



Resilient and Sustainable Green Future

ANNUAL REGISTRATION STATEMENTS/ANNUAL REPORT 2020
Form 56-1 One Report

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED



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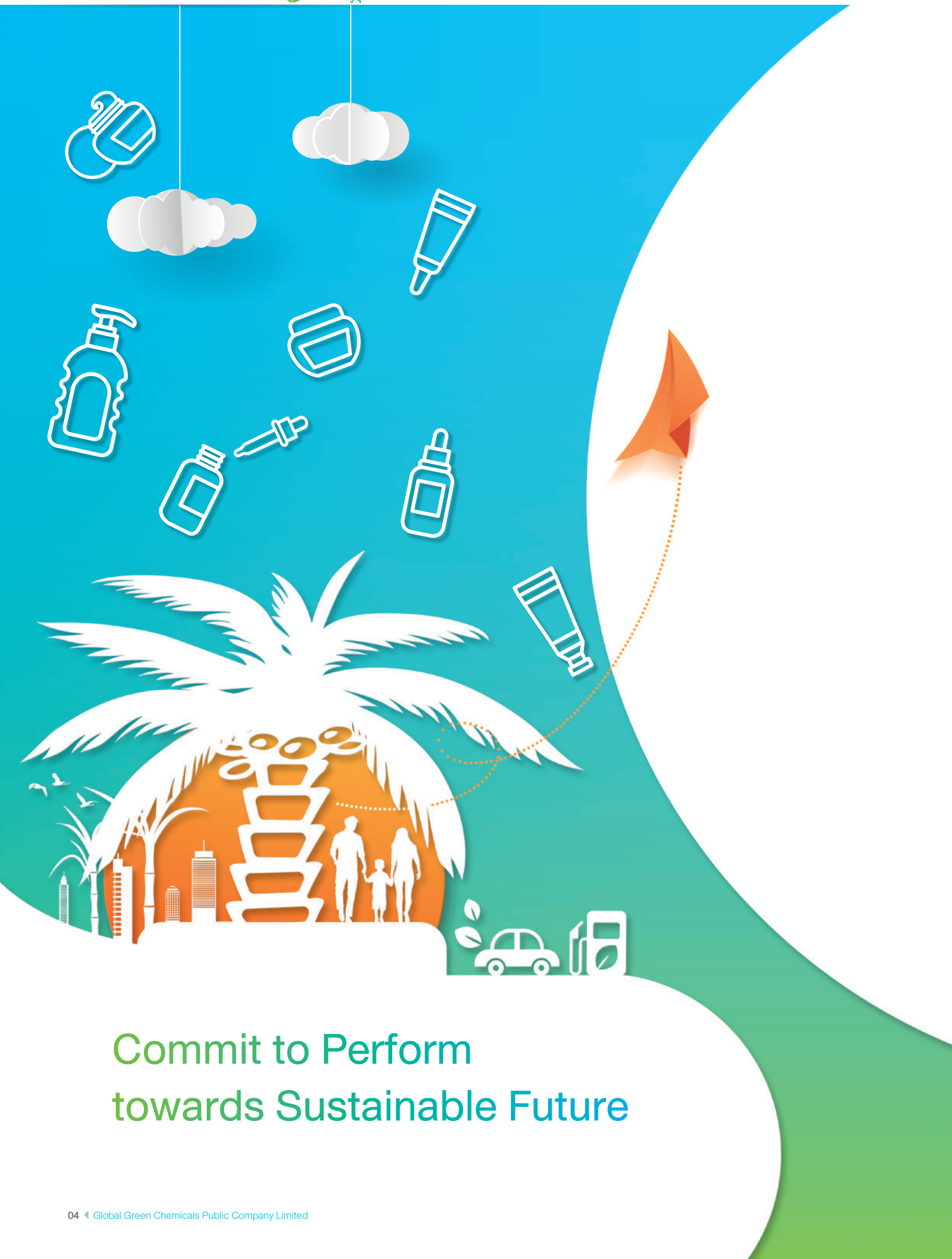
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Commit to Perform
towards Sustainable Future

Vision

To be a Leading Green Chemical Company by Creating Sustainable Value

Mission

1. Customers : Innovate and provide excellent quality products and services for long-term partnership.
2. Stakeholders : Maximize sustainable value for stakeholders with transparency and integrity.
3. Employees : Create a work-life balance environment and high performance organization by investing in human resources.
4. Society : Show responsibility and care for sustainable development of the environment and society.
5. Green Flagship for GC Group.

