as will explain and ensure that the business partners also have respect for human rights, treat their workers in an equitable manner and act with responsibility towards both society and the environment. The Company will select a business partner ethically based on the following principles.

1. There is a competitive bidding and selection process that is appropriate and fair.
2. There are pre-specified criteria for evaluating and selecting business partners.
3. Prepare a suitable agreement that does not take advantage of the counterparty.
4. Arrange an administration and monitoring system to ensure that all the conditions in the agreement are fully complied with, in order to prevent fraud and misconduct at every step of the procurement process.

- **Creditors:** The Company is committed to building good and trusting relationships with creditors, and always strictly adhering to the terms and conditions of the loans agreements, as well as to act in an equitable and equal manner towards all groups of creditors alike with regards to repaying loans on time or to acting in accordance with the various conditions of guarantees or obligations together with giving importance to the rights of all creditors – such as: information disclosures to the Stakeholders and in giving attention to full accuracy, comprehensiveness, timeliness and transparency of the both the financial and non-financial information being disclosed. The Company is committed to having an appropriate capital structure to support its sustainable business operations, which is one way to build trust with creditors. In case of a force majeure that makes it impossible to comply with any of the terms and conditions in the agreement, and/or causes a default, the company shall not conceal the facts and notify the creditors immediately, in order to jointly find a solution, based on reasonable principles.
- **Staff and Employees:** The Company is committed to

treating our staff and employees in an equitable manner and to respecting their basic human rights so that all our staff receive fair and equitable remuneration and appropriate staff welfare benefits – such as: Employee Joint Investment Program (EJIP), training programs to disseminate additional knowledge, regular programs to develop their competency and potential, improved quality of life, good health and safety in the work place, health promotions activities and arranged annual health check-up; together with providing knowledge about saving money and undertaking joint activities to improve the working environment so as to enhance workplace harmony.

- **The Public Sector:** The Company is committed to giving the same importance to the Public Sector as to other Stakeholders of the Company, through determining operating guidelines and procedures relating to the Public Sector and conducting business operations as appropriate in accordance with the applicable laws together with on the basis of acting in a fully transparent manner and cooperating with Public Sector agencies with regards to various technical and support activities – such as: undertaking joint activities in promoting anti-corruption within the organization as well as in the Public and Private Sectors, so as to establish good governance practices and to enhance good relationships on a sustainable basis.
- **The Communities, Society and Environment:** The Company is committed to conducting its business so as to benefit the overall economy and society in general, and to being environmentally friendly; together with further developing the Company's growth in a sustainable manner through determining a policy framework and establishing internal units with specific and clear associated responsibilities. Additionally, the Company encourages people within the organization to be aware of and to take care in developing conscious responsibilities towards the community, society and the environment; whereby this can be achieved by listening to others, by supporting and sharing with others, and by giving opportunities and happiness to local communities and society through various social activities undertaken by the Company; as well as in protecting and preserving the existing environment. Additionally, every Department within the organization should be encouraged to participate in such activities, which will then result in the Company being able to conduct and operate its business on a firm base for sustainable growth.

Section 4: Disclosure and Transparency

The Board of Director has determined a Policy on Information Disclosures for both important financial and non-financial information as well as for any other related information in accordance with the regulations specified by the SEC and the SET; whereby such information are to be disclosed with adequate and accurate important details, and in a comprehensive, timely, transparent equitable and credible manner both in Thai and English – such as: the shareholdings structure, business operations, achieved performance results, corporate governance practices, Anti-Corruption Policy, and the Handbook and Code of Business Conduct and Ethics as well as including any information or complaints received by the Board of Directors relating to any legal wrongdoings or misconducts or the accuracy of the financial reports that can be easily submitted through the various channels of communications for disclosing.

- Disclosing information in the Company Annual Report and 56-1 Form regarding the Company's Quarterly and Full Year operating performance results, and operating activities; as well as Disclosing, on the Company's IR website, the Corporate Registration Certificate of Juristic Person, and the Objectives and Articles of Association of the Company.
- Providing the opportunity for the Company's shareholders, investors, institutional investors and other interested individuals to visit the Company and attend a presentation on the Company's operating activities, as well as to participate in and attend at a SET "opportunity day" presentation for the shareholders, investors and any interested parties. Presentations for securities analysts and foreign investors, together with various other key events are also undertaken by the Company on a continuing basis.
- Disclosures of information about the Company's Directors and Management on the Company's website, which consists of each individual's name, position, educational background, information on their shareholding of Company's shares, and working experience together with a profile photo.
- Various channels of communications to hear any suggestions and opinions or enquiries from both internal and external stakeholders of the Company on an equitable and equal basis – such as: registered letter or emails sent to Internal Audit Department or the Chief Executive Officer.
- The Investor Relations Department, which has been established to disclose information as well as answer any enquiries from shareholders, investors, and securities analysts via Company's IR websites: www.synnex.co.th and email: ir@synnex.co.th and via the office telephone phone lines, +66 2553 8888 to contact Investor Relations Department.

Section 5: Board Responsibilities

The Board of Directors plays an important role in the overseeing and ensuring that the business achieves positive operating performance results in the long term for the maximum benefit of the Company, that is credible to the Shareholders and other Stakeholders of the Company. The Board of Directors must also be separate and independent from the Management group; as well as must discharge its duties with responsibility and all due care, honesty, and positive ethics, and in accordance with all applicable laws, together with according to the stated corporate objectives, regulations and resolutions of both the Board and the Shareholders Meetings, through developing a comprehensive and adequate system of internal controls relating to all finance and business operations in compliance with good corporate governance principles and practices and corresponding to all applicable laws and regulations as specified by the Office of the Securities Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and other involved Government authorities. The Company has also established an adequate risk management system together with internal audit mechanisms so as to ensure transparency and good management in the Company's business operations, as well as adequate risk management procedures together with effective risk management monitoring that are appropriate for the businesses of the Company.

The Company's Board of Directors is comprised of 12 Members, who possess extensive capabilities and experiences, of which 4 Members are Independent Directors. Further, the Board of Directors has appointed the Company's Audit Committee and an associated Board Committee/Sub Committee, each with clearly assigned duties and responsibilities to cover various risk management aspects of the Company. These Board Committees are assigned to oversee, monitor and analyze risk management at the operational level of each operating Department, as well as to convene the respective Committee Meetings on a monthly basis, and to then report on risk management outcomes to the Company's Board of Directors through the Audit Committee every quarter.

The Board of Director, the Audit Committee and the associated Committee/Sub Committee undertakes a self-evaluation of their respective performance as a group and for individual Members at least once a year, so as to review the adequacy of their good governance oversight activities and to provide supporting information to the Management for use in developing increased efficient management practices within the Company. At the same time, a performance evaluation of Chief Executive Officer is undertaken annually, based on the agreed objectives and criteria for this assessment exercise that are linked to the successful implementation of the agreed corporate strategies, so as to be able to consider and determine appropriate compensation and incentives to motivate the ongoing drive to achieve continuing business growth of the Company.

ANTI – CORRUPTION POLICY

The Company realizes the importance of conducting its business in accordance with the principles of good corporate governance, of competing in an equitable and transparent manner, and of complying with all applicable laws; as well as is committed to being against corruption. As such, the Company has determined an Anti-Corruption Policy together with associated operating guidelines and procedures as the Code of Business Conducts and Ethics for use and adherence by the Company, its Subsidiary Companies and all persons within the organization and also by those external people who are involved in doing business with the Company, so that every party can comply to these guidelines. This is in order to jointly promote anti-corruption practices under the same Anti-Corruption Policy and support the building up a full understanding of the Company's intent and position on being against corruption that will result in a positive corporate image for the Company, which will then lead to the ongoing development and sustainable growth of the Company.

The Company has arranged for the dissemination of information together with associated training on the subject of anti-corruption, in order to create awareness, knowledge and understanding on the part of all those involved – namely: Board Directors, the Management and all staff. This is so that everyone will not support or act in giving all types of bribery within the respective business units under their control; or will not ask for any monetary payments, goods, or any other type of benefits in an improper manner regardless of whether it is for the benefit of the Company, for themselves, for their family, or for their close friends. As such, in the event that it is found out that someone has not acted in compliance with this policy, that person will be subjected to disciplinary punishment or legal prosecution; whereby the type and degree of punishment will be based on the true facts and associated situation as applicable.

The Company has also undertaken an assessment of the risks relating to the possible occurrence of acts of corruption within the various established business operations procedures on a regular basis; as well as has determined various appropriate measures to rectify the problem if it occurs together with establishing channels of communications for submitting any relevant information or complaints to be received by the Management as applicable whenever anyone comes across any situation of alleged acts of corruption, or any wrongdoings and improper behavior.

The Company has signed up in being part of the "Private Sector Collective Action Against Corruption" and joined in stating its position on being against corruption, so as to underscore its genuine intent and commitment in being against corruption for the benefit of developing both the organization and the country as a whole in a sustainable manner.

Submitting Information or Complaints

The Company's Board of Directors has established procedures together with setting up channels of communications to receive relevant information and to deal with complaints received from any Stakeholders; whereby various anti-corruption measures have been established to prevent any acts of corruption that are to be operating guidelines for adherence by Board Directors, the Management and staff, together with the ability to submit any complaints. In the event that any person comes across any suspected improper actions, they can inform the Internal Audit Unit or submit a formal written note to the Chief Executive Officer, whereby the Company has set up a box to receive any complaints or information with only the CEO possessing the key to open this complaints box. Alternatively, a message can be sent directly to the CEO immediately and at any time.

Upon receiving relevant information or complaints from any Stakeholder, who comes across or suspects any possible wrongdoing by a staff member or business unit that is an act of non-compliance with or violation of the law or policy and regulations relating to good corporate governance and the Code of Business Conduct and Ethics, which may cause damage to the Company, a committee will be set up to investigate the true facts; whereby working together with the involved business unit, this committee will proceed with the investigation in a careful, equitable and transparent manner, as well as will then report its findings to the Internal Audit Unit and the Senior Management together with recommendations on how to resolve the situation in an appropriate time and manner. Further, after the Internal Audit Unit has reviewed the report and concurs with the recommendations, the Committee will then give feedback of its findings to the informant or complainant.

Protection of the Rights of Informants

The Company has arranged various channels of communications for informants to use in submitting complaints on any alleged wrongdoings relating to a violation of any applicable laws and the Code of Business Conducts and Ethics, or on any acts of misconducts by people within the organization or by other Stakeholders involved with the Company; whereby the informant or complainant must provide details of the alleged wrongdoing together with his/her name, address and contact telephone number by sending the information in a letter by ordinary mail or by email to the Internal Audit Unit or directly to the CEO or via any other designated channel of communication specified by the Company. As such, the Company will keep confidential the name and contact details of the informant or complainant, who will then receive full protection until the investigation process is completed, during which period all details will not be revealed to any other parties who have no duties in being involved with the investigation except as required by the applicable laws; as well as will restrict the specific rights to reveal any details on the part of those persons involved and responsible for the investigation of the complainant.

CODE OF CONDUCT

Synnex (Thailand) PCL. has realized the importance of ethical core values in doing business according to its good governance thus the Board of Director set the Business Code of Conduct as the Company's regulation and policy that have been held in high regard and put into practice by the Board of Directors, by management, and by staff at all levels ensuring to shareholders, customer, and all stakeholders for long term sustainable business.

1. Complying with Laws, Regulations, Policies and Procedures

Synnex (Thailand) PCL. gives precedence to abide by laws and related regulations according to business practices.

Good Practice

1. Acknowledge and understand roles and responsibilities complying with all of the laws, regulations, policies and procedures of Synnex (Thailand) PCL.
2. Acknowledge, understand, respect and comply with all of the laws, regulations, policies and procedures of Synnex (Thailand) PCL.
3. Comply with laws and regulations of business practice and be scrupulous in avoiding any action which give appearance of a corruption
4. Regularly reconsider accordance of practices according to laws, regulations, policies and procedures
5. Corporate with government agencies through promoting and supporting activities related to society.

2. Practice to Shareholders

The present prosperity, success, and stability of Synnex (Thailand) PCL. are the result of doing business according to its ethical core values considering to all shareholders and stakeholders' interests to achieve its reasonable return and to long term sustainable added value to business.

Good Practice

1. Cautious conduct business through knowledge, competence and management skills to achieve
2. Completely and regularly disclosure business results and business trend of the Company to shareholders

3. Permit shareholders to suggest such agenda or name list of persons who is appropriate to be considered to the Board of directors before the Annual General Meeting which Nomination and Remuneration Committee will consider and ask for resolution from the Board of director afterwards.

3. Practice to Customer

Synnex (Thailand) PCL. set policy to be fair treatment to our customers considering to their benefits also has selected quality products with reasonable price to meet customers' satisfaction as well as better before and after sales services to keep long term relationship.

Good Practice

1. Select quality products and good services to meet customers' satisfaction and giving appropriate information which benefits to their decisions also entirely disclosure news and product details.
2. Product and service warranty under appropriate conditions and customers' complaints and suggestions monitoring with fair treatment to customers.
3. Strictly comply with all conditions to customers and always protect and never disclose any confidential to third parties.

4. Practice to Business Partners and Account Payable

Synnex (Thailand) PCL. operate business with business partner and alliances through fair treatment to meet mutual benefits to develop relationship in dealing business also complies with laws and regulations of business conditions.

Good Practice

1. Procure and purchase with transparency and correctness but without prejudice or discrimination against anyone. Create a fair competition with reference to international practices that are concise and consistent with the situation.
2. Procurement should not be done in a short period of time. Participants should be given sufficient time for the preparation of bidding documents, including terms and conditions. Furthermore, terms of the agreement should be fair.

3. Comply with contract, agreement and business condition. Prior inform business partner in case of the Company cannot comply with such condition to consider problem and seek its solution.
4. Fairly select business partners and avoid situations that have even the appearance of impropriety. Personnel of the Company shall be neutral, and not be too close to any business partner that might have influence on the decision. In addition, they shall strictly abide by the Corporate Governance Policy on conflict of interest. Moreover, they shall protect and never disclose any confidential of business partners to third parties.
5. Departments or personnel involved in the procurement process shall keep documents, such as approvals, bidding documents, contract negotiations or contract performance, for reference as necessary.

5. Practice to Competitors

Synnex (Thailand) PCL. has a policy to practice with competitors according to laws and global business practices according to global practice with competitors to fairly compete business.

Good Practice

1. Corporate in transparency and fairly business competition.
2. Not to pirate to competitors and find the benefits from confidential information of competitors.
3. Not to backbite competitors through accusation or assail competitors without fact.

6. Responsibilities to employees

Synnex (Thailand) PCL. recognizes the value of the resources and is thus determined to promote and develop their knowledge and capabilities for their career progress and stability and proper remuneration commensurate with their capabilities and performance to create a good work culture. The organization provides opportunities for employees to express their opinions and to bring forth suggestions equally. Under consistent standards of conduct, the company committed to promote teamwork, collaboration and mutual respect. SYNEX shall maintain a high standard of safety and a disciplined work environment with high awareness in the prosperity of business.

Good Practice

1. Equal Opportunity in employment, promotion and relocation is and shall be provided for all employees and applicants for employment on the basis of their demonstrated ability and competence without unlawful discrimination on the basis of their race, color, national origin, ancestry, religion, sex, sexual orientation, gender identity, gender expression, age, genetic information, disability or protected veteran status.
2. All employees of SYNEX are expected to observe and maintain shall maintain high standards of moral and ethical conduct, which includes promote unity, teamwork, coordination and work support in a due manner to facilitate operations, and treat colleagues with politeness and kindness, as well as have good relationship with and respect for each other at all times.
3. The company considers all staff a valuable resource and is thus determined to promote and develop their knowledge and capabilities for their career progress and stability and proper remuneration commensurate with their capabilities and performance.
4. Reasonable remuneration shall be appropriate to the employee's capability and maintaining their motivation regardless of to any discrimination in employment, including hiring, compensation, advancement, discipline, termination or retirement, on the basis of gender, race, religion, age, disability, sexual orientation, nationality, political opinion, social group or ethnic origin
5. SYNEX shall maintain a high standard of safety and a disciplined work environment and consider the welfare of its personnel regularly.
6. SYNEX must perform their duties compliance with all laws, policies, procedures, rules, regulations and provide provision or establish appropriate channel for employees to disclose or file complaint on any misconduct, law violation, and /or discomfort according to the company's policy for a proper and speed solution.

7. Responsible toward Society

SYNNEX has adopted this code of Corporate Social Responsibility that draws upon internationally recognized standards to promote social and environmental responsibility in the workplace. SYNNEX is committed to ensuring that its employees are treated with respect and dignity in accordance with the Labor and Human Rights law and that its operation are environmentally responsible for the sustainability of the social and environment.

Good Practice

1. Assist and support social activities especially local activity in support of public and local benefit.
2. Support social activities which are continuously focus on the sustainability and undependability in the society in relation to education by providing fund and electronic appliance as we as computers the company distributes.
3. Provide support and skills training for adolescent and general public to access career opportunity as well as donate mechanic tools and recycled computer components and parts for renewable usage which could help reduce E-Waste.
4. Support and sponsor merit activities initiated by employees to promote social conscience, public interest and social responsibility cognition.
5. Emphasize on conducting business with partners who conduct their business under the code of ethnicity, social and environment responsibility as well as abide by the laws and regulation regarding labor and human rights.

8. Responsible toward Environment

The company employs strict policy on environmental sustainability by stressing on saving energy for environment and establish a thoughtful organization culture to preserve, protect, and develop ecology and natural resources for the future. The company aims to become a good social organization by protecting the environment in compliance with international standards and to improve standards of living.

Good Practice

1. Support and encourage the environmentally friendly products and packaging and natural disposability.
2. Develop, maintain and follow policies and procedures that provide a framework for environmental protection, accountability and stewardship to minimize and mitigate the adverse environmental effects of its activities by designing, constructing, operating and decommissioning facilities in an environmentally-responsible manner through waste management process.
3. Encourage education and research and the development of useful technical information relating to the environmental field for employee at all level.
4. Supporting and fostering environmental consciousness and in full compliance with procedure to preserve the environment and natural resources by launching and promoting activities and events regarding the matters such as conducting "5S training" The training Encourage staffs and employees at all level to implement a systematic approach to identify, manage, reduce, and responsibly dispose of or recycle solid waste (non-hazardous)
5. Foster and Encourage Sustainable Economy for all employees to understand and adopt the idea in their daily life.

9. Practices to avoid conflicts of interest

The company has a policy to emphasize on conflicts of interest in the operation. Personnel of the Company shall avoid conflicts of interest, which can occur in many forms. Actions and decisions of directors, executives and employees of the Company shall always be made under consideration on other stakeholders' benefits ahead of their own interests.