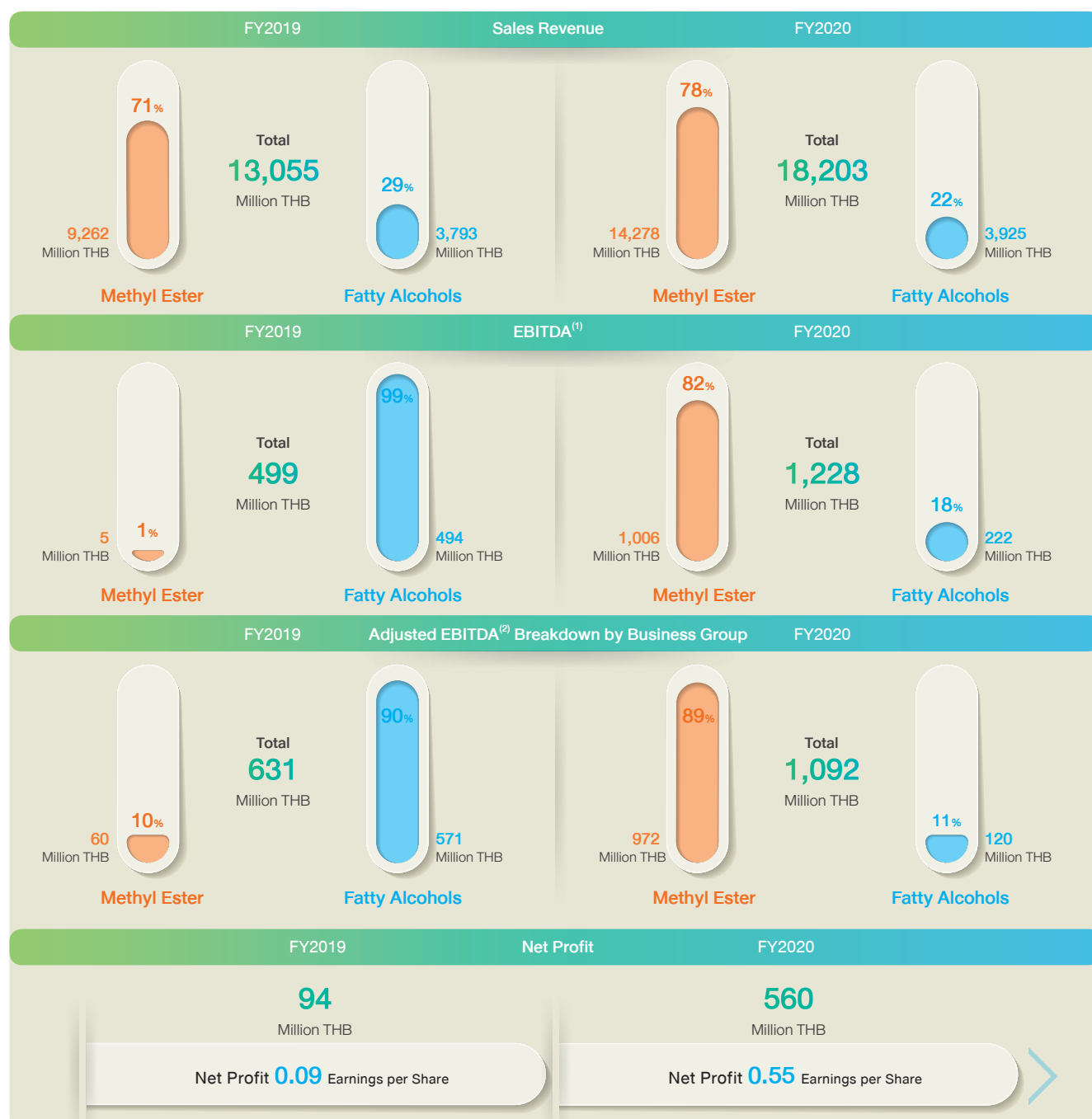
Objectives and Goals

Global Green Chemicals Public Company Limited (GGC) systematically reviews its vision, mission, and business directions each year to align with business circumstances and outlook. For 2020-2029, GGC has objective to be a leading of oleochemicals and biochemicals industry to support value-added of agricultural productivity and improve farmers' lives.

- 1. Become a Leading Oleochemicals Company**
 in the Region Maintain leadership position in Methyl Ester and Fatty Alcohols business both in domestic and in the region, which includes the ability to continuously establish healthy EBITDA margin and growth opportunity in Oleochemicals Industry.
- 2. Become a Green Flagship Company in Biochemicals Business of GC Group** GGC committed to become a global prominent player in Biochemicals Industry, dividing its business into three business groups: Biochemicals, Biofuels, and Bioplastics.
- 3. Continuously Pursuing Operational Excellences to Improve Profitability** GGC committed to expand its business. The Company plans increase revenue growth through enhancing the current plant efficiency, expanding capacity with green-filled project, increasing market share and sales revenue, emphasizing on high value products, and developing new products.



Key Financial Highlights



Statements of Financial Position (Unit : Million THB)	FY 2018	FY 2019	FY 2020
Total Assets	13,084	12,931	13,239
Cash, Cash-Equivalent and Short-Term Investment	3,787	3,311	2,142
Other Current Assets	2,927	3,401	3,985
Property, Plant & Equipment	5,115	4,764	4,576
Other Non-Current Assets	1,255	1,455	2,536
Total Liabilities	3,376	3,283	3,246
Interest-Bearing Debts	2,120	1,790	1,946
Other Liabilities	1,256	1,493	1,300
Total Equity	9,708	9,648	9,993

Financial Ratios	FY 2018	FY 2019	FY 2020
Current Ratio (times)	4.4	3.6	3.2
EBITDA to Sales Revenue (%)	5.7	3.8	6.7
Net Profit to Sales Revenue (%)	(7.2)	0.7	3.1
Return on Total Assets (%)	(10.5)	2.3	4.9
Return on Equity (%)	(11.2)	1.0	5.7
Debt to Equity (times)	0.3	0.3	0.3
Interest-Bearing Debt to Equity (times)	0.2	0.2	0.2
Interest-Bearing Debt to EBITDA (times)	2.3	3.6	1.6

Dividend Paid (THB/Share)		Dividend Payout Ratio (%)
Year	Full Year	
2018 ⁽³⁾	-	-
2019 ⁽⁴⁾	0.35	56% ⁽⁶⁾
2020 ⁽⁵⁾	0.35	64%

⁽¹⁾ EBITDA refers to earnings before interest, tax, depreciation and amortization

⁽²⁾ Adjusted EBITDA refers to EBITDA excluding impact of inventory of Stock Gain/Loss and NRV.

⁽³⁾ The Board of Directors at its meeting No 3/2019 held on February 18, 2019 has approved the proposal to propose at the 2019 Annual General Meeting of Shareholders to consider and approve on the omission of the dividend payment for year 2018 because the Company has retained loss as stated in financial statements as of 31st December, 2018 due to the issue about procurement process of raw materials.

⁽⁴⁾ The Board of Directors at its meeting No 2/2020 held on February 14, 2020 has approved the proposal to propose at the 2020 Annual General Meeting of Shareholders to consider and approve on the dividend payment for the year 2019 operating performance of THB 0.35 per share, of which THB 0.15 per share was paid as an interim dividend on October 9, 2019. The final dividend payment of year 2019 (July-December 2019) was paid of THB 0.20 per share on April 23, 2020.

⁽⁵⁾ The Board of Directors at its meeting No 2/2021 held on February 10, 2021 has approved the proposal to propose at the 2021 Annual General Meeting of Shareholders to consider and approve on the dividend payment for the year 2020 operating performance of THB 0.35 per share but the right to receive dividend is subject to the approval of shareholders at the 2021 Annual General Meeting.

⁽⁶⁾ Calculate from Separate Financial Statements.

Message from the Chairman

Dear Shareholders,

In 2020, GGC has dealt with various challenges of business operation under the fluctuation of raw material price, drought, flooding crisis and the COVID-19 pandemic which was a global crisis. These affected not only our business but also our stakeholders throughout the supply chain. GGC has implemented various measures such as “Lock up” measure in order to restrict some group of employees working only in the sensitive areas. Various strategies has been set to handle with the crisis. Moreover, GGC have launched a campaign to promote hygienic to stakeholders by using GGC’s product as well.

GGC keeps our commitment to operate business under business plan sustainability in order to achieve both short-term and long-term goals. In 2020, GGC has conducted business in line with the plan. This led to the positive net profit at the end. Additionally, GGC had the announcement of starting commercial operation date for the Refined Glycerine plant II on December 1, 2020. This project would help to response an increase of market demand of health and personal care products.

GGC has also constructed the “Nakhonsawan Biocomplex” in order to develop agricultural products into value added products such as Bioplastic, Biochemical and Biofuel. GGC still plays an important role for supporting and promoting Thailand Bioeconomy policy. This would benefit to targeted industries “New S-Curve” which aims to make Thailand into the Biohub of Asia by 2027.

With our business succession, GGC has ranked as one of the 41 Global Compact LEAD companies which have been identified annually for high levels of engagement as a Participant of the United Nations Global Compact. Participation in the UN Global Compact at the LEAD-eligible level provides a unique opportunity to be recognized for commitment, to lead to a new era of sustainability. GGC is recognized as the only one company in the Oleochemical Industry. Furthermore, GGC has received Thailand Sustainability Investment (THSI) award from the Stock Exchange of Thailand. This reflects our growth capability along with the values creation for supporting the society and environment.