Good Practice

1. Personnel of the Company are prohibited to use their influences or powers to conduct transactions between the Company and themselves, partnerships or juristic persons in which they or their families are shareholders, unless those interests have been disclosed, and specifically allowed or approved in principle.
2. Personnel of the Company or their families are allowed to conduct transactions, with normal business terms and without influences from the Company's personnel, with the Company or its subsidiaries.
3. An order that benefits the person who issues the order shall not be valid.
4. Personnel of the Company who have vested interests in any meeting agenda shall leave the meeting temporarily and not receive any documents related to the agenda, in order to allow other attendees to have the opportunity to consider the agenda without the influence of that personnel.
5. The BOD and the management shall consider conflicts of interest regarding the connected transactions between the Company and its subsidiaries and associated companies carefully, honestly, reasonably, and independently, under good business ethics framework and best interests of the Company.
6. With approvals from supervisors, the management, and the BOD (as the case may be), personnel of the Company are permitted to accept works from associated companies or subsidiaries. However, they are not allowed to accept external works that are in competition with the Company's business, regardless of temporary or permanent nature of the works, unless they are specifically authorized by their supervisors.

CORPORATE SOCIAL RESPONSIBILITIES : CSR

Synnex (Thailand) Public Company Limited is a part the overall economic and social system, and is fully committed to incorporating the concept of corporate social responsibility (CSR) as an integral part in the conduct of its businesses so as to achieve maximum effectiveness. This is in order to fully understand and respond to all the various needs of society, as well as to collaborate in protecting the environment, in recognizing the value in making use of resources, in choosing the correct technology that is environmental friendly, and cooperating to protect the environment so as to preserve available resources for the next generation. Most importantly, it is in order to be able to adapt business plans and

society to be in accordance with the royal initiative and philosophy of "sufficiency" in an integrated manner so as to achieve a sustainable business model. And finally, it is in order to instill in the minds of the people within the organization the awareness for the need to make sacrifices, to have good moral ethics, and not to take advantage of or exploit others. Therefore, the Company has determined its vision, mission, and policies on corporate social responsibility (CSR) to correspond to its core strategies. As such, the Company's business success will grow in concert with taking care of as well as being responsible towards society and the environment in a sustainable manner.

POLICIES AND OPERATING GUIDELINES ON CORPORATE SOCIAL RESPONSIBILITY

The Company has undertaken various activities relating to its corporate social responsibility since starting business operations on a continuing basis up to this day, and still attaches great importance on this aspect of its operations. As such, the Company has determined a core policy of the organization relating to "having good corporate governance practices, conducting its businesses in an equitable manner, respecting human rights, giving great importance to treating its labor force in an equitable manner, and taking into consideration its responsibility towards all Stakeholders; together with recognizing the need to look after and protect the environment in a sustainable manner, and giving importance to actively participating in the development and progress of communities and society as a whole." As such, the Company promotes and encourages its people, at all levels of the

organization, to volunteer and be actively involved, through setting up a CSR Working Committee responsible for undertaking and managing all the various short term and long term CSR projects so as to achieve genuinely practical results and continuity. Further, the Company has also set up a CSR Communications and Public Relations Committee, assigned with the responsibility to disseminate relevant information on its various corporate social responsibility activities, as well as for assisting to screen and make recommendations to the CSR Working Committee on various operating matters or issue, together with informing both internal and external parties about such activities and also to prepare a CSR Report to be submitted to the Board of Directors on a quarterly basis. The associated operating guidelines are as follows:



OPERATING GUIDELINES ON GOOD CORPORATE GOVERNANCE



Responsibility of the Company's Board of Directors

1

Shareholder Rights

2

Equal Treatment for all Shareholders

3

Role of Stakeholders

4

Information Disclosure and Transparency

5

1

- Establishing a good system of management and administration that is effective and corresponds to the applicable legal and regulatory requirements relating to good corporate governance.
- Establishing a system of internal controls that is adequate with regards to financial matters together with internal audit procedures that are transparent.
- Establishing risk management measures and procedures that are effective and appropriate for the business.

2

- Allowing the opportunity for Shareholders to propose Agenda Items for possible consideration and to submit names of persons qualified to be considered for nomination as Board Directors, as well as to suggest procedures in holding the Annual General Shareholders Meeting.
- Being given important relevant information, and disclosing information to Shareholders relating to the conduct of the Company's businesses and operations.

3

- Looking after the interests of and treating all Shareholder groups in an equal manner.

4

- Oversee and ensure that systematic procedures are in place under the principles of good business ethics, so as to create trust and confidence on the part of all Stakeholders; as well as give equal treatment to all Stakeholder groups, Shareholders, investors, creditors, customers and clients, business partners and alliances, the Public Sector, and the community together with society as a whole.

5

- Disclose various information in an adequate, correct and comprehensive manner through various channels of communications, ie:
 - The Annual Report of the Company and the Company Report Form 56-1.
 - Announcement of the Company's performance results at the SET Opportunity Day.
 - Securities Analysts meetings.
 - General and Institutional Investors meetings and Road shows – in Thailand and overseas.
 - The Company's official website: Web Site: <http://synnex.co.th>

OPERATING GUIDELINE ON CONDUCTING BUSINESS IN AN EQUITABLE MANNER

The Company has clearly determined comprehensive operating guidelines, procedures and measures in conducting its businesses in an equitable manner that covers key issues for strict adherence; whereby no other interests should be taken into consideration that may be inappropriate or incorrect, any possible situations of a conflict of interests should be avoided, and all relevant information should be disclosed in a fully transparent manner. The Company also promotes and encourages all staff and employees to be aware of the importance of preventing any acts of corruption, through determining policies on anti-corruption together with determining various positive business ethics and conducts for adherence so as to create trust and confidence on the part of all involved parties for the long term benefits of the organization.

Creating Equitable Business Competition

The Company purchases products and goods from various sources, manufacturers and distributors through being accepted by as well as giving the opportunity to all such suppliers and vendors to propose and offer their products on an equal basis under a free market mechanism and open terms or conditions. This has facilitated the Company to receive full confidence and trust in being appointed as the official distributor for more than 50 well-known global branded products.

Policy on Promoting Free Trade Competition

The Company fully supports free competition under an open market mechanism and environment. As such, both the suppliers or vendors and consumers alike view the Company as being a distributor of many types of IT products and brands together with the same types of products but of differing brands, whereby each product and brand has been carefully selected so as to be the best product to compete in the same market. This is like being a mirror that reflects the full potential features and capability of various brands and products, in order to attract and meet consumer demands as much as possible and enable the products to compete freely so that consumers can select and choose the exact product brand that best meets their working requirement.

Establishing equitable treatment of consumers prior to the purchasing decision

The Company gives much importance to giving information and advice that are beneficial and useful – such as: about the product features and uses, applicable warranty and guarantee periods, and

product prices - before as well as in making purchasing decisions on the part of our customers on a regular basis through various channels of communications, namely: via the Company websites (www.synnex.co.th, Price List SYNEX (online), Facebook: Synnex Thailand). as well as via Synnex Care 1251 that is a channel to promote and provide product information, various technology matters and new innovative IT products, results of the Company's CSR projects and activities together with updated information on customer services and various Company news and activities, and various news items.

This is an opportunity for Shareholders and all involved Stakeholders and other interested parties to receive information in a comprehensive and speedy manner.

Delivering Products and Good Customer Services so as to Achieve Customer Satisfaction

Being focused on delivering products and good customer services so as to achieve satisfaction for all customers on an equal basis, through the established Synnex business operations and procedures, such as:

- Carefully selecting all products to be distributed and offered, that are both user-friendly and environmentally friendly, as well as that incorporate technology to allow an appropriate period of use, conserve energy, and available at an affordable budget as selected by the consumer.
- Offering after-sales services and having an expert after-sales service team that can respond to all questions from users, as well as provide repair services so as to extend the useful life of the product and give maximum value to users and reduce the amount of IT garbage.
- Being open to receiving any suggestions or comments from customers about the products; and giving useful recommendations or advice on the use of the products together with providing good after-sales services - such as, offering a product warranty, verifying the valid warranty or guarantee period, providing repair services for the products, and allowing warranty claims. Additionally, acting as a center in collecting and summarizing information about various product problems or defects for forwarding to the manufacturers so that they can be fully informed and improve their respective products to be the best available in the market and be equitable for all consumers.

RESPONSIBILITY TOWARDS CONSUMER

The Company takes into account its responsibility to deliver good products and services to customers, so that consumers will receive products that are of accepted standards and in order to create confidence in the products purchased and any associated services that will then enable further increased sales and business sustainability.

The Company has developed and implemented a warehouse and logistics management system which is an intelligent ASRS system, in order to increase effectiveness in delivering goods to our customers in a correct, speedy and efficient manner so as to reduce operating logistics costs and enhance our competitive capabilities. The Company has a customer service centers located in all regions of the country – separated into 11 Synnex Centers and over 60 other authorized service centers appointed by Synnex throughout Thailand. Further, the Company has also developed operating procedures for the Customer Services Department so as to be more effective and create customer satisfaction for the after-sales services – such as, develop a procedure to assess the validity of the product warranty, and an IT system, accessible on the Company website, for customers to view the progress and status of products sent in for repair by themselves or to enquire about products at the Call Center 24 hours a day. The Call Center will receive and respond to the customer enquiry. Additionally, for further convenience, a system to view product information is also available on mobile devices, so that customers can more quickly access and view relevant product information.

Good After-Sales Services

The Company provides good after-sales services, when a customer brings in the products together with proof of purchase (ie: serial number); whereby the Company maintains a database of all products sold to customers using the serial number as a reference point, so as to be able to provide convenient after-sales services to customers in speedily verifying the warranty validity and associated conditions in the event they have any product problems and requires service at the Service Center.

HAVING RESPECT FOR HUMAN RIGHTS AND EQUITABLE TREATMENT OF THE LABOR FORCE

The Company attaches importance to having respect for human rights, as well as to giving equitable treatment to the labor force. As such, the Company supports and promotes further development of employees' capabilities, skills and knowledge so as to be able to work in a more professional manner, through appointing employees to positions that best suit their abilities; providing opportunities for career development and advancement on an equal and equitable basis. The Company also offers good welfare and staff benefits together with a positive, safe, healthy and hygienic workplace environment, through providing various facilities and amenities, and hires staff in an equitable manner, offering them compensation and other payments appropriate to the assigned work position, responsibilities and capability of the employee together with the beneficial right for the employee to have a good life, be happy and enjoy job security. The Company employs all staff as appropriate and on an equal basis, without any bias with regards to gender, race, or religious beliefs; and offers compensation and benefits as appropriate to the assigned job position and responsibilities. The Company has working hours, days off per week and annual holidays together with maternity leave for female employees and other working conditions that are better than the standard legal regulations.

Staff Development

Synnex is invested in the value of employees. Therefore, the Company focuses on elevating the skills and knowledge of employees, underneath the policy of human development as follows:

- The Company provided a program to enhance hard skills and soft skills which was designed for building and developing current team leaders and the newly promoted leaders in 2020. In 2020, the leaders passed the program with 35 participants.
- The company focuses on creating the corporate culture under TRUST which the Company provided "The Effective Time Management for inner goals" to Management and superior level to enable them to adapt and deploy its corporate culture to achieve the highest priority of the Company. In 2020, the leaders passed the program with 85 participants.
- The Company has prioritized OKRs as a metric that outlines the objectives along with the measurable key results which drive the Company's achievement. The Company therefore provided the "Driving Performance with OKRs" training to management and team leaders creating understanding and readiness to deploy OKRs as measuring performance tool in 2021, 133 employees joined the training.

- The Company foresees creating sustainable innovation towards the “Great Planning having Good Workflow” program. It enables employees sharing new ideas of working process and tools through learning methods by implementing real work practice from the project and with team leaders acting as a mentor to give advice closely. The results of program in terms of working process and tools could be applied to different divisions of the organization. A total 48 team members from 17 team joined the program.
- The Company provided Onboarding Program (3 days program) for new employees to make new employees familiar with the Company’s overall goals, rules and regulation, and job function needed to perform. A total 79 new employees joined the program.
- The Company has prioritized e-learning program that enables employees to obtain and renew the knowledge. E-learning outcomes was 3,250 hours of participation as of the year-end 2020.
- The Company has prioritized reskilling and upskilling and consistently developed new courses to equip its employees which are internal training and external training using external specialists or consultants. The Company also consecutively provided human resource development plan.

Performance Evaluation

The Company has established a system for performance evaluations to take place every 6 months, through use of key performance Indicators (KPIs) to gauge the degree of success and job achievement, so as to be a genuine and practical means of evaluating effective Staff performance as well as of assessing their knowledge, skills, and behaviors in undertaking their respective work responsibilities together with participating and cooperating in various CSR activities. As such, the Staff performance evaluation scores will have a direct effect on the salary adjustment and job promotion to be given in an equitable manner based on their knowledge and capabilities.

Employee Welfare and Benefits

The Company has established a Working Committee on Staff Welfare and Benefits, whose members are elected by the Staff themselves, so as to encourage cooperation among the Staff in overseeing the various types of Staff welfare benefits to be offered that will be genuinely beneficial for all Staff throughout the

organization – such as: annual health check-up, health and life insurance plans, Staff provident fund, Staff retirement benefits, Employee-Employees Joint Investment Project (EJIP), Joint Education Fund for the children of the Staff, morning meal welfare, Staff uniforms, Staff fitness and gym facilities, Staff recreation and karaoke room, Staff rest and reading area, annual flu-vaccination program during a flu-epidemic, Staff hire-purchase facility when buying a Company product, assistance in sourcing housing loans from banks for the Staff, education courses on how to save money so that the Staff can know how to allocate part of their income for savings deposited with various financial institutions and use in their retirement years.

The Company has adjusted its work pattern to the “New Normal”, by offering Flexi Time and Work from Anywhere to employees which is more convenient working environment for employees.

The Company has prioritized creating employee happiness, employee engagement, and enjoyable work environment for employees under “TRUST” which motivate collaboration and trust to ensure sustainable and mutual growth in tandem with the organization.



WORKPLACE SAFETY, HEALTH AND HYGIENE

The Company has determined policies with regards to workplace safety to be used as operating guidelines, through taking into major consideration various aspects of workplace safety and environment. A Committee on Workplace Safety and Environment and Work Health has been established, with a Professional Safety Officer being responsible to draw up work safety plans in accordance with legal requirements, as follows:

1. Determine Workplace Safety and Environment and Work Health policies, that are then disseminated via the internal Company website, as well as posted on the noticeboards located within the Company's premises so as to fully and clearly inform everyone within the Company.
2. Determine the rights and responsibilities of both the employer and the employee within the workplace as specified by the laws, which are posted in written form on all PR noticeboards within the Company's premises.
3. Determine the 5-Sor Policy so as to make improvements to the workplace environment to be neat and tidy, and to reinforce the overall positive corporate image.
4. Publish and distribute a Safety Manual or Handbook to all new employees via the new staff orientation program, so as to inform them about work safety, work health and work environment, to prevent and protect them from various risks, to reduce potential accidents, and to make them well-prepared for any emergencies in a timely manner.
5. There is monthly meeting on Occupational Safety and Health, and Workplace Environment committee to discuss and find solution together on OSH&E.
6. Determine rules on workplace safety in the warehouse, such as: safety in lifting and moving goods and materials, safety in the use of hand lifts, forklifts, and any equipment used in moving or transporting goods or materials.
7. Update emergency telephone numbers every 3 months.
8. Arrange to have professional nursing staff to be available on standby at the medical room, as well as all necessary special and basic medicine and medical equipment, and establish a special corner for breast feeding mothers that is convenient for the staff.
9. The Company has a special garbage room for keeping any toxic waste or materials in a safely locked space that has a sign clearly informing of dangerous toxic waste.
10. An emergency basic fire-fighting plan is established together an annual fire evacuation rehearsal that takes place once every year.
11. Reminder notice signs together with information and advice signs are placed throughout the Company's workplace at strategic locations in the offices and also in the warehouse, for the safety of both the staff and customers coming to contact the Company.
12. Determine a plan to undertake an annual check of the workplace environment every year, which occurs twice a year.
13. Arrange to have PPE safety equipment available and ready for immediate use by the office staff within the premises – such as: locations where the staff who are at risk at the workplace (ie: from working with dangerous toxic chemicals).
14. Determining the "Sort and Shine, Set-in-Order, and Safety Synnex", 5-Sor Policy so as to make improvements to the workplace environment both in the office and warehouse.
15. Determining "Forklift Safe Drive" which all forklift operators be trained and certified and issuing license to forklift drivers bi-annually.
16. Determining a Safety Week, "Safety First Contest 2020" for the employee to participate the activity.



PARTICIPATION IN THE DEVELOPMENT OF SOCIETY, LOCAL COMMUNITIES AND THE ENVIRONMENT

The Company undertakes various activities in helping to develop society and the environment on a continuing basis since starting its business operations, through initiating many long term projects. The initial pilot project was related to education in Thailand, and was the "Library IT by Synnex" project, motivated by the aim of participating and helping in the development of communities and society in regards the widespread use of technology in education within Thailand, which is related the core business of the Company in distributing IT products. Thus, this was the starting point of our activities in this regard.

Subsequently, in 2014 the Company undertook a follow-on long term project, namely: "External Technician Project" with the objective of benefiting local vocational students throughout the country – especially electronic technicians. The aim was to enable Thai youths to gain additional knowledge, capability and experience through using IT equipment supplied by the Company, as well as to achieve genuine practical outcomes in being able to gain additional income for rural families in their respective communities. This project was also supported by various important international business partners of the Company, through jointly participating with the organization to create added value for society in being better prepared for the future. Additionally, the "External Technician Project" also serves to instill into the minds of the participating

Trainees awareness about the need to take care of the environment at the same time, in order to reduce E-Waste that is becoming a major current global problem.

As at today, the "External Technician Project" is now in its 6th year, with a total of 64 educational institutions participating and receiving IT equipment from the Company for use in teaching and training their students as well as for making use of the donated IT equipment in providing IT repair and maintenance services to their respective local communities through the FIX-IT project of various vocational schools. A total of 153 professors and teachers have also received training related to repairing SMD equipment, together 579 students participating in the training on IT Trends Update.

Synnex has realized the growing E-Waste having negative effect on quality of life and environment. The Company established the "Trusted by Synnex E-Waste", an E-Waste collection campaign to create awareness on E-Waste issues and climate change awareness. The Company provides E-Waste Recycling Bin, the electronic waste recycling drop-off points, where people can drop their E-Waste. The yearly accumulation of E-Waste recycling reached 10,941.28 tons in 2020 and the Company gave 19,834 Baht to CSR Fund.