GGC has aimed to be a leader of Regional Oleochemical Industry and Global Biochemical Industry by building up and maintaining business competitiveness, creating sustainable growth of Biochemical products.

In addition, GGC has aimed to be a leader of Regional Oleochemical Industry and Global Biochemical Industry. GGC has focused on building up and maintaining business competitiveness, creating sustainable growth of Biochemical products, including the development people capabilities for all dimensions in order to support GGC's growth plans.

Finally, on behalf of the Board of Directors, thank you for confidence and trust from stakeholders in all sectors. GGC still promises to conduct business with the good corporate governance, transparency according to good governance principles, including having social and environmental responsibilities in order to create sustainable values with our stakeholders.



(Mr. Kongkrapan Intarajang)
Chairman of the Board



Business Operation and Business Overview

1. Structure and Operation of Group Companies

1.1 Policy and Business Overview

1.1.1 Vision, Mission, Objective and Goal and Corporate Strategy

Vision

To be a Leading Green Chemical Company by Creating Sustainable Value

Mission

1. Customers: Innovate and provide excellent quality products and services for long-term partnership.
2. Stakeholders: Maximize sustainable value for stakeholders with transparency and integrity.
3. Employees: Create a work-life balance environment and high performance organization by investing in human resources.
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Objective and Goal

Global Green Chemicals Public Company Limited (GGC) systematically reviews its vision, mission, and business directions each year to align with business circumstances and outlook. For 2020-2029, GGC has objective to be a leading of oleochemicals and biochemicals industry to support value-added of agricultural productivity and improve farmers' lives.

1) Become a Leading Oleochemicals Company in the Region

Maintain leadership position in Methyl Ester and Fatty Alcohols business both in domestic and in the region, which includes the ability to continuously establish healthy EBITDA margin and growth opportunity in Oleochemicals Industry.

2) Become a Green Flagship Company in Biochemicals Business of GC Group

GGC committed to become a global prominent player in Biochemicals Industry, dividing its business into three business groups: Biochemicals, Biofuels, and Bioplastics.

3) Continuously Pursuing Operational Excellences to Improve Profitability

GGC committed to expand its business. The Company plans increase revenue growth through enhancing the current plant efficiency, expanding capacity with green-filled project, increasing market share and sales revenue, emphasizing on high value products and developing new products.

Corporate Strategy

GGC's business directions and strategic plans focus on establishing and maintaining competitiveness, biochemical business growth, stakeholder-oriented approach, sustainable business conduct and other organizational developments to support the future growth plans. The Company also deliberated, reviewed and adjusted business operational strategies in line with the constantly changing circumstances. The Company adopted the directions and strategic plans as a corporate goal-setting framework and monitored results regularly to achieve both short-term and long-term goals. In 2020, the Company actively improved business processes and accelerated implementation process of corporate strategies in line with the changing internal and external situations. The key strategies are as follows:

1. Build Trust Back Strategy: In order to build trust back, GGC integrates GRC System : Governance, Risk Management, and Compliance which will help the Company to improve Good Corporate Governance to enhance efficiency of corporate planning, monitor and evaluate performance with sufficient internal control system to support the Company to achieve its objectives and corporate strategies.

2. Maintain and Strengthen the Company's competitiveness Strategy by increasing productivity as below:

1) Enhance Operational Excellence: GGC improves efficiency of operations management process and production process to stability production reliable, product quality, safety management and environmental management.

2) Enhance the Efficiency of Supply Chain Management: GGC manages with efficiency to covering feedstock procurement, production, marketing, and inventory management, including risk management from fluctuations of feedstock and product prices as well as contract management of feedstock and product transportation and storage in order to reduce production costs and manage financial risk.

3) Enhance Quality Assurance: GGC improves quality control process through quality check (QC) and quality assurance (QA) standards. In addition, GGC has effective system called the Voice of Customers (VoC) to receive and respond customers' comments and complaints expeditiously. The Company aims to maintain high customer satisfaction to endure a leading company of the industry.

4) Enhance Methyl Ester Competitiveness: GGC focuses on product cost management, production process improvement, and product quality improvement. GGC also collaborates with business partners and the government sectors to develop markets in order to increase competitiveness and promote the sustainable use of Methyl Ester in Thailand.

5) Enhance Joint Ventures and Project Management: GGC plans to develop joint ventures management processes and GGC Way of Conduct in the same standard including supervision of investment, careful determination of investment processes and systematical project risk management in order to foster confidence that joint venture and affiliate projects are implemented, invested and managed most efficiently and effectively.

Furthermore, GGC seeks business opportunities to integration and build mutually business benefit for current and future projects.

3. Strengthen Marketing Excellence on Current Business Strategy: GGC strengthens marketing excellence of the current business by growing together with customers. GGC focuses on understanding customer insight, together with leading new market development for growth in order to develop the Company's products to the downstream by collaborates with business partners. Furthermore, GGC creates synergy to biofuel port to create synergy to biofuel market.

4. Innovation and Product Development Strategy: GGC envisions that to run a sustainable business, innovation creation and development is one of the key supporting factor for adding value to the products and differentiate itself from competitors, together with collaboration with GC Group and PTT Group while establishing cooperation with external networks and collaborating in R&D with customers to cater to their needs.

1) Innovation for Business as Usual (BAU) Enhancement: GGC introduces innovation to support BAU that uses Palm Oil as raw material. The Company's objectives are to increase capacity to expand the market and customer base and increase value-added the Company's byproducts to enter new markets.

2) Innovation for Business Growth: GGC promotes existing Palm-Based products, including Methyl Ester, Fatty Alcohols, and Glycerine to expand into high value product of downstream oleochemical. The Company also expands Sugarcane-Based products to end-use markets, including biofuels, bioplastics, food & feed, and home & personal care (HPC). Furthermore, GGC studies on other products that are derived from materials of other biological origins such as biomass and animal fats.

5. Green Growth strategy: GGC ensures growth of the green business by investing in high-value downstream Palm-Based products as well as biochemical and bioplastic products. The implementation enhanced the use of the sugarcane as a raw material in Nakhonsawan Biocomplex project (NBC). Currently, GGC is considering the execution of NBC Phase 2 will produce PLA bioplastics and bio-based succinic acid, both feedstocks for PBS bioplastics. GGC also focuses on feasibility studies and connection with GC Group's business operations while pursuing potential investment opportunities. Furthermore, GCC business conduct is aligned with its business growth plans.

The Company remains a leader and plays a key role in promoting bio-economy by taking part in a pilot project under the policy on Thai Biological Industry Development Measures. The government set a goal for Thailand to become Asia's Biohub within 2027, an essential mechanism to further develop new target industries and projects to enhance the agricultural sector's competitiveness. In addition to cost reduction, the project considers applying information technology (IT) to manage agricultural research and innovation. This includes making high-value products, creating business opportunities and alliances for the Company's growth in the green industry. GGC invested more than Baht 7.5 billion in 2019-2020 and is conducting a feasibility study to invest in NBC Phase 2 of the project with business partners.

6. Capability Build-up Strategy: GGC has implemented capability in several areas, including the efficiency enhancement of support agencies, reorganization, and HR recruitment and development to support growth plans for future business expansion. Furthermore, the aligned management supports business goals and strengthens the organization. Another crucial aspect is to forge a positive corporate image and logo. Moreover, GGC plans to increase the efficiency of internal and external communication.

Equipped with a sustainability development goal, GGC is strongly committed to maintaining the position of a model organization listed in "Thailand Sustainability Investment (THSI)". It also aims to become one of the global role models in sustainability under the Dow Jones Sustainability Indices (DJSI). To this end, it established a Sustainability Development Committee to develop work plans with experts and engaged internal and external functions. The effort has equipped GGC with capacity aligned with DJSI requirements.

1.1.2 Key Developments and Awards in 2020

March 4, 2020: Zero TRIR & Zero PSE Tier 1 2019

GGC earned a Zero TRIR & Zero PSE Tier 1 2019 award, given by PTT Global Chemical Plc, which focused on safe work behavior by all, risk assessment and lowering of work accidents, and actions focusing on nurturing safety management leadership.

August 4, 2020: Participation in Talk and Exchange of Views at "TBCSD and Mobilization of BCG Economy Model"

GGC took part in a dialogue and delivered a talk on "TBCSD and Mobilization of BCG Economy Model" at the Thailand Research Expo 2020 event, organized by Thailand Business Council for Sustainable Development or TBCSD and the Thailand Environment Institute or TEI to publicize knowledge and exchange the experience of the private sector and mobilization of innovation toward sustainability.

August 31, 2020: Joint Declaration on Project Operation for Sustainability

GGC took part in the "GCNT Forum 2020: Thailand Business Leadership for SDGs 2020" at a seminar for Thailand's business leaders under the "Recover World, Recover Thailand Better" theme to synergize sustainable force and rehabilitate the post- COVID-19 domestic economy on the 20th anniversary of the United Nations Global Compact and the 75th anniversary of the United Nations. At the event, GGC joined others in work declaration to mobilize businesses and the country toward Thailand's sustainable development.