PROJECTS TO DONATE COMPUTER EQUIPMENT FOR PUBLIC BENEFIT IN 2020

The Company supported and provided the budget for various CSR related donating computers for use in education to the following 7 schools:

- Kanchanaphisek Technical College Mahanakorn, Bangkok
- Donmueang Technical College, Bangkok
- Maptaphut Technical College, Rayong
- Mahasarakham Technical College, Mahasarakham
- Buddhamongthon Industrial and Community Education College, Nakhon Pathom
- Nawamintrachutit Industrial and Community Education College, Bangkok
- Pua Vocational College, Nan



COMPANY EMPLOYEES VOLUNTEER PROJECT AIMED AT CREATING AN AWARENESS OF CORPORATE SOCIAL RESPONSIBILITY

- Donating blood to the Thai Red Cross every 3 months. The number of donors was 201 people.
- Group merit making to build a prayer hall at the Wat Pla Kod temple Nakorn Nayok, to help disseminate Buddhist teachings.
- Joint offering of religious items to monks and meditators at the Wat Pla Kod temple, Nakorn Nayok.
- Giving presents to Khok Khram Police Station and local schools located around Synnex Head Office. For instance, Surao Khlong Sip Et School, Khiri Uppatham School, Luang Phaeng (Bamrung Ratthakit) School.
- Donating books under the name "Because We Care" project to Ramathibodi Chakri Naruebodindra Hospital Library for doctors, nurses, and COVID-19 patients.
- Donating foods, beverages, and medical for King Chulalongkorn Memorial Hospital to support their COVID-19 relief efforts and under the name "Because We Care" project.
- Donating money from auctions goods in RazerCon Thailand 2020 to Hai Pai Tor project to raising scholarship for underprivileged students.
- Participation in a campaign to ask all companies and businesses operating in Thailand to respect the rights of children in the workplace and local communities, through observing the principles of "Children's Rights and Business Principles: CRBP", which is a joint collaboration with UNICEF.
- Participating in the Age Friendly Society Project together with the Thaipat Institute, so as to conduct businesses with consideration for the aging society and to develop the role of Corporate Social Responsibility - CSR within senior citizens groups, as well as to develop businesses to be well-prepared for Thailand moving into the era of an aging society.
- Holding annual events to preserve Thai culture and customs and to build staff unity – such as: holding off-site mediation events, holding religious seminars or sessions in the workplace for the staff and members of the local communities, arranging merit making activities to celebrate staff birthdays, and holding merit making and alms giving events on major religious holidays.
- Donating education equipment, sports equipment, and essential goods to Ban Klong Woa School located in Amphoe Aranyaprathet, Sa Kaeo under the name "Ruam Pol Kon Jai Dee" project.
- Synnex associated with The Federation of Thai Industries donated 7,000 cloth face masks and essential medical equipment to support COVID-19 relief efforts in Myanmar under: "Synnex's Spirit Sharing Fight against COVID-19 in Myanmar Project".





THE ENVIRONMENT

The Company has determined a policy on and have given importance to the sustainability of the environment. The Company is committed to making valuable use of the available resources a part of the corporate culture together with promoting jointly taking care of preserving, protecting and reviving the environment through using available resources in a sustainable and valuable manner, such as: choosing and using those products that are environmentally friendly and free of any dangerous chemicals; choosing products that are friendly to the 5-Sor principles; recycling and reusing packaging materials within the business so as to achieve maximum benefits in reducing costs and overheads for the organization; and holding joint collaborative events with other external organizations like jointly planting trees to restore the forests and revive nature. Additionally, the Company has undertaken other activities and events, such as:

- Determine policies relating to the environment that have been disseminated to external parties via the Company's website.

The Company has always recognized the importance of the environment, and is fully committed to protecting the environment and to making use of available resources in a sustainable manner – such as: the use of water by recycling and reducing and waste materials so as to protect the overall quality of the environment of the organization and local communities through conducting our activities on the basis of being fully mindful of the environment.

- The Company has been awarded the ISO14001: 2015 Certificate on effective management of the environment.
- Determine plans to manage trash and garbage by separating the types of trash to the disposal of the garbage.
- Determine plans to manage waste water before releasing it outside of the Company, through undergoing the waste water treatment process and making regular monthly testing of the water quality.
- Appoint a Committee on Quality Management Systems and on Environment Management Systems - ISO9001, ISO14001
- Selecting quality fire extinguishers that are environmentally friendly.

- Set up a special room to keep toxic wastes or trash, that is secure and closed off so as not to mix with other general waste or trash.
- Select toilet tissue paper made with recycled paper pulp, together with using cleaning chemicals and fluids for cleaning the various office buildings and facilities that have been certified as being environmentally friendly.
- Incorporate the request for paper usage as a one of the KPIs of the Company.
- Establishing Hazardous Waste Management to manage treatment, storage, and disposal of the garbage.

COMPANY ENVIRONMENT PROJECT

- Establishing Energy Management Project, Synnex determines the energy policy and Energy Management Committee to promote the most efficient use of natural resources and to facilitate and enhance the efficiency and effectiveness of the energy conservation and management.
- Determining Trash Separation Project to support employees on separating different types of garbage before disposal.
- Donating electronic waste, IT waste, and office supplies to Association of Persons with Physical Disability International for recycling and turning them to value for buying wheelchairs - standard tricycles for disable.
- Establishing a project to request a donation of plastic containers or aluminum, such as plastic water bottles, CSD Can and collecting its donation to various well-established foundations.
- Reducing electronic waste, pollution, and carbon footprint by handling and managing E-Waste correctly including turning waste into value by recycling waste and donating to CSR Fund under the name Trusted by Synnex E-Waste project.

REPORT OF THE AUDIT COMMITTEE

Dear Shareholders of Synnex (Thailand) Public Company Limited

The Audit Committee of Synnex (Thailand) Public Company Limited is composed of 3 independent directors with combined skill and expertise in finance, accounting, laws, and business administration. All members possess adequate qualifications

as required by the Audit Committee Charter and the regulations of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET). Its members include:

Name	Position
1 Mr. Chakkrit Parapuntakun	Chairman of the Audit Committee
2 Mrs. Rawittha Pongnuchit	Member of the Audit Committee
3 Mr. Kachachan Mongkoncharoan	Member of the Audit Committee

Financial Report

The Audit Committee held 5 meetings in 2020. All members of the Audit Committee attended every meeting. The summary of meeting attendance of the members in 2020 is shown in "Management Structure". The Audit Committee reported results from the Audit Committee meeting to the Board of Directors meeting.

The Audit Committee has performed duties independently and with objectivity according to the Audit Committee Charter and the regulations of the SET and has reviewed such matters in accordance with current situations and approval by the Company's Board of Directors every year. The Audit Committee has performed its responsibilities in auditing and reviewing to assure good corporate governance, accurate and reliable financial reports, and adequate internal control; and to assure that the Management executes its duties with integrity, accountability, and in accordance with the Company's policies. The Audit Committee's duties in the year 2020 are summarized below:

The Audit Committee has reviewed accuracy, completeness and reliability of the quarterly and annual separate and consolidated financial statements of the Company and its subsidiaries for the year ended 2020, conducted in accordance with Thai Financial Reporting Standards and the International Financial Reporting Standards. The Audit Committee discussed significant issues, important accounting policies, estimates, and judgments applied in the preparation of these financial statement with the external auditor. The Audit Committee also discussed the disclosure in the notes to the financial statements with discretion to assure that the preparation of these financial statements and the disclosure in the notes to the financial statements are reliable, transparent, and in accordance with Thai Accounting Standards and the Financial Reporting Standards.

In addition, The Audit Committee held a private meeting with the external auditor without the Management's participation for an independent discussion on important issues concerning independence in operations, significant information in the preparation of financial statements, and recommendations for the internal control over financial reporting. For the year 2020, the external auditor did not have any significant remark.

The Audit Committee concluded that the Company's accounting and financial reports were prepared in accordance with the appropriate internal control system. The external auditor performed auditing duties independently without limitation of any audit scope. This reasonably assures that the financial reports reflect the Company's financial status and operation performance accurately including adequate disclosure according to Thai Accounting Standards and the Financial Reporting Standards.

Connected Transactions or Any Transactions that Potentially Conflicted with the Company's Interests

The Audit Committee has reviewed, overseen, and provided opinions concerning the connected transactions or any transactions that potentially conflicted with the Company's interests quarterly based on reasonability, transparency, adequate disclosure, business normality and the best interest of the Company. The Audit Committee concluded that the Management conducted these transactions in the interest of the Company and at arm's length basis, with general business trading conditions and reasonable prices compared to the general market price in a similar industry.

Legality

The Audit Committee has reviewed the Company's Compliance with the Securities and Exchange Act, the regulations and requirements of the SEC, SET and other relevant laws related to the Company's business operations as well as business obligations with third party agreements.

The Audit Committee concluded that the Company fully complied with the aforementioned regulatory requirements in material respects.

Internal Control System and Internal Audit

The Audit Committee has reviewed the effectiveness and adequacy of the internal control system from the internal audit report presented in 2020. The Audit Committee has consistently considered and monitored results pertaining to the recommendations in the internal audit and external audit reports to acknowledge root causes and provide guidelines for the Management to prevent from future potential loss.

The Audit Committee has also overseen Internal Audit function and independently held a formal exclusive meeting with Chief Audit Executive to ensure that all assurance and advisory activities concerning internal control system, risk management systems, and corporate governance systems were performed effectively and efficiently, and achieved objectives.

The Audit Committee has approved the 2021 annual internal audit plan, conducted in accordance with the Company's strategies and risk-based principles, emphasizing the effectiveness of the preventive key control function. The preventive control over fraud and the Management's self-assessment of control has been conducted and reviewed. Operation scope, responsibilities, adequate number of personnel, and competence of personnel were all taken into consideration accordingly.

The Audit Committee concluded that the Company's internal audit system is appropriate, effective, independent, and in conformity with the Company's goals and key risk areas.

Review and Oversight of Risk Management

The Audit Committee has reviewed the appropriateness and effectiveness of the Company's risk management to review the appropriateness of risk assessment, risk control, risk monitoring and risk reporting in addition, the Audit Committee has overseen risks and reviewed the adequacy of the Risk Management Policy and Enterprise Risk Management Framework in accordance with COSO ERM 2017.

The Audit Committee concluded the Company has the appropriate risk management system facilitating the efficient and effective business operation. The Audit Committee also suggested that new potential risks including significant changes concerning the Company and data analytics should be applied for both internal and external matters so as to respond to risks and affecting the Company in an agile, efficient, and effective manner.

Review of Fraud Investigation

The Audit Committee has reviewed and overseen the Company's adherence to the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy to review complaints and investigation results according to the

Company's processes, including the efficiency the whistle-blowing channels. The Audit Committee also considered and concurred on the preparation and revision of the Fraud and/or Misconduct Reporting and Whistleblower Protection Guideline, and Concluded that complaints were managed with appropriate actions and fair treatments, and in compliance with the Company's Corporate Governance Policy and Fraud Risk Management Policy. Most complaints were due to non-compliance with the Company's Code of Business Ethics and regulations, but with no material loss. Complaints submitted were taken into consideration for future preventive measures.

Oversight of the Anti-Bribery and Corruption Policy and Measures

The Audit Committee's has reviewed the Company's practices in terms of the anti-bribery and corruption.

The Audit Committee conclude that the Company complies with the Anti-Bribery and Corruption Policy and Measures.

Nomination and Appointment of the External Auditor and the Annual Audit Fee

The Audit Committee took into consideration the nomination and appointment of the external auditor and the annual audit fee for 2021 based on the assessment of qualification, competency experience in auditing independence in auditing according to the Code of Ethics for Professional Accountants and requirements of the SEC, auditing qualify in the past year, and the audit fee, After careful consideration, the Audit

Committee therefore proposed to the Board of Directors to seek approval to appoint the external auditor from KPMG Poomchai Audit Co., Ltd. As the external auditor for the year 2021 at the Shareholder meeting.

Performance Assessment

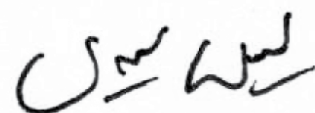
The Audit Committee's self-performance assessment has been conducted annually, as an individual and group assessment, according to the SET guidelines. The result showed that the Audit Committee had performed its duties and responsibilities, according to the Audit Committee Charter, with a commitment to accuracy, prudence, transparency and independence. The Audit Committee has full access to all pertinent information from management, employees and associated parties. The Audit Committee has given beneficial and practical comments and recommendations benefiting all stakeholders.

Revision of the Audit Committee Charter

The Audit Committee has reviewed the revision of the Audit Committee Charter annually by taking into consideration best practice in accordance with the SEC's regulations and international standards.

In summary, the Audit Committee concluded that the Board of Directors, Management and Executive Directors could performed their duties with integrity and diligence in pursuit of the Company's goals and in preparation for new challenges and that the Company demonstrated commitment to effective, transparent Corporate Governance including prudent risk management and internal control system.

On behalf of the Audit Committee



(Mr. Chakkrit Parapuntakul)
Chairman of the Audit Committee

REPORT OF THE BOARD OF DIRECTORS ON FINANCIAL REPORTING

Dear Shareholders

The Company's Board of Directors of Synnex (Thailand) Public Company Limited heeds the significance of financial reporting of the Company and the Subsidiary as well as the financial information included in the annual report to assure that the Company's financial reporting is prepared using accurate and complete accounting records and being in accordance with Thai Financial Reporting Standards (TFRSs), using suitable accounting policies and adhere to such policies regularly, so that the financial statements will reflect the financial position and essential operating result of the Company.

The Company's Board of Directors has appointed the Audit Committee which consist of independent directors, possessing qualifications as required by the Securities and Exchange Commission and related rules and regulations, to supervise the Company's internal control system to be effective; audit the financial statements to be sufficient and accurate; disclose

related transactions which are potential of conflicts of interest as per the requirements of the Stock Exchange of Thailand and related regulations. The Audit Committee already reported on their performance to the Board of Directors.

The Board of Directors resolved that the financial statements of the Company the Subsidiary for the year 2020, which had been reviewed and audited by the Audit Committee with Company's Management and the Auditor, reflected the accurate financial position and operating results of the Company and the Subsidiary which is in compliance with Thai Financial Reporting Standards (TFRSs) and key information has been adequately disclosed in the notes to the financial statements. The auditor has expressed opinion on the financial statements of Synnex Public Company Limited and the consolidated financial statements and its subsidiaries in the Auditor's Report.



(Supant Mongkolsuthree)
Chairman

RELATED TRANSACTIONS

The Company has transactions with certain related party transactions. Arising from normal business operations for year ended December 31, 2020 according on the following.

The Company's related	Relationship causing the conflict	Description Account	Amount (Thousand Baht)	Transactions	Reason and Necessity of Transaction
Prism Solutions Company Limited	Subsidiary	<ul style="list-style-type: none"> Revenue from sales and service 	163,128	Selling products and service (Technical service before and after sales)	<ul style="list-style-type: none"> The Company's selling prices of products and service were higher than costs under the normal course of business that can be referred to the prices offered to other customers.
		<ul style="list-style-type: none"> Other revenue 	1,224	Revenue from rental and other service	<ul style="list-style-type: none"> The service location fee's rates charged in proportion to the area and found that the rates are reasonable and compared with similar rates of office as the fair value. These transactions were in business collaboration to the high beneficial for the company.
		<ul style="list-style-type: none"> Interest income 	672	Interest income on lending in the form of promissory notes. Interest rate of 2.15% per year	<ul style="list-style-type: none"> The loan interest rates a rate comparable to that of financial transactions on the basis of fair value.
		<ul style="list-style-type: none"> Short term loans 	28,000	Short term loans on lending in the form of promissory notes. Interest rate of 2.15% per year	<ul style="list-style-type: none"> These transactions were in business collaboration to the high beneficial for the company.
		<ul style="list-style-type: none"> Purchasing products/service 	2,929	Purchasing products	<ul style="list-style-type: none"> The price the Company buy in operation or to sale the price has been agreed the cost plus the cost of packaging and labor margin compared to other companies in the market items such as normal trading conditions.

The Company's related	Relationship causing the conflict	Description Account	Amount (Thousand Baht)	Transactions	Reason and Necessity of Transaction
		<ul style="list-style-type: none"> Technical assistance and other service expense 	505	Service training system	<ul style="list-style-type: none"> These transactions were in business collaboration to the high beneficial for the company.
T.K.S. Technology Public Company Limited	Related Parties	<ul style="list-style-type: none"> Revenue from sales and service 	116	Selling products	<ul style="list-style-type: none"> The Company's selling prices of products and service were higher than costs under the normal course of business that can be referred to the prices offered to other customers.
		<ul style="list-style-type: none"> Purchase of goods or receiving of services 	167,415	Purchase of goods	<ul style="list-style-type: none"> The price the Company buy in operation or to sale the price has been agreed the cost plus the cost of packaging and labor margin compared to other companies in the market items such as normal trading conditions.
T.K.S. Siam press Management Company Limited	Related Parties	<ul style="list-style-type: none"> Revenue from sales and service 	6,122	Selling products	<ul style="list-style-type: none"> The Company's selling prices of products and service were higher than costs under the normal course of business that can be referred to the prices offered to other customers.
		<ul style="list-style-type: none"> Purchase of goods or receiving of services 	42,499	Purchase of goods	<ul style="list-style-type: none"> The price the Company buy in operation or to sale the price has been agreed the cost plus the cost of packaging and labor margin compared to other companies in the market items such as normal trading conditions.

The Company's related	Relationship causing the conflict	Description Account	Amount (Thousand Baht)	Transactions	Reason and Necessity of Transaction
		• Printing services	5,877	Ordering the printing journals and brochures for sales promotion.	• The printing service fee's rate was similar to the market price under the normal cost business that can be referred to other customers' offered rates.
		• Warehouse management expense	5,646	The warehouse management and logistics fee is 3%, Products under TKS, Idea green are 2% of selling price.	• These transactions were in business collaboration to the high beneficial for the company.
Gofive Company Limited	Related Parties	• Revenue from sales and service	3,030	Selling products	• The Company's selling prices of products and service were higher than costs under the normal course of business that can be referred to the prices offered to other customers.
		• Other service	1,726	Other service	• These transactions were in business collaboration to the high beneficial for the company.
TBSP Public Company Limited	Related Parties	• Revenue from sales and service	3,281	Selling products	• The service location fee's rates charged in proportion to the area and found that the rates are reasonable and compared with similar rates of office as the fair value. These transactions were in business collaboration to the high beneficial for the company.
		• Other service	761	Revenue from Internal Audit Service 1H2020	• These transactions were in business collaboration to the high beneficial for the company.

The Company's related	Relationship causing the conflict	Description Account	Amount (Thousand Baht)	Transactions	Reason and Necessity of Transaction
PT Automation (Thailand)	Joint venture	<ul style="list-style-type: none"> Revenue from sales and service 	684	Selling products	<ul style="list-style-type: none"> The Company's selling prices of products and service were higher than costs under the normal course of business that can be referred to the prices offered to other customers.
		<ul style="list-style-type: none"> Other revenue 	660	Revenue from rental and other service	<ul style="list-style-type: none"> The service location fee's rates charged in proportion to the area and found that the rates are reasonable and compared with similar rates of office as the fair value. These transactions were in business collaboration to the high beneficial for the company.
		<ul style="list-style-type: none"> Purchase of goods or receiving of services 	5,765	Purchase of goods	<ul style="list-style-type: none"> The price the Company buy in operation or to sale the price has been agreed the cost plus the cost of packaging and labor margin compared to other companies in the market items such as normal trading conditions.
Next Capital Company Limited	Joint venture	<ul style="list-style-type: none"> Revenue from sales and service 	274	Selling products	<ul style="list-style-type: none"> The Company's selling prices of products and service were higher than costs under the normal course of business that can be referred to the prices offered to other customers.
		<ul style="list-style-type: none"> Interest Income 	1,315	Interest income on lending in the form of promissory notes. Interest rate of 4.1% per year.	<ul style="list-style-type: none"> The loan interest rates a rate comparable to that of financial transactions on the basis of fair value.