September 21, 2020: Acclaim by UN Global Compact

GGC garnered acclaim by UN Global Compact as one of the world's 41 LEAD entities, citing members that operate businesses in a sustainable and socially responsible way. GGC was the sole company among the oleochemical industry to achieve this distinction, which reflected its commitment and attention to business operation underlined by sustainability through its four years of existence as well as regard for all stakeholders (economic, social, and environmental) as well as concrete implementation of its tenet.

September 25, 2020: White Banner – Green Star Award 2019

GGC won an Environmental and Safety Governance Banner (White Banner – Green Star) for an eighth successive year together with a similar acclaim (White Banner – Gold Star) for a third successive year. Bestowed by the Industrial Estate of Thailand, this distinction honored plants commanding management underlined by an efficient environmental governance code, instilling confidence and acceptance of sustainable co-existence by communities, society, and the industrial sector.

November 17, 2020: CSR-DIW Continuous Award 2019

GGC passed certification and won a CSR-DIW Continuous Award for a sixth successive year from the Department of Industrial Works, Ministry of Industry, reflecting its dedication and strict compliance with laws and requirements for social responsibility, community engagement, addressing of community complaints, commitment to the policy of green business, and continual social assistance.

November 19, 2020: Third Successive Year of Excellence in CG (5 Stars)

GGC earned prestigious excellent ranking (5 Stars) for a third successive year under the Corporate Governance Report of Thai Listed Companies 2020 (CGR 2020) under the auspices of Thai IOD and with the support of SET. This acclaim reflected transparency in corporate administration that valued constant CG development in parallel with business operation for sustainable growth, which fostered confidence among shareholders.

December 15, 2020: Thailand Sustainability Investment 2020 Award

GGC won an annual Thailand Sustainability Investment 2020 (THSI 2020) Award, presented by SET and the Money & Banking magazine, honoring selected listed companies among this prestigious ranking. Cited was its regard for the environment and society as well as its operation underlined by corporate governance. GGC featured in Tier 3: listed companies with 10-30 billion baht in market capitalization.

December 17, 2020: Standard on Prevention and Solution to Drugs Problems in an Establishment Certificate (Mor Yor Sor)

GGC obtained Standard on Prevention and Solution to Drugs Problems in an Establishment certificate (Mor Yor Sor) and Drugs Free Workplace certificate from Department of Labor Protection and Welfare, Rayong Province, honoring selected company which able to prevent and solve drug problem in the company as national standard. GGC adhered to take care employees from drugs problems.

December 22, 2020: Sustainability Disclosure 2020 Award

GGC won Thaipat Institute's Sustainability Disclosure 2020 Award for a second successive year. Judging criteria for the award is based on sustainability disclosure and presentation of contents in the sustainability report. The award was given in recognizing GGC's considerable emphasis placed upon sustainability performance disclosure covering environmental, social, and governance operations.

1.1.3 Business Overview

Global Green Chemicals Public Company Limited (GGC) is a producer of green chemicals business. The current products include Methyl Ester, Fatty Alcohols and Refined Glycerine as well as the product of Ethylene Oxide product group such as Fatty Alcohol Ethoxylates.

Methyl Ester or "B100" is a blending agent in high-speed diesel and sold to domestic customers, the majority of whom were producers and blenders of high-speed diesel. The customers usually mix Methyl Ester with diesel fuel to get high-speed diesel and sell it at petrol stations. GGC owns two Methyl Ester plants – Methyl Ester Plant 1 and Methyl Ester Plant 2 – with a total nameplate capacity of 500,000 tons per year.

Furthermore, GGC is the sole producer of Fatty Alcohols in Thailand with nameplate capacity of 100,000 tons per year. Fatty Alcohols is used as key ingredients in cosmetics, surfactants and other pharmaceutical products.

GGC also produces Refined Glycerine, which commonly used as an ingredient in cosmetics, pharmaceutical products and other byproducts such as Crude Glycerine, Yellow Glycerine, Potassium Sulfate, Methyl Ester Residue, and Fatty Alcohols Residues. GGC owns two Glycerine plants – Glycerine Plant 1 and Glycerine Plant 2 – with a total nameplate capacity of 51,000 tons per year.

Methyl Ester, Fatty Alcohols and Refined Glycerine are produced by GGC and Thai Fatty Alcohols Company Limited (TFA)

Thai Ethoxylate Company Limited. (TEX) is Thailand's sole manufacturer of Fatty Alcohol Ethoxylates, which are widely used in a wide range of products, including home and personal care, scouring agent and fabric softener. TEX is a major domestic customer of GGC's Fatty Alcohols product and has nameplate capacity of 124,000 tons per year of Fatty Alcohol Ethoxylates. TEX is a 50:50 joint venture between GGC and BASF (Thai) Company Limited.