Measures or Procedure Concerning the Approval of Related Transactions

Related transactions of the Company must be proposed to the Board of Directors for consideration and approval in a meeting in which the Audit Committee attends to express opinions on the necessity to enter such transactions and validity of these transactions. The Company's procedure of approval on related transactions is in compliance with the law concerning the Stock Exchange of Thailand (SET) as well as SET regulations, notifications, orders, and requirements. Directors with vested interest in related transactions are not entitled to vote to approve such transactions and the transactions approved will be disclosed in the notes to the financial statements of the Company and/or the Subsidiary.

Policies and Trend of Related Transactions with Potential Conflicts of Interest

- The Company adopts a policy to assure that related normal business transactions and normal business supporting transactions in general trading conditions, such as the purchase or sale of goods and services, are treated in accordance with normal trading terms and at market price, which can be compared to the price offered to non-related parties, and strictly adhered to contracts mutually agreed. Pricing and trading terms of related transactions are clearly and fairly stated and not grounds for conflict of interest. Accounting and Finance Department is in charge of making the report on related transactions while Internal Audit Department is liable to audit the report and present it to the Audit Committee to review and comment on the appropriateness and validity of related transactions every quarter.
- The Company has a policy to propose normal business transactions and normal business supporting transactions with abnormal trading conditions and other related transactions to the Board of Directors' Meeting for review and approval in which the Audit Committee attends to express opinions on the necessity to enter such transactions and validity of these transactions before proceeding on. The Company's procedure must comply with the law concerning the Stock Exchange of Thailand (SET) as well as SET regulations, notifications, orders, and requirements on top of obeying the requirement on disclosure of related transactions regarding the acquisition or disposal of major assets of the Company or the Subsidiary. In the event that the Audit Committee lacks expertise to review any given related transaction, the Company will arrange an independent expert to evaluate such transaction to facilitate the decision making of the Board of Directors or shareholders, depending on the event. Directors with vested interest in related transactions are not entitled to vote to approve such transactions.
- For related transactions that may occur in the future, the Company's directors are obliged to comply with the regulations and shall not approve any items which directors themselves or any parties have vested interests which are potential to create conflicts of interest for the Company and/or the Subsidiary. Additionally, the Company's directors shall not authorize anyone to act on their behalf to engage in transactions with conflicts and must disclose such transactions with the Company's Board of Directors and/or the Subsidiary for review and consideration.
- Regarding the trends of related transactions in the future, there will be such transactions as part of regular business operations which the Company is obliged to strictly conduct in transparency and compliance with the Company's policies on related transactions which are consistent with the requirements of the Stock Exchange of Thailand and other regulators.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

Financial Status and Operating Performance Results for the Full Year end December 31, 2020

Operating Result

Description	2020		2019		2018	
	Million Baht	%	Million Baht	%	Million Baht	%
Operating revenues	32,148.70	100.00	34,804.31	100.00	38,196.00	100.00
Operating costs	30,740.99	95.62	33,475.32	96.18	36,577.56	95.76
Gross profit	1,407.71	4.38	1,328.99	3.82	1,618.45	4.24
Selling and administrative	850.73	2.65	833.44	2.39	870.70	2.28
Net profit for the year	641.95	2.00	523.93	1.51	721.49	1.89
Earnings per share (THB)	0.76		0.64		0.94	

Operating revenues

In 2020, although total revenues were lower than the previous year due to the COVID-19 pandemic and the geopolitical tension between China and the United States, which resulted in the continuing decline of Huawei mobile phone supply, net profit for the year rose 22.53% thanks to the increasing demand for IT products to support the 'new normal' lifestyle, low level of competition, introduction of new brands with high margins into the portfolio, and efficient management of selling and administrative expenses, and financial costs.

Synnex's total revenues for the year 2020 amounted to THB 32,148.70 million, a decrease of 7.63% from the same period last year. Revenue mobile phone segment dropped significantly, due to the limited supply of Huawei mobile phones. However, it was partially offset by the strong growth in revenue from Apple products. Moreover, demand for IT products increased significantly following the easing of lockdown measures during the second quarter of 2020. This resulted in tight supplies of several products, such as notebook computers, video conferencing systems, monitors, printers and ink, and computer components, etc. Nonetheless, Synnex was able to maintain revenue from IT products and services at a similar level with the previous year.

Operating costs and Selling and administrative expenses

Operating costs for the year 2020 amounted to THB 30,740.99 million, a decrease of 8.17% from the previous year. Gross profit margin increased from 3.82% in the previous year to 4.38% in 2020. Synnex focused on improving margins during a period of tight supply of several products. In addition, it was appointed as a distributor of brands with higher gross margins than the average, such as Tecno Mobile, Razer, EPOS, Fujifilm Instax, Zircon, etc. Consequently, gross profit amounted to THB 1,407.71 million, a 5.92% increase from the previous year. Moreover, selling and administrative expenses in 2020 amounted to THB 850.73 million, an increase of 2.07% compared to the same period last year. They accounted for 2.65% of total revenues, compared with 2.39% a year ago.

Net profit

Net profit for the year 2020 amounted to THB 641.95 million, an increase of 22.53% from the same period last year, thanks to higher gross profit and more efficient management of selling and administrative expenses, as well as financial costs. In addition, the share of profits from investment in a joint venture also grew exponentially from the increased capital base from being listed on the stock exchange at the end of the year.

Financial position

Description	2020		2019		2018	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
Current assets	7,703.95	86.71	10,177.43	89.73	10,745.31	91.83
Non-current assets	1,180.88	13.29	1,164.42	10.27	955.40	8.17
Total assets	8,884.84	100.00	11,341.85	100.00	11,700.71	100.00
Liabilities						
Current assets	5,324.47	59.93	8,057.74	71.04	8,379.78	71.62
Non-current assets	89.63	1.01	71.43	0.63	236.01	2.02
Total liabilities	5,414.09	60.94	8,129.17	71.67	8,615.79	73.64

Description	2020		2019		2018	
	Million Baht	%	Million Baht	%	Million Baht	%
Shareholders' equity						
Issued and paid-up capital	847.36	9.54	847.36	7.47	770.33	6.58
Share premium	403.71	4.54	403.71	3.56	403.71	3.45
Retained earnings	2,185.95	24.60	1,946.47	17.16	1,888.59	16.14
Other components of shareholders' equity	33.73	0.38	15.14	0.14	22.29	0.19
Total shareholders' equity	3,470.74	39.06	3,212.68	28.33	3,084.92	26.36
Total liabilities and shareholders' equity	8,884.84	100.00	11,341.85	100.00	11,700.71	100.00

Assets

As of December 31, 2020, total assets amounted to THB 8,884.84 million, comprising THB 7,703.95 million current assets, or 86.71% of total assets, and THB 1,180.88 million non-current assets, or 13.29% of total assets.

As of December 31, 2020, total assets of the Company decreased 21.66% compared with December 31, 2019. The decrease was mainly from the net effect of a decrease in trade accounts receivables and inventory level due to a decrease in income, together with a decrease in demand of some IT devices. Total cash on hand and cash equivalents in 2020 are closed to the 2019.

Liabilities

As of December 31, 2020, total liabilities amounted to THB 5,414.09 million, decreasing 33.40% from bank overdrafts and short-term loans from financial institutions which greatly decreased, and trade accounts payables increased when compared to 2019. The Company had current assets over total liabilities. The total current assets consisted of current liabilities was THB 5,324.47 million or 98.34% and non-current liabilities was THB 89.63 million or 1.66% of total liabilities.

The majority of the Company's liabilities were current liabilities, consisting of THB 1,945.76 million short-term loans from financial institutions and THB 2,676.65 million account payables. Total liabilities to total equity ratio ("D/E Ratio") at the end of 2020 was 1.56 times, declining from 2.53 times at the end of 2019, as a result of lower total liabilities and higher shareholders' equity. The Company maintained D/E Ratio at a level not exceeding 3.00 times and the Gearing Ratio was 0.56 times at the end of 2020, decreasing from 1.64 times at the end of 2019.

Shareholders' equity

As of December 31, 2020, the Company had total shareholders' equity of THB 3,470.74 million, increasing by 8.03 % from the achieved total net profit of THB 641.95 million and other factors of shareholders amounting to THB 20.09 million and the interim dividend payment made totaling THB 389.79 million, together with a change in accounting principle at THB 14.19 million.

Cash Flows

unit: THB thousand

	2020	2019	2018
Cash flow from (used in) operating activities	3,504,576.48	100,925.72	(71,005.09)
Cash flow from (used in) investing activities	245,442.52	(327,136.43)	(199,780.29)
Cash flow from (used in) financing activities	(3,751,938.95)	136,724.64	323,457.96
Effect of exchange rate changes on cash and cash equivalents	(56.51)	(1,304.13)	(428.62)
Net increase (decrease) in cash and cash equivalents	(1,975.46)	(90,790.20)	52,243.96
Cash and cash equivalents at the beginning of the period	166,060.97	256,851.17	204,607.21
Cash and cash equivalents at the end of the period	164,085.51	166,060.97	256,851.17
Cash cycle (days)	62	69	56

In 2020, the Company's net cash flow was THB 1.92 million. Cash flow from operating activities (A) in the amount of THB 3,504.58 million. Cash flow from investing activities in 2020 (B), totaling THB 245.44 million, mainly from dividends received in the amount of THB 74.49 million and repayment of loans was THB 173.00 million and cash flow from financing activities in 2020 (C), totaling THB 3,751.94 million which resulted from a decrease of short-term loans from financial institutions in the amount of THB 3,328.06 million, and dividends paid to the Company's Shareholders, together interest paid, totaling THB 423.87million.

As of December 31, 2020, a cash cycle of 62 days, a decrease from 69 days in 2019. As such, this resulted from the average days sales reduced from 37 days in 2019 to 30 days in 2020, mainly due to an increasing demand of IT devices from COVID-19 pandemic together with a demand of some product which were limited

number. While the average collection of accounts receivables of 60 days was equal to 2019. The average days payment in 2020 increased to 29 days from 2019 that was at 28 days. The Company still paid for some goods on a cash basis to gain benefits from the trade discounts offered.

In 2020, the Company had a liquidity ratio at 1.45 times together with a current ratio of 1.91 times, as a result of the appropriate financial structure of the Company which is mostly based on the short-term loans to support company's working capital and liquidity. As such, the Company had in place management measures to improve the control, monitoring and protection from various risks relating to trade accounts receivables and inventory on hand. This then has resulted in the receipt of positive support for various credit facilities from financial institutions and commercial banks that are adequate for the ongoing business operations.

**Synnex (Thailand) Public Company Limited
and its Subsidiary**

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



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Independent Auditor's Report

To the Shareholders of Synnex (Thailand) Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Synnex (Thailand) Public Company Limited and its subsidiary (the "Group") and of Synnex (Thailand) Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2020, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2020 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

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

Key Audit Matters

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

Measurement of expected credit losses on trade accounts receivable	
Refer to notes 2(c), 4(f), 7 and 28 to the financial statements	
The key audit matter	How the matter was addressed in the audit
<p>The Group distributes products are related to computer equipment, IT system, and communication devices of over 50 world-recognised brands whereas the Group's customer base includes over 5,000 countrywide computer retailers and wholesalers including corporate customers and government projects. Accordingly, the Group had material trade accounts receivable.</p> <p>TFRS 9 was first implemented by the Group on 1 January 2020. This new standard requires the Group to recognise expected credit losses (ECL) on financial instruments which involves significant judgement in estimation by the Group.</p> <p>The Group measured expected credit losses on trade accounts receivable are based on management's estimate of the lifetime expected credit loss, which is estimated by taking into account the credit history of the Group's customers, the current and future market environment and customer-specific conditions.</p> <p>I identified the measurement of expected credit losses as a key audit matter because trade accounts receivable is material to the Group and the recognition of expected credit loss requires the exercise of significant management judgement.</p>	<p>My audit procedures to assess measurement of expected credit losses on trade accounts receivable included the following:</p> <ul style="list-style-type: none"> obtaining an understanding of and evaluating the design, implementation and operating effectiveness of key internal controls over the measurement of expected credit losses on trade accounts receivable, including credit approval process, credit monitoring management, segmentation on trade receivables by risk characteristics, aging analysis review, forward-looking, management overlay and estimation of allowance for expected credit losses; performing a retrospective assessment of the allowance by comparing past experience of allowance with actual results in order to evaluate the appropriateness of the assumptions made in the current year; testing the default data by assessing the categorization in the trade accounts receivable aging report by comparing a sample with the relevant underlying documents, on a sample basis, cash receipts from debtors subsequent from 31 December 2020; assessing overall data and assumptions used in management estimation whether the assumptions used in making the accounting estimate are reasonable, including interdependent and internally consistent for that accounting estimate. testing the calculation of expected credit losses on trade accounts receivable, including testing the calculation of the adjustment on first time adoption of TFRS 9; considering the adequacy of disclosures in accordance with Thai Financial Reporting Standards.

Valuation of inventories	
Refer to notes 2(c), 4(g) and 10 to the financial statements	
The key audit matter	How the matter was addressed in the audit
<p>The Group had material inventories. The Group's products are related to computer equipment, IT system, and communication devices, which is subject to rapid changes in consumer demand in response to changing technology trends impacting price volatility.</p> <p>The Group has a policy for setting up allowance for decline in value of inventories to reflect the net realisable value of inventories. The measurement of net realisable value of inventories involves categorisation of inventories by the age profile and requires significant management's judgment. Therefore, I considered that this is a significant risk and a key area of focus in my audit.</p>	<p>My audit procedures to assess valuation of inventories included:</p> <ul style="list-style-type: none"> • understanding process of measurement of net realisable value of inventories by inquiry of management; • evaluating the control design and implementation regarding categorisation of inventories aging and the measurement of net realisable value of inventories; • performing a retrospective assessment of the measurement by comparing past experience of the measurement and actual results in order to evaluate the appropriateness of the assumptions made in the current year; • testing the appropriateness of inventories aging report exported from accounting system on a sample basis with the assistance of KPMG's information technology specialist; • comparing the cost of inventories against the net realisable value including the estimated distribution costs with the related documents on a sample basis; • in respect of long-outstanding inventories, assessment of the allowance level was considered with the historical data of consumer's demands, sales plans as well as considering the selling price trend of each long-outstanding inventories; • consideration of the adequacy of the Group's disclosures in respect of allowance for decline in value of inventories in accordance with Thai Financial Reporting Standards.

Other Information

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

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

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

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

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

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

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of 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 consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Banthit Tangpakorn)
Certified Public Accountant
Registration No. 8509

KPMG Phoomchai Audit Ltd.
Bangkok
19 February 2021

Synnex (Thailand) Public Company Limited and its Subsidiary

Statement of financial position

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2020	2019	2020	2019
(in Baht)					
Current assets					
Cash and cash equivalents	6	164,085,509	166,060,971	157,750,153	159,700,723
Trade accounts receivable	5, 7, 28	4,848,571,712	5,606,482,776	4,862,527,333	5,615,433,792
Other receivables	8	229,720,090	305,112,446	220,960,430	299,363,367
Short-term loans	5, 9	85,579,930	239,490,000	113,579,930	271,490,000
Inventories	10	2,044,582,209	3,253,848,572	2,042,638,234	3,248,711,583
Rebate receivables		309,664,265	534,035,905	309,664,266	534,020,556
Prepayment for goods		21,455,692	72,194,496	21,455,692	72,090,360
Other current assets		293,598	206,088	293,598	206,088
Total current assets		7,703,953,005	10,177,431,254	7,728,869,636	10,201,016,469
Non-current assets					
Investment in subsidiary	11	-	-	9,400,000	9,400,000
Investment in associate	12	531,261,923	-	449,748,494	-
Investment in joint venture	12	13,784,938	527,370,797	9,000,000	458,748,494
Other long-term investments	28	67,648,938	29,785,275	67,648,938	29,785,275
Trade accounts receivable	5, 7, 28	68,634,503	97,328,747	66,435,503	95,429,747
Other receivables	8	9,793,470	7,210,024	9,755,770	7,110,324
Long-term loans	9	59,130,000	78,220,000	59,130,000	78,220,000
Property, plant and equipment	13	338,180,487	357,375,725	335,566,578	355,694,571
Right-of-use assets	14	21,973,205	-	22,611,055	-
Intangible assets		7,351,572	10,196,643	7,092,426	9,768,796
Deferred tax assets	25	63,124,922	56,934,932	61,323,116	55,141,639
Total non-current assets		1,180,883,958	1,164,422,143	1,097,711,880	1,099,298,846
Total assets		8,884,836,963	11,341,853,397	8,826,581,516	11,300,315,315

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary

Statement of financial position

Liabilities and equity	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2020	2019	2020	2019
		(in Baht)			
Current liabilities					
Short-term loans from financial institutions	15	1,945,762,238	5,104,117,163	1,945,762,238	5,104,117,163
Trade accounts payable	5, 16	2,676,654,076	2,159,044,201	2,676,709,841	2,158,917,652
Other payables	5, 17	330,843,638	333,661,537	331,363,491	334,201,690
Current portion of lease liabilities		8,898,443	-	8,898,443	-
Current portion of long-term loans					
from financial institution	15	-	161,180,000	-	161,180,000
Income tax payable		47,985,697	-	47,985,697	-
Accrued expenses	5, 18	314,323,859	299,742,265	312,212,407	296,822,002
Total current liabilities		5,324,467,951	8,057,745,166	5,322,932,117	8,055,238,507
Non-current liabilities					
Other payables	17	29,814,577	31,652,275	29,814,577	31,652,275
Lease liabilities		13,691,670	-	14,333,051	-
Non-current provisions for employee					
benefits	19	42,578,131	39,362,692	41,344,156	38,158,278
Other non-current liabilities		3,541,004	412,118	3,541,004	405,509
Total non-current liabilities		89,625,382	71,427,085	89,032,788	70,216,062
Total liabilities		5,414,093,333	8,129,172,251	5,411,964,905	8,125,454,569
Equity					
Share capital:	20				
Authorised share capital		880,000,000	880,000,000	880,000,000	880,000,000
Issued and paid-up share capital		847,361,206	847,361,206	847,361,206	847,361,206
Share premium:					
Share premium on ordinary shares	20	350,872,541	350,872,541	350,872,541	350,872,541
Share premium on treasury shares	20	52,835,830	52,835,830	52,835,830	52,835,830
Retained earnings					
Appropriated					
Legal reserve	21	88,000,000	88,000,000	88,000,000	88,000,000
Unappropriated		2,097,948,365	1,858,469,942	2,029,931,837	1,820,649,542
Other components of equity		33,725,688	15,141,627	45,615,197	15,141,627
Total equity		3,470,743,630	3,212,681,146	3,414,616,611	3,174,860,746
Total liabilities and equity		8,884,836,963	11,341,853,397	8,826,581,516	11,300,315,315

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary

Statement of comprehensive income

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
Note		2020	2019	2020	2019
		(in Baht)			
Income from operations					
		32,043,736,469	34,692,155,868	32,015,224,807	34,672,696,620
		104,966,763	112,151,346	102,995,287	108,210,647
	22	32,148,703,232	34,804,307,214	32,118,220,094	34,780,907,267
Operating costs					
	10, 24	30,671,320,664	33,415,566,545	30,670,575,641	33,419,629,210
		69,669,958	59,748,658	61,393,985	50,159,358
		30,740,990,622	33,475,315,203	30,731,969,626	33,469,788,568
		1,407,712,610	1,328,992,011	1,386,250,468	1,311,118,699
		49,159,218	101,190,358	49,159,218	101,190,358
		95,739,175	83,563,439	167,958,943	84,199,236
		1,552,611,003	1,513,745,808	1,603,368,629	1,496,508,293
	24	438,607,375	462,984,951	435,047,271	458,329,067
	24	412,123,758	370,459,675	395,767,779	357,603,527
		33,768,876	75,005,793	33,776,534	75,005,793
		884,500,009	908,450,419	864,591,584	890,938,387
Share of profit of associate and joint venture					
	12	101,873,787	38,754,397	-	-
		769,984,781	644,049,786	738,777,045	605,569,906
	25	(128,033,628)	(120,116,617)	(127,838,116)	(120,289,208)
		641,951,153	523,933,169	610,938,929	485,280,698
Other comprehensive income					
<i>Items that will be reclassified subsequently to profit or loss</i>					
		(14,861,886)	-	-	-
		2,972,377	-	-	-
		(11,889,509)	-	-	-
<i>Items that will not be reclassified to profit or loss</i>					
	28	39,599,095	(8,935,583)	39,599,095	(8,935,583)
	25	(7,618,393)	1,787,117	(7,618,393)	1,787,117
		31,980,702	(7,148,466)	31,980,702	(7,148,466)
		20,091,193	(7,148,466)	31,980,702	(7,148,466)
		662,042,346	516,784,703	642,919,631	478,132,232

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary

Statement of comprehensive income

		Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
	Note	2020	2019	2020	2019
		<i>(in Baht)</i>			
Profit attributable to:					
Owners of the parent		641,951,153	523,933,169	610,938,929	485,280,698
Non-controlling interests		-	-	-	-
Profit for the year		641,951,153	523,933,169	610,938,929	485,280,698
Total comprehensive income attributable to:					
Owners of the parent		662,042,346	516,784,703	642,919,631	478,132,232
Non-controlling interests		-	-	-	-
Total comprehensive income for the year		662,042,346	516,784,703	642,919,631	478,132,232
Basic earnings per share	26	0.76	0.64	0.72	0.59

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary
Statement of changes in equity (Unaudited)

	Note	Consolidated financial statements					
		Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Retained earnings		Other components of equity
					Legal reserve (in Baht)	Unappropriated	Fair value reserve
Year ended 31 December 2019							
Balance at 1 January 2019		770,328,649	350,872,541	52,835,830	80,000,000	1,808,585,236	22,290,093
Transaction with owners, recorded directly in equity							
Dividends							
Total distribution to owners of the parent	20, 27	77,032,557	-	-	-	(466,048,463)	-
		<u>77,032,557</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(466,048,463)</u>	<u>-</u>
							<u>(389,015,906)</u>
							<u>(389,015,906)</u>
Comprehensive income for the year							
Profit		-	-	-	-	523,933,169	-
Other comprehensive income		-	-	-	-	-	(7,148,466)
Total comprehensive income for the year		-	-	-	-	523,933,169	(7,148,466)
							<u>516,784,703</u>
Transfer to legal reserve	21	-	-	-	8,000,000	(8,000,000)	-
		<u>847,361,206</u>	<u>350,872,541</u>	<u>52,835,830</u>	<u>88,000,000</u>	<u>1,858,469,942</u>	<u>15,141,627</u>
Balance at 31 December 2019							3,212,681,146

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary
Statement of changes in equity (Unaudited)

Consolidated financial statements										
		Retained earnings			Other components of equity					
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	Unappropriated (in Baht)	Fair value reserve	Share of other comprehensive income of associate using equity method	Total other components of equity	Total equity
Year ended 31 December 2020										
		847,361,206	350,872,541	52,835,830	88,000,000	1,858,469,942	15,141,627	-	15,141,627	3,212,681,146
	3	-	-	-	-	(14,194,011)	-	-	-	(14,194,011)
		847,361,206	350,872,541	52,835,830	88,000,000	1,844,275,931	15,141,627	-	15,141,627	3,198,487,135
Transaction with owners, recorded directly in equity										
		-	-	-	-	(389,785,851)	-	-	-	(389,785,851)
	27	-	-	-	-	(389,785,851)	-	-	-	(389,785,851)
		-	-	-	-	(389,785,851)	-	-	-	(389,785,851)
Comprehensive income for the year										
		-	-	-	-	641,951,153	-	-	-	641,951,153
		-	-	-	-	-	31,980,702	(11,889,509)	20,091,193	20,091,193
		-	-	-	-	641,951,153	31,980,702	(11,889,509)	20,091,193	662,042,346
		-	-	-	-	1,507,132	(1,507,132)	-	(1,507,132)	-
	28	-	-	-	-	1,507,132	(1,507,132)	-	(1,507,132)	-
		847,361,206	350,872,541	52,835,830	88,000,000	2,097,948,365	45,615,197	(11,889,509)	33,725,688	3,470,743,630
Balance at 31 December 2020										

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary
Statement of changes in equity (Unaudited)

		Separate financial statements					
		Retained earnings			Other components of equity		
		Share premium on ordinary shares	Share premium on treasury shares	Legal reserve (in Baht)	Unappropriated	Fair value reserve	Total equity
Note	Issued and paid-up share capital						
Year ended 31 December 2019							
Balance at 1 January 2019	770,328,649	350,872,541	52,835,830	80,000,000	1,809,417,307	22,290,093	3,085,744,420
Transaction with owners, recorded directly in equity							
Distribution to owners of the parent							
Dividends	20, 27	77,032,557	-	-	(466,048,463)	-	(389,015,906)
Total distribution to owners of the parent		77,032,557	-	-	(466,048,463)	-	(389,015,906)
Comprehensive income for the year							
Profit	-	-	-	-	485,280,698	-	485,280,698
Other comprehensive income	-	-	-	-	-	(7,148,466)	(7,148,466)
Total comprehensive income for the year		-	-	-	485,280,698	(7,148,466)	478,132,232
Transfer to legal reserve	21	-	-	8,000,000	(8,000,000)	-	-
Balance at 31 December 2019	847,361,206	350,872,541	52,835,830	88,000,000	1,820,649,542	15,141,627	3,174,860,746

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary
Statement of changes in equity (Unaudited)

	Note	Separate financial statements					Total equity
		Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Retained earnings	Other components of equity	
					Legal reserve (in Baht)	Fair value reserve	
Year ended 31 December 2020							
Balance at 1 January 2020 - as reported		847,361,206	350,872,541	52,835,830	88,000,000	15,141,627	3,174,860,746
Impact or change in accounting policy	3	-	-	-	-	-	(13,377,915)
Balance at 1 January 2020 - restated		847,361,206	350,872,541	52,835,830	88,000,000	15,141,627	3,161,482,831
Transaction with owners, recorded directly in equity							
Distribution to owners of the parent		-	-	-	-	-	(389,785,851)
Dividends	27	-	-	-	-	-	(389,785,851)
Total distribution to owners of the parent		-	-	-	-	-	(389,785,851)
Comprehensive income for the year							
Profit		-	-	-	-	-	610,938,929
Other comprehensive income		-	-	-	-	31,980,702	31,980,702
Total comprehensive income for the year		-	-	-	-	31,980,702	642,919,631
Transfer to retained earnings	28	-	-	-	1,507,132	(1,507,132)	-
Balance at 31 December 2020		847,361,206	350,872,541	52,835,830	88,000,000	47,122,329	3,414,616,611

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary

Statement of cash flows

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
Note		2020	2019	2020	2019
		(in Baht)			
Cash flows from operating activities					
Profit for the year		641,951,153	523,933,169	610,938,929	485,280,698
<i>Adjustments to reconcile profit to cash receipts (payments)</i>					
Tax expense		128,033,628	120,116,617	127,838,116	120,289,208
Finance costs		33,768,876	75,005,793	33,776,534	75,005,793
Depreciation and amortisation		51,407,961	45,687,668	50,631,070	44,002,701
Non-current provisions for employee benefits		3,215,439	11,176,273	3,185,878	10,784,998
Unrealised gain on foreign exchange		(2,430,753)	(4,833,418)	(2,430,753)	(4,833,418)
Share-base payment		3,173,100	-	3,173,100	-
Share of profit of associate and joint venture accounted for using equity method, net of tax	12	(101,873,787)	(38,754,397)	-	-
Expected credit loss					
(2019: Bad and doubtful debts expenses)	7	10,102,942	10,456,417	10,081,081	10,604,701
Losses on inventories devaluation	10	39,011,136	23,755,116	39,009,997	23,751,772
Cost of donated goods		14,967,919	1,995,611	14,967,919	1,995,611
Gains on disposal of plant and equipment		(627,072)	(138,944)	(513,576)	(138,944)
Interest income		(12,334,659)	(13,178,492)	(12,940,481)	(13,978,958)
Dividend income		(2,184,254)	(2,184,254)	(74,492,466)	(2,184,254)
		806,181,629	753,037,159	803,225,348	750,579,908
Changes in operating assets and liabilities					
Trade accounts receivable		758,524,001	280,957,333	754,861,376	253,123,792
Other receivables		71,932,399	57,636,542	72,282,540	59,549,464
Inventories		1,155,287,308	218,765,886	1,152,095,433	221,298,122
Rebate receivables		224,371,638	12,738,610	224,356,290	12,371,344
Prepayment for goods		50,738,804	(9,749,345)	50,634,668	(9,749,345)
Other current assets		(87,510)	(13,591)	(87,510)	(13,591)
Trade accounts payable		534,703,975	(871,526,456)	534,886,289	(853,802,319)
Other payables		(19,070,801)	(166,895,964)	(19,084,492)	(165,293,991)
Accrued expenses		14,901,277	(45,849,978)	15,710,088	(43,070,896)
Non-current provisions for employee benefits		-	(539,902)	-	(1,208,236)
Net cash generated from operating activities		3,597,482,720	228,560,294	3,588,880,030	223,784,252
Taxes paid		(92,906,245)	(127,634,579)	(90,307,808)	(128,085,109)
Net cash from operating activities		3,504,576,475	100,925,715	3,498,572,222	95,699,143
Cash flows from investing activities					
Acquisition of interest in joint venture	12	-	(122,500,209)	-	(122,500,209)
Proceeds from sale of other long-term investments		1,735,430	-	1,735,430	-
Proceeds from sale of plant and equipment		808,203	249,427	608,099	249,427
Acquisition of plant and equipment		(20,104,126)	(21,583,989)	(18,405,701)	(20,041,500)
Acquisition of intangible assets		(299,130)	(4,773,978)	(299,130)	(4,267,878)
Proceeds from loans receivable		289,077,373	193,280,000	293,077,373	202,280,000
Increase in loans receivable		(116,077,303)	(384,490,000)	(116,077,303)	(384,490,000)
Dividends received		74,492,466	2,184,254	74,492,466	2,184,254
Interest received		15,809,609	10,498,067	16,415,432	11,298,533
Net cash from (used in) investing activities		245,442,522	(327,136,428)	251,546,666	(315,287,373)

The accompanying notes are an integral part of these financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiary
Statement of cash flows

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
	Note	2020	2019	2020	2019
		(in Baht)			
<i>Cash flows from financing activities</i>					
Proceeds from borrowings		25,772,694,418	36,127,409,285	25,772,694,418	36,127,409,285
Repayment of borrowings		(29,092,229,343)	(35,526,028,176)	(29,092,229,343)	(35,526,028,176)
Payment of lease liabilities		(8,528,619)	-	(8,595,960)	-
Dividends paid to owners of the Company	27	(389,785,851)	(389,015,906)	(389,785,851)	(389,015,906)
Interest paid		(34,088,559)	(75,640,563)	(34,096,217)	(75,640,563)
Net cash (used in) from financing activities		(3,751,937,954)	136,724,640	(3,752,012,953)	136,724,640
Net decrease in cash and cash equivalents,					
before effect of exchange rate changes		(1,918,957)	(89,486,073)	(1,894,065)	(82,863,590)
Effect of exchange rate changes on cash and cash equivalents		(56,505)	(1,304,130)	(56,505)	(1,304,130)
Net decrease in cash and cash equivalents		(1,975,462)	(90,790,203)	(1,950,570)	(84,167,720)
Cash and cash equivalents at 1 January		166,060,971	256,851,174	159,700,723	243,868,443
Cash and cash equivalents at 31 December	6	164,085,509	166,060,971	157,750,153	159,700,723
<i>Non-cash transaction</i>					
Gain (loss) on investments in equity instruments designated at fair value through other comprehensive income		39,599,095	(8,935,583)	39,599,095	(8,935,583)

The accompanying notes are an integral part of these financial statements.

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Notes to the financial statements
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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 19 February 2021.

1 General information

Synnex (Thailand) Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 16 June 2008. The Company’s registered office at 433 Sukontasawat Road, Lardprao, Lardprao, Bangkok, Thailand.

The Company’s major shareholders during the financial year were T.K.S. Technologies Public Company Limited (38.51% shareholding) and King’s Eye Investments Ltd. (34.99% shareholding). Both companies are incorporated in Thailand and British Virgin Islands, respectively.

The principal activities of the Company are engaged in the distribution of computers, IT system, and communication devices. Details of the Company’s subsidiary, associate and joint venture as at 31 December 2020 and 2019 are given in notes 11 and 12, respectively.

2 Basis of preparation of the financial statements

(a) Statement of compliance

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

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

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

(b) Functional and presentation currency

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

(c) Use of judgements and estimates

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

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For the year ended 31 December 2020

(i) Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- 4 (b) and 12 Equity-accounted investees: whether the Group has significant influence over an investee
- 4 (o) and 22 Revenue recognition:
 - whether revenue from sales of products is recognised over time or at a point in time.

(ii) Assumptions and estimation uncertainties

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

- 4 (b) and 12 Acquisition of associate and joint venture: fair value of the net assets acquired, measured on a provisional basis;
- 4 (n), 7 and 28 Measurement of ECL allowance for trade receivables: key assumptions in determining the weighted-average loss rate;
- 4 (g) and 10 Valuation of inventories: key assumptions underlying allowance for decline in value of inventories;
- 4 (l) and 19 Measurement of defined benefit obligations: key actuarial assumptions; and
- 4 (s) and 25 Recognition of deferred tax assets: availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilised.

3 Changes in accounting policies

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

		Consolidated financial statements Retained earnings	Separate financial statements Retained earnings
	<i>Note</i>	<i>(in million Baht)</i>	
At 31 December 2019 - as reported		1,858	1,821
<i>Increase (decrease) due to:</i>			
Adoption of TFRS - Financial instruments standards			
Financial instruments			
Impairment losses on financial assets	A(2)	(18)	(17)
Related tax		4	3
Total impact of changes in accounting policies		(14)	(14)
At 1 January 2020 - restated		1,844	1,807

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A. TFRS - Financial instruments standards

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

These TFRS - Financial instruments standards establish requirements related to definition, recognition, measurement, impairment and derecognition of financial assets and financial liabilities. The details of accounting policies are disclosed in note 4(d). The impact from adoption of TFRS - Financial instruments standards are as follows:

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

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

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

The following table shows classification and measurement categories under TAS 105 and TFRS 9.

Consolidated financial statements				
Classification under previous standards at 31 December 2019		Classification under TFRS 9 at 1 January 2020		
	Carrying amounts	Fair value through other comprehensive income (in million Baht)	Amortised cost - net	Total
Cash and cash equivalents	166	-	166	166
Other long-term investments	30	30	-	30
Total	196	30	166	196

Separate financial statements				
Classification under previous standards at 31 December 2019		Classification under TFRS 9 at 1 January 2020		
	Carrying amounts	Fair value through other comprehensive income (in million Baht)	Amortised cost - net	Total
Cash and cash equivalents	159	-	166	159
Other long-term investments	30	30	-	30
Total	189	30	166	189

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Notes to the financial statements
For the year ended 31 December 2020

(2) Impairment - Financial assets and contract assets

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

The Group has determined that the application of TFRS 9’s impairment requirements at 1 January 2020 results in an additional allowance for impairment loss as follows:

	Consolidated financial statements	Separate financial statements
	<i>(in million Baht)</i>	
Allowance for impairment losses at 31 December 2019		
Allowance for doubtful debts - trade accounts receivables	163	156
	163	156
<i>Additional impairment loss recognised at 1 January 2020 on:</i>		
- Trade accounts receivable	18	17
Allowance for impairment losses at 1 January 2020	181	173

The Group has opted to recognise the increase of impairment loss as an adjustment to retained earnings as at 1 January 2020.

B. TFRS 16 Leases

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

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

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

- do not recognise right-of-use assets and lease liabilities for leases with less than 12 months of lease term;
- use hindsight when determining the lease term;
- apply a single discount rate to a portfolio of leases with similar characteristics;
- exclude initial direct costs from measuring the right-of-use asset.

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<i>Impact from the adoption of TFRS 16</i>	Consolidated/ Separate financial statements <i>(in thousand Baht)</i>
<i>At 1 January 2020</i>	
Increase in right-of-use assets	34,874
Increase in lease liabilities	34,874
<i>Measurement of lease liability</i>	Consolidated/ Separate financial statements <i>(in thousand Baht)</i>
Operating lease commitment as disclosed at 31 December 2019	22,354
Recognition exemption for short-term leases	(5,174)
Extension and termination options reasonably certain to be exercised	(2,596)
	14,584
The present value of the discounted rental using the additional loan interest rate as at 1 January 2020	34,874
Finance lease liabilities recognised at 31 December 2019	-
Lease liabilities recognised at 1 January 2020	34,874
Weighted-average incremental borrowing rate (<i>% per annum</i>)	2.75

Right-of-use assets and lease liabilities shown above were presented as part of trading computer components, communication devices and rendering of service, and providing computers service and training segment.

4 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiary (together referred to as the “Group”) and the Group’s interests in associate and joint venture.

Business combinations

The Group applies the acquisition method for all business combinations when control is transferred to the Group, as describe in subsidiary section, other than those with entities under common control.

The acquisition date is the date on which control is transferred to the acquirer.

Goodwill is measured as the fair value of the consideration transferred including the recognised amount of any non-controlling interest in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. Any gain on bargain purchase is recognised in profit or loss immediately.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration.

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For the year ended 31 December 2020

Any contingent consideration is measured at fair value at the date of acquisition, and remeasured at fair value at each reporting date. Subsequent changes in the fair value are recognised in profit or loss.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

Transaction costs that the Group incurs in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at that date.

Subsidiary

A subsidiary is an entity controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiary are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Non-controlling interests

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions

Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Interests in equity-accounted investees

The Group's interests in equity-accounted investees comprise interests in associate and a joint venture.

Associate is those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

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

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Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) *Investments in subsidiary, associate and joint venture*

Investments in subsidiary, associate and joint venture in the separate financial statements of the Company are measured at cost less allowance for impairment losses.

Disposal of investments in the separate financial statements

On disposal of an investment, the difference between net disposal proceeds and the carrying amount is recognised in profit or loss. If the Company disposes of part of its holding of a particular investment, the deemed cost of the part sold is determined using the weighted average method applied to the carrying value of the total holding of the investment.

(c) *Foreign currencies*

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currency of the Group entities at exchange rate at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate at the reporting date.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to the functional currency at the exchange rates at the dates of the transactions.