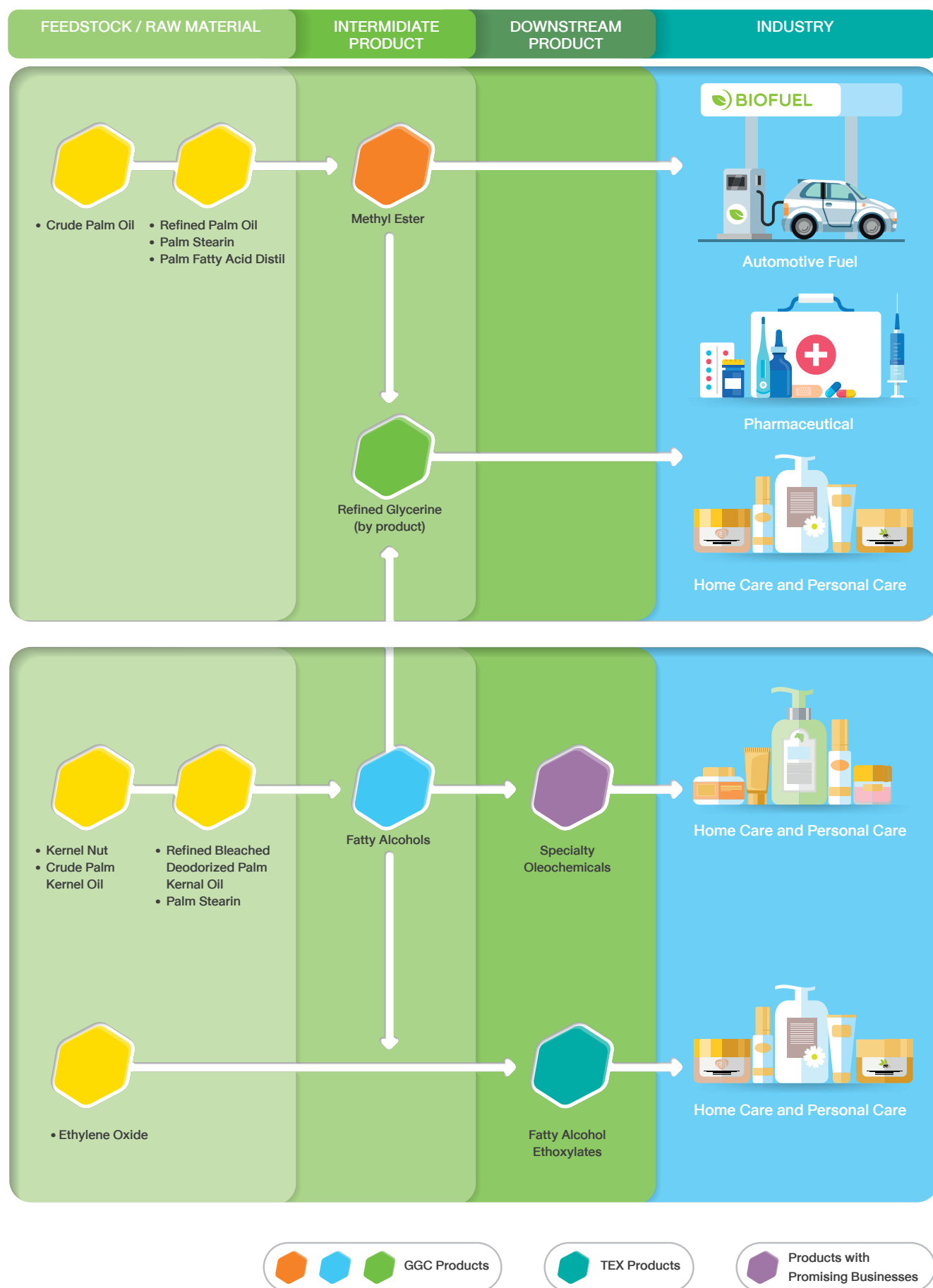
Besides, GGC also holds 30 percent of the shares in Thai Eastern Top Seeds Oil Company Limited. (TETSO), a joint venture with Eastern Palm Oil Company Limited (EPO) to operate extraction of Kernel Nut. TETSO has already completed commercial operation in 2018 with a nameplate capacity of 90,000 tons per year for Crude Palm Kernel Oil.

GGC holds a 100 percent stake in GGC Biochemicals Company Limited (GGC Bio), which is a holding company operating and investing in green chemicals business. GGC Bio was established on December 24, 2018.