Foreign currency differences are generally recognised in profit or loss.

(d) *Financial instruments*

Accounting policies applicable from 1 January 2020

(d.1) Recognition and initial measurement

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

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

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(d.2) Classification and subsequent measurement

Financial assets - classification

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

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

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

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

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

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

Financial assets – business model assessment

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

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

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

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

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

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

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

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

Financial assets - subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss. However, see note 4(d.6) for derivatives designated as hedging instruments.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Financial liabilities - classification, subsequent measurement and gains and losses

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

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(d.3) Derecognition

Financial assets

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

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

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

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

(d.4) Offsetting

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

(d.5) Derivatives

Derivative are recognised at fair value. At the end of each reporting period the fair value is measured. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except where the derivatives qualify for cash flow hedge accounting or hedges of net investment in a foreign operation, in which case recognition of any resultant gain or loss depends on nature of the item being hedged.

Accounting policies applicable before 1 January 2020

Investments in other equity securities

Marketable equity securities, other than those securities held for trading or intended to be held to maturity, are classified as available-for-sale investments. Available-for-sale investments are, subsequent to initial recognition, stated at fair value, and changes therein, other than impairment losses and foreign currency differences on available-for-sale monetary items, are recognised directly in equity. Impairment losses and foreign exchange differences are recognised in profit or loss. When these investments are derecognised, the cumulative gain or loss previously recognised directly in equity is recognised in profit or loss. Where these investments are interest-bearing, interest calculated using the effective interest method is recognised in profit or loss.

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

Disposal of investments

On disposal of an investment, the difference between net disposal proceeds and the carrying amount together with the associated cumulative gain or loss that was reported in equity is recognised in profit or loss.

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

(e) Cash and cash equivalents

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

(f) Trade and other accounts receivable

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

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

(g) Inventories

Inventories are measured at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost principle, and comprises all costs of purchase, cost of conversion and other costs incurred in bringing the inventories to their present location and condition.

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

The Group provided allowance for decline in value of inventories to reflect the net realisable value of inventories. The management used judgments in estimation of allowance for decline in value of inventories by analysing the aging of inventories together with analysis of obsolete inventory and future expectations of sales.

(h) Property, plant and equipment

Recognition and measurement

Owned assets

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

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

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

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

Subsequent costs

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

Depreciation

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

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

Buildings	20 years
Machinery and equipment	5 - 10 years
Computer	3 - 5 years
Furniture, fixtures and office equipment	5 years
Vehicles	5 years
Leasehold improvement	5 - 20 years

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

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

(i) Intangible assets

In respect of equity-accounted investees, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount of the equity-accounted investee. Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

Other intangible assets

Other intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

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Amortisation

Amortisation is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful lives for the current and comparative periods are as follows:

Software licenses	3 and 10 years
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Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(j) Leases

Accounting policies applicable from 1 January 2020

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

As a lessee

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

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

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

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

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

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

Accounting policies applicable before 1 January 2020

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

Assets held under other leases were classified as operating leases and lease payments are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised in profit or loss as an integral part of the total lease expense, over the term of the lease. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

(k) Impairment of financial assets

Accounting policies applicable from 1 January 2020

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost (including cash and cash equivalents, trade receivables and other receivables, loans to others and related parties), debt investments measured at FVOCI, contract assets, lease receivables, and loan commitments issued which are not measured at FVTPL.

Measurement of ECLs

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

ECLs are measured on either of the following bases:

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

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

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

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

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

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

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

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

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Increased in loss allowance is recognised as an impairment loss in profit or loss. Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets. For debt securities at FVOCI, the Group recognises an impairment loss in profit or loss with the corresponding entry in other comprehensive income.

Credit-impaired financial assets

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

Write-off

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

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Accounting policies applicable before 1 January 2020

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

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

When a decline in the fair value of an available-for-sale financial asset has been recognised directly in equity and there is objective evidence that the value of the asset is impaired, the cumulative loss that had been recognised directly in equity is recognised in profit or loss even though the financial asset has not been derecognised. The amount of the cumulative loss that is recognised in profit or loss is the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss.

Calculation of recoverable amount

The recoverable amount of available-for-sale financial assets is calculated by reference to the fair value.

Reversal of impairment

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in profit or loss. For financial assets carried at amortised cost and available-for-sale financial assets that are debt securities, the reversal is recognised in profit or loss. For available-for-sale financial assets that are equity securities, the reversal is recognised in other comprehensive income.

(I) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

Calculation of recoverable amount

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

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Reversal of impairment

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

(m) Interest-bearing liabilities

Interest-bearing liabilities are recognised initially at cost.

(n) Trade and other accounts payable

Trade and other accounts payable are stated at cost.

(o) Employee benefits

Defined contribution plans

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

Defined benefit plans

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

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any application minimum funding requirements.

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

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

Termination benefits

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

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Short-term employee benefits

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

Employee Joint Investment Program

The Group establishes Employee Joint Investment Program for the Group's employees to buy the Company's shares through Employee Joint Investment Program as a defined contribution plan. The assets for which are held in separate assets and are managed by a licensed agent. Contributions are made by the Group and its employees. The Group's contributions to the Program are charged to the profit or loss for the year to which they relate.

(p) *Share-based payments*

The grant-date fair value of equity-settled share-based payment awards granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date.

The fair value of the amount payable to employees in respect of share appreciation rights, which are settled in cash, is recognised as an expense with a corresponding increase in liabilities, over the period that the employees become unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date. Any changes in the fair value of the liability are recognised as personnel expenses in profit or loss.

(q) *Provisions*

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

(r) *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 market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

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

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

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

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

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

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

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

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

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

(s) *Repurchase of share capital (treasury shares)*

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

(t) *Revenue*

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

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Sale of goods and services

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

Revenue for rendering of services is recognised over time as the services are provided. The related costs are recognised in profit or loss when they are incurred.

(u) Other income

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

(v) Interest

Accounting policies applicable from 1 January 2020

Effective Interest Rate (EIR)

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

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

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

Accounting policies applicable before 1 January 2020

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

Interest expenses and similar costs are charged to profit or loss for the period in which they are incurred.

(w) Income tax

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

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

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill; the initial

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recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiary and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

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

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

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

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

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

(x) *Earnings per share*

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

(y) *Related parties*

Related parties are a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that are under common control or under the same significant influence as the Group; or the Group has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making of a person or entity

(z) *Segment reporting*

Segment results that are reported to the Group's CEO (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly investments, deferred tax assets and other assets.

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5 Related parties

Relationship with subsidiary, associate, and joint venture are described in notes 11 and 12, respectively. Relationship with other related parties were as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationships
T.K.S. Technologies Public Company Limited	Thailand	Major shareholder, 38.51% shareholding
King's Eye Investments Ltd.	British Virgin Islands	Major shareholder, 34.99% shareholding
T.K.S Siam Press Management Co., Ltd.	Thailand	Mutual shareholding and directors
TBSP Public Company Limited	Thailand	Mutual shareholding and directors
Go Five Co., Ltd.	Thailand	Mutual shareholding and directors
Synnex Global Ltd.	British Virgin Islands	Indirect shareholding via King's Eye Investments Ltd.
Synnex Technology International Corporation	Taiwan	Indirect shareholding via King's Eye Investments Ltd.
Key management personnel	Thailand, Taiwan	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group.

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

Transactions	Pricing policies
Sale of goods	Market price
Rendering of service	Market price
Purchase of goods	Market price
Receiving of services	Market price
Interest income	2.15% - 4.1% per annum
Other income	Contractual price
Sale of assets	Market price
Technical assistance and other service expenses	Contractual price
Warehouse management expense	Contractual price
Printing service expense	Market price
Key management personnel	Criteria defined by Nomination and Remuneration Committee and Company's policies
Rental income	Contractual price
Rental expense	Contractual price

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

<i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Subsidiary				
Sales of goods or rendering of services	-	-	163,128	134,556
Purchases of goods or receiving of services	-	-	2,929	4,868
Interest income	-	-	672	866
Other income	-	-	1,224	934
Technical assistance and other service expenses	-	-	505	401
Key management personnel				
Interest income	416	-	416	-
Key management personnel compensation				
Short-term employee benefits	45,857	54,688	45,857	52,952
Share-based payments	3,173	-	3,173	-
Total key management personnel compensation	49,446	54,688	49,446	52,952
Associate and Joint venture				
Sales of goods or rendering of services	961	2,098	958	743
Purchases of goods or receiving of services	5,765	8,233	5,765	8,233
Interest income	235	1,315	235	1,315
Other income	660	660	660	660
Other related parties				
Sales of goods or rendering of services	14,575	16,345	12,549	14,153
Purchases of goods or receiving of services	209,938	243,347	209,914	242,147
Other income	887	1,144	887	1,119
Sale of plant and equipment	-	24	-	24
Other service expenses	8,391	9,769	8,391	9,769
Warehouse management expense	5,646	6,284	5,646	6,284

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

<i>Trade accounts receivable</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Subsidiary	-	-	45,627	29,162
Joint venture	40	21	40	21
Associate	1	617	1	-
Other related parties	2,644	3,617	2,512	2,137
Total	2,685	4,255	48,180	31,320
Other receivable				
Associate	-	381	-	381
Total	-	381	-	381

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<i>Loans to</i>	Interest rate	Consolidated financial statements			
	At 31 December (% per annum)	At 1 January	Increase	Decrease	At 31 December
			(in thousand Baht)		
2020					
Associate	-	50,000	-	(50,000)	-
Key management personnel	2	9,600	330	(1,360)	8,570
Total		59,600	330	(51,360)	8,570
2019					
Joint venture	4.1	-	90,000	(40,000)	50,000
Key management personnel	2	-	9,600	-	9,600
Total		-	99,600	(40,000)	59,600

<i>Loans to</i>	Interest rate	Separate financial statements			
	At 31 December (% per annum)	At 1 January	Increase	Decrease	At 31 December
			(in million Baht)		
2020					
Subsidiary	2.15	32,000	-	(4,000)	28,000
Associate	-	50,000	-	(50,000)	-
Key management personnel	2	9,600	330	(1,360)	8,570
Total		91,600	330	(55,360)	36,570
2019					
Subsidiary	1.9 - 2.25	41,000	-	(9,000)	32,000
Joint venture	4.1	-	90,000	(40,000)	50,000
Key management personnel	2	-	9,600	-	9,600
Total		41,000	99,600	(49,000)	91,600

<i>Trade accounts payable</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	(in thousand Baht)			
Joint venture	138	689	138	689
Other related parties	22,119	27,378	22,119	27,378
Total	22,257	28,067	22,257	28,067

<i>Other payables</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	(in thousand Baht)			
Subsidiary	-	-	1,196	1,483
Other related parties	3,096	3,527	3,096	3,527
Total	3,096	3,527	4,292	5,010

Synnex (Thailand) Public Company Limited and its Subsidiary
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Accrued expenses

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Subsidiary	-	-	907	955
Other related party	447	453	447	453
Total	447	453	1,354	1,408

Significant agreements with related parties

Trademark license agreement

On 11 December 2007, the Company entered into “Trademark Licensing Agreement” with Synnex Global Ltd. which became effective from the year 2008 onwards. The Company would be able to use the trademark without incurring any expenses when the Synnex group (holding shares via King’s Eye Investments Ltd.) holds at least 20% of the Company’s total paid-up registered share capital and without any written intention for the Company to cease the usage of the trademark from the Synnex group.

Building rental agreement and other services

The Company has entered into agreements to provide building rental and other services to subsidiary. The agreement rate is annually specified with a rental and other services fees of Baht 0.8 million per year starting from 1 January 2019 to 31 December 2019, and Baht 0.5 million starting from 1 January 2020 to 31 December 2020. The agreement is automatically renewed for a period of three years unless either party gives notice or intention to terminate the agreement.

Memorandum of agreement for warehouse management and transport and delivery of goods

The Company entered into a memorandum of agreement for warehouse management and transport and delivery of goods with T.K.S. Siam Press Management Co., Ltd. for the period of 3 years commencing from 1 September 2017 until 31 August 2020. The Company has to monthly pay the service fees calculated at the rates of 2.00% - 3.00% of sales price excluding value added tax. The agreement is automatically renewed for a period of 3 years unless either party gives notice or intention to terminate the agreement.

Warehouse management and delivery service agreement

The Company entered into an agreement for warehouse management and delivery service with T.K.S. Siam Press Management Co., Ltd. for the period of 9 months commencing from 2 July 2018 until 31 March 2019. The Company has to monthly pay the service fees calculated at the rates of 0.34% of sales price excluding value added tax plus actual delivery expenses. The agreement can be early terminated if either party gives notice or intention for at least 2 months.

Technical service agreement

The Company entered into an agreement for technical service before and after sales that the service provider is a distributor with subsidiary. The term is for the period 1 year starting from 1 January 2019 to 31 December 2019 with a services fee calculated at the rates of 0.03% of sales amount, and for the period 1 year starting from 1 January 2020 to 31 December 2020 with a service fee of Baht 850,000 per month. The agreement can be early terminated if either party gives notice or intention for at least 30 days.

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6 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Cash on hand	1,346	16,332	1,329	16,317
Cash at banks - current accounts	64,874	88,730	63,272	88,629
Cash at banks - savings accounts	97,866	60,999	93,149	54,755
Total	164,086	166,061	157,750	159,701

7 Trade accounts receivable

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Related parties	5	2,685	4,255	48,180	31,320
Other parties		5,105,601	5,862,801	5,063,590	5,835,546
Total		5,108,286	5,867,056	5,111,770	5,866,866
Less allowance for expected credit loss (2019: allowance for doubtful accounts)		(191,080)	(163,245)	(182,807)	(156,003)
Net		4,917,206	5,703,811	4,928,963	5,710,863
Current		4,848,572	5,606,482	4,862,527	5,615,543
Non-current		68,634	97,329	66,436	95,430
Total		4,917,206	5,703,811	4,928,963	5,710,863
Expected credit losses (2019: Bad and doubtful debts expense)		29,216	10,456	29,194	10,605
Write-off		(19,113)	(88,293)	(19,113)	(88,243)
Total		10,103	(77,837)	10,081	(77,638)

8 Other receivables

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Refundable value added tax	197,098	237,056	192,035	232,782
Other receivables	10,449	43,908	10,449	43,909
Withholding tax refund	2,612	10,023	-	9,259
Prepaid expenses	7,834	6,651	7,789	6,597
Others	21,520	14,684	20,443	13,926
Total	239,513	312,322	230,716	306,473
Current	229,720	305,112	220,960	299,363
Non-current	9,793	7,210	9,756	7,110
Total	239,513	312,322	230,716	306,473

Synnex (Thailand) Public Company Limited and its Subsidiary
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For the year ended 31 December 2020

9 Loans receivable

	Note	Interest rate		Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019	2020	2019
		<i>(% per annum)</i>		<i>(in thousand Baht)</i>			
Related parties	5	-	1.9 - 4.1	-	50,000	28,000	82,000
Others		2.0 - 7.5	3.5 - 6.0	123,080	244,990	123,080	244,990
Employees		2.0	2.0	13,060	13,120	13,060	13,120
Executives	5	2.0	2.0	8,570	9,600	8,570	9,600
Total				144,710	317,710	172,710	349,710
Current				85,580	239,490	113,580	271,490
Non-current				59,130	78,220	59,130	78,220
Total				144,710	317,710	172,710	349,710

Movements during the year ended 31 December of loans receivable were as follows:

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
At 1 January	317,710	126,500	349,710	167,500
Increase	116,077	384,490	116,077	384,490
Decrease	(289,077)	(193,280)	(293,077)	(202,280)
At 31 December	144,710	317,710	172,710	349,710

As at 31 December 2020, the Company had a long-term loan to other company, amounting to Baht 37.5 million (2019: 73.5 million) which bears interest at 5.25 % per annum (2019: 5.25 % per annum). The term of the loan is five years.

As at 31 December 2020, the Company had long-term loans to Company's employees and executives, amounting to Baht 21.63 million (2019: 22.72 million) which bears interest at 2.00 % per annum (2019: 2.00 % per annum). The term of the loan is three years. The loans are secured by the share certificates according to the condition of Company Ownership Participation Program (see note 23).

10 Inventories

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Finished goods	2,111,728	3,251,115	2,109,261	3,245,456
Goods in transit	72,861	103,730	72,861	103,730
Total	2,184,589	3,354,845	2,182,122	3,349,186
Less allowance for decline in value	(140,007)	(100,996)	(139,484)	(100,474)
Net	2,044,582	3,253,849	2,042,638	3,248,712
Inventories recognised in 'cost of sale of goods':				
- Cost	30,632,310	33,391,812	30,631,566	33,395,877
- Write-down to net realisable value	39,011	23,755	39,010	23,752
Net	30,671,321	33,415,567	30,670,576	33,419,629

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11 Investment in subsidiary

Name of subsidiary	Type of business	Ownership Interest 2020 (%)	Paid-up capital 2020	Separate financial statements			At cost - net 2020	2019
				2020	Cost 2019 (in thousand Baht)	2019		
Prism Solutions Co., Ltd.	Training service, repair and maintenance service of computer system, and selling computer accessories	99.99	15,000	15,000	9,400	9,400	9,400	9,400
Total				9,400	9,400	9,400	9,400	9,400

The subsidiary is incorporated and operate in Thailand and did not have dividend payment during the year ended 31 December 2020 and 2019.

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12 Investments in associate and joint venture

Consolidated financial statements									
Type of business	Ownership interest		Paid-up capital		Cost		Equity		Dividend income for the year
	2020	2019	2020	2019	2020	2019	2020	2019	
		(%)			(in million Baht)				
<i>Associate/ joint venture</i>									
Next Capital Public Company Limited (Formerly “Next Capital Co., Ltd.”)	Hire purchasing motorcycle	26.67	40	450,000	300,000	449,748	449,748	531,262	512,339
								68,808	-
<i>Joint venture</i>									
PT Automation (Thailand) Limited	Selling computer, computer accessories and peripheral components	50	50	8,000	8,000	9,000	9,000	13,785	15,032
								3,500	-
Total						458,748	458,748	545,047	527,371
								72,308	-

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	Separate financial statements							
	Ownership interest		Paid-up capital		Cost		Dividend income for the year	
	2020	2019	2020	2019	2020	2019		
	(in million Baht)							
<i>Associate/ joint venture</i>								
Next Capital Public Company Limited (Formerly "Next Capital Co., Ltd.")	26.67	40	450,000	300,000	449,748	449,748	68,808	-
<i>Joint venture</i>								
PPT Automation (Thailand) Limited	50	50	8,000	8,000	9,000	9,000	9,000	-
Total					458,748	458,748	458,748	72,308

All associate and joint venture were incorporated and operate in Thailand.

Next Capital Public Company Limited (Formerly "Next Capital Co., Ltd.") which is listed on the Stock Exchange of Thailand. Based on the closing price of Baht 5.6 at 31 December 2020 (2019: None), the fair value of the Group's investment in Next Capital Public Company Limited (Formerly "Next Capital Co., Ltd.") was Baht 1,344.17 million (2019: None).

None of the Company's joint venture is publicly listed and consequently do not have published price quotations.

Synnex (Thailand) Public Company Limited and its Subsidiary
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Movement during the year ended 31 December of investments in associate and joint venture were as follows;

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
At 1 January	527,371	366,116	458,748	336,248
Share of profit of associate and joint venture:				
- Profit from continuing operations	62,153	38,755	-	-
- Gain on changes in total interest in a joint venture	39,721	-	-	-
	101,874	38,755	-	-
Share of other comprehensive income	(11,890)	-	-	-
Dividend received	(72,308)	-	-	-
Acquisition	-	122,500	-	122,500
At 31 December	545,047	527,371	458,748	458,748

On 4 November 2020, Next Capital Public Company Limited (“NCAP”) (formerly “Next Capital Co., Ltd.”), a joint venture of the Group, increased the additional 300 million ordinary shares with a par value of Baht 0.5 per share for its initial public offering at Baht 2.20 per share. As a result of the increase of the ordinary shares, the Group’s total interest in NCAP decreased from 40% to 26.67% and changed the classification of its interest in NCAP from investment in a joint venture to investment in an associate. NCAP was listed on the Stock Exchange of Thailand and started trading its shares on 9 November 2020. Result from such changes in proportion of interest in the Company during the year 2020, the Group recognised a gain on changes in total interest in a joint venture of Baht 39.72 million in the statement of comprehensive income.

Acquisition

On 26 March 2019, the Company made an additional investment in 12.5% of the issued and paid up capital of Next Capital Public Company Limited (formerly “Next Capital Co., Ltd.”) a joint venture of the Group, for a consideration of Baht 122.5 million, increasing the Group’s total interest in such joint venture to 40%.

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Associate and joint venture

The following table summarises the financial information of the joint ventures as included in their own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles the summarised financial information to the carrying amount of the Group's interest in these companies.

	Next Capital Public Company Limited (Formerly "Next Capital Co., Ltd.")		PT Automation (Thailand) Limited	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Revenue	1,053,896	1,051,888	60,355	69,281
Profit from continuing operations	201,772	87,610	6,444	7,420
Other comprehensive income	(22,494)	-	-	-
Total comprehensive income (100%)	<u>179,278</u>	<u>87,610</u>	<u>6,444</u>	<u>7,420</u>
Group's share of total comprehensive income	<u>63,751</u>	<u>35,044</u>	<u>3,222</u>	<u>3,710</u>
Current assets	2,587,198	1,989,710	27,333	28,657
Non-current assets	2,336,081	2,272,990	6,814	9,123
Current liabilities	(1,330,804)	(2,514,944)	(3,506)	(4,674)
Non-current liabilities	(1,702,916)	(568,798)	(2,960)	(3,042)
Net assets (100%)	<u>1,889,599</u>	<u>1,178,958</u>	<u>25,570</u>	<u>30,064</u>
Group's share of net assets	493,902	471,583	13,785	15,032
Goodwill	<u>37,360</u>	<u>40,756</u>	<u>-</u>	<u>-</u>
Carrying amount of interest in associate/ joint ventures	<u>531,262</u>	<u>512,339</u>	<u>13,785</u>	<u>15,032</u>

Synnex (Thailand) Public Company Limited and its Subsidiary

Notes to the financial statements

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13 Property, plant and equipment

Consolidated financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery under installation	Total
Cost									
At 1 January 2019	125,372	402,727	156,817	105,867	42,445	14,653	13,259	2,214	863,354
Additions	-	906	1,394	16,628	518	-	-	2,138	21,584
Disposals	-	-	(676)	(2,819)	(234)	-	-	-	(3,729)
Transfers	-	2,026	360	1,329	-	-	236	(3,951)	-
At 31 December 2019 and									
1 January 2020	125,372	405,659	157,895	121,005	42,729	14,653	13,495	401	881,209
Additions	-	981	3,032	5,615	354	715	981	8,426	20,104
Disposals	-	-	(651)	(4,567)	(482)	(2,577)	(984)	(68)	(9,329)
Transfers	-	89	-	-	-	-	-	(89)	-
At 31 December 2020	125,372	406,729	160,276	122,053	42,601	12,791	13,492	8,670	891,984

Synnex (Thailand) Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2020

Consolidated financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery under installation	Total
<i>Accumulated depreciation</i>									
At 1 January 2019	-	191,712	143,208	92,660	32,383	14,628	10,844	-	485,435
Depreciation charge for the year	-	21,775	4,206	11,784	3,342	21	888	-	42,016
Disposals	-	-	(676)	(2,767)	(175)	-	-	-	(3,618)
At 31 December 2019 and 1 January 2020	-	213,487	146,738	101,677	35,550	14,649	11,732	-	523,833
Depreciation charge for the year	-	21,610	3,426	10,497	3,185	16	385	-	39,119
Disposals	-	-	(651)	(4,539)	(397)	(2,577)	(984)	-	(9,148)
At 31 December 2020	-	235,097	149,513	107,635	38,338	12,088	11,133	-	553,804
<i>Net book value</i>									
At 31 December 2019	125,372	192,172	11,157	19,328	7,179	4	1,763	401	357,376
At 31 December 2020	125,372	171,632	10,763	14,418	4,263	703	2,359	8,670	338,180

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Separate financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery under installation	Total
Cost									
At 1 January 2019	125,372	402,727	154,648	98,413	41,294	14,560	8,321	2,147	847,482
Additions	-	906	1,394	15,086	518	-	-	2,138	20,042
Disposals	-	-	(676)	(2,819)	(234)	-	-	-	(3,729)
Transfers	-	2,026	360	1,329	-	-	236	(3,951)	-
At 31 December 2019 and									
1 January 2020	125,372	405,659	155,726	112,009	41,578	14,560	8,557	334	863,795
Additions	-	981	3,032	5,409	354	715	981	6,934	18,406
Disposals	-	-	(651)	(4,207)	(482)	(2,577)	(984)	-	(8,901)
Transfers	-	89	-	-	-	-	-	(89)	-
At 31 December 2020	125,372	406,729	158,107	113,211	41,450	12,698	8,554	7,179	873,300

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Separate financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery under installation	Total
Accumulated depreciation									
At 1 January 2019	-	191,712	141,429	85,651	31,393	14,548	6,576	-	471,309
Depreciation charge for the year	-	21,774	3,910	11,305	3,193	8	219	-	40,409
Disposals	-	-	(676)	(2,767)	(175)	-	-	-	(3,618)
At 31 December 2019 and 1 January 2020	-	213,486	144,663	94,189	34,411	14,556	6,795	-	508,100
Depreciation charge for the year	-	21,610	3,372	9,879	3,178	17	385	-	38,441
Disposals	-	-	(651)	(4,199)	(396)	(2,577)	(984)	-	(8,807)
At 31 December 2020	-	235,096	147,384	99,869	37,193	11,996	6,196	-	537,734
Net book value									
At 31 December 2019	125,372	192,173	11,063	17,820	7,167	4	1,762	334	355,695
At 31 December 2020	125,372	171,633	10,723	13,343	4,257	702	2,358	7,179	355,567

The gross amount of the Group and the Company's fully depreciated plant and equipment that was still in use as at 31 December 2020 amounted to Baht 303 million and Baht 288 million, respectively. (2019: Baht 280 million and Baht 265 million).

Security

At 31 December 2020, the Group and the Company's properties with a net book value of Baht 228 million (2019: Baht 247 million) were subject to secure long-term loans from financial institution (see note 15).

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14 Leases

	Consolidated financial statements	Separate financial statements
<i>At 31 December 2020</i>	<i>(in thousand Baht)</i>	
<i>Right-of-use assets</i>		
Buildings	15,561	15,561
Vehicles	6,412	6,412
Office equipment	-	638
Total	21,973	22,611

In 2020, additions to the right-of-use assets of the Group and the Company were Baht 6.65 million and Baht 7.36 million, respectively.

The Group leases a number of buildings for 1 - 3 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

During 2020, the Group leased office equipment for 5 years and paid fixed lease payment that are based on usage over the lease term. These payment terms are common.

	Consolidated financial statements	Separate financial statements
<i>Year ended 31 December 2020</i>	<i>(in thousand Baht)</i>	
Fixed payments	22,590	23,231

Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

	Consolidated financial statements		Separate financial statements	
<i>For the year ended 31 December</i>	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
<i>Amounts recognised in profit or loss</i>				
Depreciation of right-of-use assets:				
- Buildings	5,753	-	5,753	-
- Vehicles	3,077	-	3,077	-
- Office equipment	-	-	71	-
Interest on lease liabilities	674	-	682	-
Expenses relating to short-term leases	5,665	-	4,501	-
Lease expense	-	255,173	-	255,173

In 2020, total cash outflow for leases of the Group and the Company were Baht 8.53 million and Baht 8.6 million, respectively.

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15 Interest-bearing liabilities

	Consolidated/Separate financial statements			Total
	2020 Unsecured	Secured (in thousand Baht)	2019 Unsecured	
Current				
Short-term loans from financial institutions	1,945,762	-	5,104,117	5,104,117
Current portion of long-term loans from financial institution	-	161,180	-	161,180
Total current interest-bearing liabilities	1,945,762	161,180	5,104,117	5,265,297
Total	1,945,762	161,180	5,104,117	5,265,297

Assets pledged as security for liabilities as at 31 December	Note	Consolidated/Separate financial statements	
		2020 (in thousand Baht)	2019
Property, plant and equipment	13	228,353	246,993

As at 31 December 2020, the Group and the Company had unutilised credit facilities totalling Baht 7,721 million (2019: Baht 4,534 million).

The short-term loans from financial institutions were trust receipts payable and promissory notes with maturity periods ranging from 1 - 6 months, bearing interest rate at 0.78 % - 2.9 % per annum (2019: 1.4 % - 1.72 % per annum).

In June 2016, the Company entered into a long-term loan agreement with a local financial institution for Baht 500 million bearing interest at the rate of 2.65% per annum. The loan is monthly repayable of Baht 9.26 million for each instalment, commencing in July 2016 covering 54 months since the first drawdown date.

In May 2017, the Company entered into a long-term borrowing agreement with a local financial institution for Baht 300 million bearing interest at the rate of 2.86% per annum. The borrowing is monthly repayable in the same amount for each instalment, commencing in June 2017 covering 3 years since the first drawdown date. In this regard, the Company has mortgaged some land, including structures thereon with the financial institution to secure its long-term borrowing from the financial institution.

Loans from financial institution were long-term loan secured by land including structures there on of the Company. In addition, the transfer of beneficial right of insurance claim on securities and parts of goods to the lenders at Baht 583 million of secured amount. In December 2020, the Company has fully paid outstanding of long-term loans and is in process to redeem the assets pledged as security from the financial institution.

In addition, the Group shall comply with conditions in the loan agreements including:

- Maintain the debt to equity ratio to not more than 3 to 1 time and DSCR ratio not less than 1.20 time until the loan is completely repaid.
- Synnex Technology International Corporation or King's Eye Investments Ltd. and T.K.S Technologies Public Co., Ltd. shall remain as the shareholders, either directly or indirectly, at all time and each company must hold the shares not less than 30% of the issued and fully paid-up registered share capital.

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16 Trade accounts payable

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Related parties	5	22,257	28,067	22,257	28,067
Other parties		2,654,397	2,130,977	2,654,453	2,130,851
Total		2,676,654	2,159,044	2,676,710	2,158,918

17 Other payables

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Related parties	5	3,096	3,527	4,292	5,010
Other parties		357,563	361,787	356,886	360,844
Total		360,659	365,314	361,178	365,854
Current		330,844	333,662	331,363	334,202
Non-current		29,815	31,652	29,815	31,652
Total		360,659	365,314	361,178	365,854

18 Accrued expenses

		Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Accrued sale rebate		192,459	208,256	193,289	208,256
Accrued bonus		102,794	78,392	100,189	74,740
Accrued operating expenses		16,492	10,089	16,318	10,821
Others		2,579	3,005	2,416	3,005
Total		314,324	299,742	312,212	296,822

19 Non-current provisions for employee benefits

		Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Defined benefit plan		42,578	39,362	41,344	38,158

Legal severance pay plan

The group operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

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<i>Present value of the defined benefit obligations</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
At 1 January	39,362	28,726	38,158	28,582
Include in profit or loss:				
Current service cost	2,364	3,141	2,277	3,055
Past service cost	-	6,826	-	6,557
Interest on obligation	852	1,209	809	1,173
	<u>3,216</u>	<u>11,176</u>	<u>3,086</u>	<u>10,785</u>
Other				
Transfer-in from related party	-	784	-	22
Benefit paid	-	(1,324)	-	(1,231)
	<u>-</u>	<u>(504)</u>	<u>-</u>	<u>(1,209)</u>
At 31 December	<u>42,578</u>	<u>39,362</u>	<u>41,244</u>	<u>38,158</u>

On 5 April 2019, the Labor Protection Act was amended to include a requirement that an employee, who is terminated after having been employed by the same employer for an uninterrupted period of twenty years or more, receives severance payment of 400 days of wages at the most recent rate. The group has therefore amended its retirement plan in accordance with the changes in the Labor Protection Act in 2019. As a result of this change, the provision for retirement benefits as well as past service cost recognised increased.

<i>Principal actuarial assumptions</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(%)</i>			
Discount rate	3.13 - 3.17	3.13 - 3.17	3.13	3.13
Future salary increases	6.08 - 6.46	6.08 - 6.46	6.46	6.46
Employee turnover	0 - 65%	0 - 65%	0 - 65%	0 - 65%

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2020, the weighted-average duration of the defined benefit obligation was 14 years (2019: 15 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

<i>Effect to the defined benefit obligation At 31 December</i>	Consolidated financial statements			
	0.5% increase in assumption		0.5% decrease in assumption	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Discount rate	(1,613)	(2,410)	1,752	2,624
Future salary growth	1,818	2,518	(1,682)	(2,224)
Employee turnover	(2,144)	(2,928)	2,351	3,206

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<i>Effect to the defined benefit obligation At 31 December</i>	Separate financial statements			
	0.5% increase in assumption		0.5% decrease in assumption	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Discount rate	(1,601)	(2,332)	1,739	2,539
Future salary growth	1,804	2,432	(1,668)	(2,143)
Employee turnover	(2,137)	(2,886)	2,344	3,163

20 Share capital

<i>Registered capital</i>	Par value per share <i>(in Baht)</i>	2020		2019	
		Number	Amount	Number	Amount
		<i>(thousand shares / in thousand Baht)</i>			
At 1 January					
- ordinary shares	1	880,000	880,000	800,000	800,000
Reduction of shares	1	-	-	(29,671)	(29,671)
Increase of new shares	1	-	-	109,671	109,671
At 31 December					
- ordinary shares	1	880,000	880,000	880,000	880,000
<i>Issued and paid-up</i>					
At 1 January					
- ordinary shares	1	847,361	847,361	770,329	770,329
Increase of new shares	1	-	-	77,032	77,032
At 31 December					
- ordinary shares	1	847,361	847,361	847,361	847,361

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company. In respect of the Company's shares that are held by the Group all rights are suspended until those shares are reissued.

Issue of ordinary shares

At the Annual General Meeting of the shareholders of the Company held on 25 April 2019, the shareholders approved the following resolution:

- 1) Decreased of the authorised share capital from Baht 800 million to Baht 770.33 million by way of eliminating the non-issuance of 29.67 million shares, totalling Baht 29.67 million. The registration of the decrease authorised share capital with the Ministry of Commerce was completed on 3 May 2019.
- 2) Increase of the authorised share capital from Baht 770.33 million to Bath 880 million by increasing 109.67 million new ordinary shares with the par value of Baht 1 per share, totalling Baht 109.67 million, for appropriation as stock dividends to existing shareholders and reserve as working capital. The registration of the increase authorised share capital with the Ministry of Commerce was completed on 8 May 2019.

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- 3) Appropriation of dividends from the net profit for the year 2018 as follows:
- Cash dividends at the rate of Baht 0.34 per share, amounting to Baht 261.91 million.
 - Stock dividends at the rate of 10 existing ordinary shares per 1 stock dividend at Baht 1 par value. If the number of shares is indivisible, the remainder will be paid by cash at the rate of Baht 0.10 per share.

Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

Surplus on treasury shares

The surplus on treasury shares represents the accumulated surplus on sale of treasury shares, net of any deficits on sale or cancellation of treasury shares. The surplus on treasury shares is not available for dividend distribution.

21 Reserves

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 Section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

Other components of equity

Fair value reserve of 2020

The cumulative net change in the fair value of equity securities designated at FVOCI.

Fair value reserve of 2019

The fair value changes in available-for-sale investments comprises the cumulative net change in the fair value of available-for-sale investments until the investments are derecognised or impaired.

Movements in reserves

Movements in reserves are shown in the statements of changes in equity.

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22 Segment information and disaggregation of revenue

The Group has the reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic divisions, the chief operating decision maker (CODM) reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Group's reportable segments.

- Segment 1 Trading computer components, communication devices and rendering of services.
- Segment 2 Providing computers service and training.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

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	Consolidated financial statements			
	Trading computer components, communication devices and rendering of services		Providing computers service and training	Total reportable segments
<i>For the year ended 31 December</i>	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Information about reportable segments				
External revenue	32,146,732	34,797,357	1,971	32,148,703
Inter-segment revenue	164,708	136,082	16,301	181,009
Total segment revenue	32,311,440	34,933,439	18,272	32,329,712
Elimination of inter-segment revenue	(164,708)	(136,082)	(16,301)	(181,009)
Consolidated revenue	32,146,732	34,797,357	1,971	32,148,703
Disaggregation of revenue				
Primary geographical markets				
Thailand	32,146,732	34,797,357	1,971	32,148,703
Total revenue	32,146,732	34,797,357	1,971	32,148,703
Major products/service lines				
Computers, IT system, and communication devices	32,043,736	34,692,156	-	32,043,736
Services	102,996	105,201	1,971	104,967
Total revenue	32,146,732	34,797,357	1,971	32,148,703
Timing of revenue recognition				
At a point in time	32,146,732	34,797,357	1,971	32,148,703
Total revenue	32,146,732	34,797,357	1,971	32,148,703
Segment profit (loss) before income tax	778,550	641,339	(8,565)	769,985
				644,050

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	Consolidated financial statements				
	Trading computer components, communication devices and rendering of services		Providing computers service and training		Total reportable segments
	2020	2019	2020	2019	
<i>For the year ended 31 December</i>					
Segment assets as at 31 December	7,318,811	8,938,471	1,122	1,681	8,940,152
Unallocated amounts					2,401,701
Consolidated total assets					11,341,853
Segment liabilities as at 31 December	5,074,950	7,875,633	-	-	7,875,633
Unallocated amounts					253,439
Consolidated total liabilities					8,129,172

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Geographical segments

The Group is managed and operates principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries.

Major customer

The Group had a large number of customer base. Accordingly, the Group had no revenue from major external customer from total revenue of the Group.

22 Employee benefit expenses

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Salaries and wages		326,762	332,665	312,746	322,780
Overtime and bonus		66,180	44,987	65,462	43,599
Contribution to defined contribution plans		11,094	10,465	10,468	9,891
Defined benefit plan	19	3,216	11,176	3,186	10,785
Others		58,418	59,378	57,720	57,997
Total		465,670	458,671	449,582	445,052

Defined contribution plans

The defined contribution plans comprise provident funds established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates ranging from 2.0% to 5.0% of their basic salaries and by the Group at rates ranging from 2.0% to 5.0% of the employees' basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities and are managed by a licensed Fund Manager.

Employee Joint Investment Program

On 27 December 2017, the Company received the approval of Employee Joint Investment Program no.2 (EJIP no.2), from Securities and Exchange Commission (SEC) in accordance with the notification of the SEC, SorJor 12/2552, dated 10 June 2009. EJIP is an investment program for the periodic accumulative buying of the Company's ordinary shares, established to serve as another means of compensating Company's employees and executives.

Company and Affiliate Ownership Participation Program

In December 2019, the Company received the approval of the Company Ownership Participation Program. The program is for Company's employees and executives to invest in the Company's ordinary shares in the form of compensation for employees and executives. The employees and executives have to bring the share certificates to affirm the program participation by February 2020. Additionally, the company has provided long-term loans to employees and executives who are interested in borrowing for attending the program. The share certificates are secured the loans as mentioned in note 8. The program's condition is to hold the ordinary shares for 3 years. On maturity date, the employees and executives will be entitled to the contribution of the company at the rate of 30 - 50 % of the purchased share value according to program's condition.

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In October 2020, the Company received the approval of the Affiliate Ownership Participation Program. The program is for Company's executives to invest in IPO shares of Next Capital Public Company Limited (Formerly "Next Capital Co., Ltd.") ("NCAP") in the form of compensation for executives. The executives have to bring the share certificates to affirm the program participation. Additionally, the company has provided long-term loans to executives who are interested in borrowing for attending the program. The share certificates are secured the loans as mentioned in note 9. The program's condition is to hold the ordinary shares for 3 years. On maturity date, the executives will be entitled to the contribution of the company at the purchased share value according to program's condition.

24 Expenses by nature

The statements of comprehensive income include an analysis of expenses by function. Expenses by nature disclosed in accordance with the requirements of various TFRS were as follows:

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2020	2019	2020	2019
		<i>(in thousand Baht)</i>			
Purchases of goods		31,771,697	33,567,332	31,767,760	33,573,933
Changes in inventories of finished goods		(1,139,387)	(175,520)	(1,136,195)	(178,054)
Loss on decline in value of inventories		39,011	23,755	39,010	23,752
Costs of rendering of services		69,670	60,294	61,394	50,159
Employee benefit expenses	23	465,670	458,671	449,582	445,052
Marketing expenses		93,567	86,078	93,567	86,449
Transportation expenses		77,639	81,034	77,528	80,954
Depreciation and amortisation expenses		51,408	45,688	50,631	44,033
Donation expenses		15,053	13,950	15,053	13,950
Expected credit loss (2019: Bad debt and doubtful debt expenses)	7, 28	29,216	10,456	29,194	10,605
Others		118,178	137,022	115,261	134,888
Total operating costs, distribution costs and administrative expenses		31,591,722	34,308,760	31,562,785	34,285,721

25 Income tax expense

<i>Income tax recognised in profit or loss</i>	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Current tax expense				
Current year	138,293	111,428	138,293	111,428
	138,293	111,428	138,293	111,428
Deferred tax expense				
Movements in temporary differences	(10,259)	8,689	(10,455)	8,861
	(10,259)	8,689	(10,455)	8,861
Total income tax expense	128,034	120,117	127,838	120,289

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	Consolidated/Separate financial statements					
	Before tax	2020 Tax benefit	Net of tax (in thousand Baht)	Before tax	2019 Tax benefit	Net of tax
Income tax						
Recognised in other comprehensive income						
Financial assets at FVOCI	38,092	(7,618)	30,474			
Available-for-sale financial assets				(8,936)	1,787	(7,149)
Total	38,092	(7,618)	30,474	(8,936)	1,787	(7,149)

Reconciliation of effective tax rate

	Consolidated financial statements			
	2020		2019	
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		769,985		644,050
Income tax using the Thai corporation tax rate	20	153,997	20	128,810
Income not subject to tax		(14,898)		(437)
Expenses not deductible for tax purposes		423		461
Expense not subject to tax		(5,605)		(3,161)
Current year loss for which no deferred tax asset was recognised		(15)		55
Under provided in prior years		-		2,312
Others		(5,870)		(3,299)
Total	16.6	128,034	18.7	120,117

	Separate financial statements			
	2020		2019	
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		738,777		605,570
Income tax using the Thai corporation tax rate	20	147,755	20	121,114
Income not subject to tax		(14,898)		(437)
Expenses not deductible for tax purposes		411		461
Expense not subject to tax		(5,423)		(3,161)
Under provided in prior years		(7)		2,312
Total	17.3	127,838	19.9	120,289

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Deferred tax assets/liabilities at 31 December

	Consolidated financial statements			
	Assets		Liabilities	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Total	74,529	60,721	(11,404)	(3,786)
Set off of tax	(11,404)	(3,786)	11,404	3,786
Net deferred tax assets (liabilities)	63,125	56,935	-	-

	Separate financial statements			
	Assets		Liabilities	
	2020	2019	2020	2019
	<i>(in thousand Baht)</i>			
Total	72,727	58,928	(11,404)	(3,786)
Set off of tax	(11,404)	(3,786)	11,404	3,786
Net deferred tax assets (liabilities)	61,323	55,142	-	-

Consolidated financial statements						
<i>(Charged) / Credited to</i>						
<i>Deferred tax</i>	At 1 January	Effect of changes in accounting policy <i>(see note 3)</i>	At 1 January <i>(restated)</i> <i>(in thousand Baht)</i>	Profit or loss	Other comprehensive income	At 31 December
2020						
Deferred tax assets						
Trade accounts receivable <i>(expected credit loss)</i>	32,649	3,548	36,197	1,815	-	38,012
Inventories <i>(allowance for decline in value)</i>	20,199	-	20,199	7,802	-	28,001
Non-current provisions for Employee benefits	7,873	-	7,873	643	-	8,516
Total	60,721	3,548	64,269	10,260	-	74,529
Deferred tax liabilities						
Financial assets measured at FVOCI <i>(increase in fair value)</i>	(3,786)	-	(3,786)	-	(7,618)	(11,404)
Total	(3,786)	-	(3,786)	-	(7,618)	(11,404)
Net	60,721	3,548	60,483	10,260	(7,618)	63,125

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	At 1 January	Consolidated financial statements (Charged) / Credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax				
2019				
Deferred tax assets				
Trade accounts receivable (doubtful accounts)	48,217	(15,568)	-	32,649
Inventories (allowance for decline in value)	15,448	4,751	-	20,199
Non-current provisions for Employee benefits	5,745	2,128	-	7,873
Total	69,410	(8,689)	-	60,721
Deferred tax liabilities				
Available-for-sale (increase in fair value)	(5,573)	-	1,787	(3,786)
Total	(5,573)	-	1,787	(3,786)
Net	63,837	(8,689)	1,787	56,935

	At 1 January	Effect of changes in accounting policy (see note 3)	Separate financial statements (Charged) / Credited to			At 31 December
			At 1 January (restated) (in thousand Baht)	Profit or loss	Other comprehensive income	
Deferred tax						
2020						
Deferred tax assets						
Trade accounts receivable (expected credit loss)	31,201	3,344	34,545	2,016	-	36,561
Inventories (allowance for decline in value)	20,095	-	20,095	7,802	-	27,897
Non-current provisions for Employee benefits	7,632	-	7,632	637	-	8,269
Total	58,928	3,344	62,272	10,455	-	72,727
Deferred tax liabilities						
Financial assets measured at FVOCI (increase in fair value)	(3,786)	-	(3,786)	-	(7,618)	(11,404)
Total	(3,786)	-	(3,786)	-	(7,618)	(11,404)
Net	55,142	3,344	58,486	10,455	(7,618)	61,323

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<i>Deferred tax</i>	At 1 January	Separate financial statements (Charged) / Credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
2019				
Deferred tax assets				
Trade accounts receivable (doubtful accounts)	46,728	(15,527)	-	31,201
Inventories (allowance for decline in value)	15,345	4,750	-	20,095
Non-current provisions for Employee benefits	5,716	1,916	-	7,632
Total	67,789	(8,861)	-	58,928
Deferred tax liabilities				
Available-for-sale (increase in fair value)	(5,573)	-	1,787	(3,786)
Total	(5,573)	-	1,787	(3,786)
Net	62,216	(8,861)	1,787	55,142

Unrecognised deferred tax assets

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
		(in million Baht)		
Tax losses	2,809	7,432	-	-

The tax losses expire in 2021 to 2024. The deductible temporary differences do not expire under current tax legislation. The group has not recognised these items as deferred tax assets because it is not probable that the group will have sufficient future taxable profit to utilise the benefits therefrom.

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26 Basic earnings per share

The calculations of basic earnings per share for the years ended 31 December 2020 and 2019 were based on the profit for the years attributable to ordinary shareholders of the Company and the number of ordinary shares outstanding during the years as follows:

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	<i>(in thousand Baht / thousand shares)</i>			
Profit attributable to ordinary shareholders of the Company (basic)	<u>641,951</u>	<u>523,933</u>	<u>610,938</u>	<u>485,281</u>
Ordinary shares outstanding				
Number of ordinary shares outstanding at 1 January	847,361	770,329	847,361	770,329
Effect of shares issued on 8 May	<u>-</u>	<u>50,230</u>	<u>-</u>	<u>50,230</u>
Weighted average number of ordinary shares outstanding (basic) at 31 December	<u>847,361</u>	<u>820,559</u>	<u>847,361</u>	<u>820,559</u>
Earnings per share (basic) (in Baht)	<u>0.76</u>	<u>0.64</u>	<u>0.72</u>	<u>0.59</u>

27 Dividends

The dividends paid by the Group to the shareholders are as follows:

	Approval date	Payment schedule	Dividend/Stock dividend rate per share (Baht)	Amount (in million Baht)
2020				
Interim dividend	11 August 2020	September 2020	0.14	118.63
Interim dividend	9 April 2020	April 2020	0.32	<u>271.16</u>
				<u>389.79</u>
2019				
Interim dividend	6 August 2019	September 2019	0.15	127.10
Annual dividend	25 April 2019	May 2019		
Stock dividend (Existing share : Stock dividends)			10 : 1	
Dividends (After allocation)			0.10	
Dividends			0.34	<u>261.91</u>
				<u>389.01</u>

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28 Financial instruments

Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Consolidated/Separate financial statements						
	Carrying amount		Fair value				Total
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Total	Level 1	Level 2	Level 3	
<i>At 31 December 2020</i>			(in thousand Baht)				
Financial asset							
Equity instruments	-	67,649	67,649	67,649	-	-	67,649
Financial liabilities							
Other derivatives liabilities	14,371	-	14,371	-	14,371	14,371	14,371

	Consolidated/Separate financial statements				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
<i>31 December 2019</i>		(in thousand Baht)			
Financial assets and financial liabilities measured at fair value					
Equity securities held for trading	29,785	29,785	-	-	29,785

Financial instruments measured at fair value

Type	Valuation technique
Investments in marketable unit trusts classified as financial assets measured at FVOCI (2019: trading investments and available-for-sale investments)	The net asset value as of the reporting date.
Forward exchange contracts	Forward pricing: The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currencies.

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Movement of marketable equity

	Consolidated/ Separate financial statements				
	At 1			Fair value	At 31
Marketable equity	January	Purchase	Disposal	adjustment	December
			(in million Baht)		
2020					
Non-current financial assets					
Equity securities measured at FVOCI	29,785	-	(1,735)	39,599	67,649
2019					
Current investments					
Available-for-sale securities	38,721	-	-	(8,936)	29,785

During 2020, the Company disposed equity securities measured at FVOCI in the amount of Baht 1.74 million and recognized the cumulative of fair value adjustment to retained earnings of Baht 1.51 million.

Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Credit risk

Trade accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 22.

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The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. Sale limits are established for each customer and reviewed quarterly. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of three months.

	Consolidated financial statements		Separate financial statements	
	Total carrying amounts	Allowance for expected credit loss	Total carrying amounts	Allowance for expected credit loss
	<i>(in thousand Baht)</i>			
At 31 December 2020				
Related parties				
Within credit terms	2,605	-	43,019	-
Overdue:				
Less than 2 months	80	-	5,161	-
	2,685	-	48,180	-
Other parties				
Within credit terms	3,287,392	23,537	3,269,565	22,939
Overdue:				
Less than 2 months	1,434,070	15,608	1,418,118	15,457
2 - 3 months	116,528	2,401	115,225	2,305
3 - 4 months	47,081	3,127	47,405	2,944
4 - 6 months	29,348	5,104	29,348	5,133
6 - 9 months	3,911	1,334	3,936	1,334
9 - 12 months	6,331	3,652	6,331	3,656
Over 12 months	180,940	136,317	173,662	129,039
	5,105,601	(191,080)	5,063,590	(182,807)
Less allowance for expected credit loss	(191,080)	(191,080)	(182,807)	(182,807)
	4,914,521		4,880,783	
Net	4,917,206		4,928,963	

Loss rates are based on actual credit loss experience over the past 5 years. These rates are multiplied by scalar factors to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables

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	Consolidated financial statements	Separate financial statements
	<i>(in thousand Baht)</i>	
At 31 December 2019		
Related parties		
Within credit terms	1,949	29,632
Overdue:		
Less than 2 months	2,306	1,688
	4,255	31,320
Other parties		
Within credit terms	3,617,075	3,600,743
Overdue:		
Less than 2 months	1,725,083	1,719,659
2 - 3 months	151,259	151,259
3 - 4 months	89,084	89,084
4 - 6 months	58,906	58,906
6 - 9 months	50,681	50,681
9 - 12 months	19,186	19,186
Over 12 months	151,527	146,028
	5,862,801	5,835,546
<i>Less allowance for doubtful accounts</i>	<i>(163,245)</i>	<i>(156,003)</i>
	5,699,556	5,679,543
Net	5,703,811	5,710,863

The normal credit term granted by the Group ranges from 30 days to 60 days.

		Consolidated financial statements	Separate financial statements
		<i>(in thousand Baht)</i>	
Movement of allowance for expected credit loss of trade accounts receivables			
	<i>Note</i>		
At 1 January 2020 - restated	3 (A(2))	180,987	172,726
Addition		29,216	29,194
Reversal		(10)	-
Write-off		(19,113)	(19,113)
At 31 December 2020		191,080	182,807

Guarantees

At 31 December 2020, the Group has issued a guarantee to certain banks in respect of credit facilities and loan agreements granted to an associate in amount of Baht 1,140 million.

Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows. The Group is primarily exposed to interest rate risk from its loans to (see note 9) and interest-bearing liabilities (see note 15). The Group mitigates this risk by ensuring that the majority of the interest rates of financial assets and liabilities of the Group are fixed and closed to market rate or are floating rates, which are based on market rates.

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The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted.

<i>At 31 December</i>	Effective interest rate (% per annum)	Consolidated financial statements		
		Within 1 year	Maturity period After 1 year but within 5 years (in thousand Baht)	Total
2020				
Financial Assets				
Short-term loans to others	2.0 - 7.5	85,580	37,500	123,080
Short-term loans to employees and executives	2.0	-	21,630	21,630
Total		85,580	59,130	144,710
Financial Liabilities				
Short-term loans from financial institutions	0.78 - 2.9	1,945,762	-	1,945,762
Total		1,945,762	-	1,945,762
2019				
Financial Assets				
Short-term loans to related party	4.1	50,000	-	50,000
Short-term loans to others	3.5 - 6.0	189,490	55,500	244,990
Short-term loans to employees and executives	2.0	-	22,720	22,720
Total		239,490	78,220	317,710
Financial Liabilities				
Short-term loans from financial institutions	1.4 - 1.72	5,104,117	-	5,104,117
Long-term loans from financial institutions	2.65 - 2.86	161,180	-	161,180
Total		5,265,297	-	5,265,297

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At 31 December	Effective interest rate (% per annum)	Separate financial statements		
		Within 1 year	Maturity period After 1 year but within 5 years (in thousand Baht)	Total
2020				
Financial Assets				
Short-term loans to related party	2.15	28,000	-	28,000
Short-term loans to others	2.0 - 7.5	85,580	37,500	123,080
Short-term loans to employees and executives	2.0	-	21,630	21,630
Total		113,580	59,130	172,710
Financial Liabilities				
Short-term loans from financial institutions	0.78 - 2.9	1,945,762	-	1,945,762
Total		1,945,762	-	1,945,762
2019				
Financial Assets				
Short-term loans to related party	1.9 - 4.1	82,000	-	82,000
Short-term loans to others	3.5 - 6.0	189,490	55,500	244,990
Short-term loans to employees and executives	2.0	-	22,720	22,720
Total		271,490	78,220	349,710
Financial Liabilities				
Short-term loans from financial institutions	1.4 - 1.72	5,104,117	-	5,104,117
Long-term loans from financial institutions	2.65 - 2.86	161,180	-	161,180
Total		5,265,297	-	5,265,297

The cash inflows/cash outflows disclosed in the above table represent the contractual undiscounted cash flows relating to derivative financial liabilities held for risk management purposes and which are not usually closed out before contractual maturity. The disclosure shows net cash flow amounts for derivatives that are net cash-settled and gross cash inflow and outflow amounts for derivatives that have simultaneous gross cash settlement.

Market risk

The Group is exposed to normal business risks from changes in market interest rates and currency exchange rates and from non-performance of contractual obligations by counterparties. The Group does not hold or issue derivatives for speculative or trading purposes.

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

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<i>Exposure to foreign currency at 31 December</i>	Consolidated/ Separate financial statements					
	2020			2019		
	USD	CNY	Total (in thousand Baht)	USD	CNY	Total
Cash and cash equivalents	4,087	-	4,087	20,974	-	20,974
Trade accounts receivable	15,267	-	15,267	16,182	-	16,182
Trade accounts payable	(1,061,162)	(15,506)	(1,076,668)	(752,760)	-	(752,760)
Net statement of financial position exposure	(1,041,808)	(15,506)	(1,057,314)	(715,604)	-	(715,604)
Forward contracts	932,210	-	932,210	719,550	-	719,550
Net exposure	(109,598)	(15,506)	(125,104)	3,946	-	3,946

Sensitivity analysis

A reasonably possible strengthening (weakening) of the US dollar or Chinese Yuan against all other currencies at 31 December 2020 would have affected the measurement of financial instruments denominated in a foreign currency and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

<i>At 31 December 2020</i>	Movement (%)	Consolidated/Separate financial statements Profit or loss	
		Strengthening (in thousand Baht)	Weakening
USD	10	(104,181)	104,181
CNY	10	(1,551)	1,551

29 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	(in thousand Baht)			
<i>Non-cancellable operating lease commitments</i>				
Within one year	-	13,345	-	13,345
After one year but within five years	-	9,009	-	9,009
Total	-	22,354	-	22,354
<i>Other commitments</i>				
Bank guarantees	1,373,746	1,014,694	1,373,746	1,014,694

30 Event after the reporting period

At the Board of Directors' meeting of the Company held on 19 February 2021, the Directors approved the appropriation of dividends from the net profit of 2020 of Baht 0.4 per share, amounting to Baht 338.94 million. This dividend is subject to the approval of the Shareholders in the Annual General Meeting in April 2021.

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