GGC KTIS Bio Industrial Company Limited (GKBI), a 50:50 joint venture between GGC Bio and KTIS Bioethanol Company Limited (KTBE) was established on January, 11 2019 to invest in (1) Sugarcane crushing mill (2) Ethanol plant (3) Biomass power plant with options for selling power to operators, and (4) Industrial estate, facilities and infrastructures for bioindustry business operation. The commercial operation is expected in the first quarter of 2022.



Business Value Chain



1.1.4 Investment of Funds Derived from Initial Public Offering (IPO)

GGC's IPO took place on April 20-21 and 24, 2017, amounting to 283,666,700 shares at Baht 11.20 per share, or roughly 27.71% of all issued and sold shares. The company derived a net sum of about 3,056 million baht after distribution fees, underwriting fees, and IPO-associated expenses. The spending objectives and investment report as of December 31, 2020, as below.

Objective	Investment Plan (THB million)	Spending Period	Investment as of December 31, 2020 (THB million)	Remaining Fund as of December 31, 2020 (THB million)
1. Methyl Ester Plant 2	1,150	2017-2019	1,150	0
2. Biocomplex Project	1,350	2017-2020	1,046	304
3. Working capital and investment under (1) and (2) if necessary and future projects	556		308	248
Total	3,056		2,504	552

1.1.5 Development of Key Projects

In 2020, GGC's projects in progress and projects under study were as follows:

Refined Glycerine Plant 2 Project (construction completed)

The purpose of the Refined Glycerine Plant 2 Project is to expand the Glycerine market share and capture market growth of high-volume industries. The feedstock of this project is Crude Glycerine from Methyl Ester Plant 2. Refined Glycerine serves as feedstock or an additive in various industries. Refined Glycerine Plant 2 with an investment of THB 363 million has a total nameplate capacity of 20,000 tons per year (TPA). The plant was completed and commercial operation on December 1, 2020.

Joint venture in the Biochemical Industrial Estate Project (under construction and under investment study)

According to joint venture investment in the Biochemical Industrial Estate, GGC participated as an initiative project leader under Thailand's bio-industry promotional in 2018-2027. On December 24, 2018, GGC Biochemicals Co., Ltd. (GGC Bio), a GGC affiliate, signed a joint-venture agreement with KTIS Bioethanol Co., Ltd. (KTBE), an affiliate of Kaset Thai International Sugar Public Company Limited (KTIS), to establish a joint-venture project called "Nakhonsawan Biocomplex Project". Subsequently GGC Bio and KTBE formed a 50:50 joint venture between GGC Bio and KTIS Bioethanol Company Limited (KTBE) was established on January 11 2019. The project located in Amphoe Ta Khli, Nakhonsawan. The development is developed into two phases which are:

The first phase of the project consists of:

- (1) A sugarcane mill producing sugarcane syrup and high test molasse with a capacity of 2.4 million tons per year
 - (2) An ethanol plant with a capacity of 186 million liters per year or 600,000 liters per day based on sugarcane syrup or High Test Molasse from the sugarcane mill.
 - (3) A biomass power plant and steam generator with registered capacity of 85 MW and steam with rate of 475 tons per hour for internal use with a potential to export the excess capacity
- The second phase of the project is an extension project to bioplastics and biochemicals industries. Currently, the Company is in the process of screening an appropriate technology and partners.

For phase 1 investment, the Board of Directors approved the project investment in March 2019 with an investment of THB 7,500 million. The plant is currently under construction. The groundbreaking ceremony was held on September 30, 2019, and the commercial operation is expected in the first quarter of 2022, coinciding with press sugarcane period in year 2021/2022.

GGC believes that this investment will increase the Company's capabilities for future investment in biofuels, biochemicals and sugarcane-based bioplastics. This will bring synergy benefits between bioindustry and sugarcane industry and foster the well-being of sugarcane farmers in Thailand.

1.2 Nature of Business and Performance

1.2.1 Revenue Structure

Revenue is generated from selling goods consisting of Methyl Ester, Fatty Alcohols and Refined Glycerine as well as byproducts including Crude Glycerine, Yellow Glycerine, Potassium Sulfate, Methyl Ester Residues and Fatty Alcohols Residues and from selling raw materials in some periods.

Revenue generated from individual product each year is described below:

For the year ended December 31

Year	2018		2019		2020	
Product	Revenue from Product Sales (THB Million)	% of Total Revenue	Revenue from Product Sales (THB Million)	% of Total Revenue	Revenue from Product Sales (THB Million)	% of Total Revenue
Methyl Ester	8,594.5	53.0%	8,582.4	65.7%	13,346.5	73.3%
Fatty Alcohols	5,686.6	35.0%	3,706.4	28.4%	3,752.9	20.6%
Refined Glycerine	1,048.2	6.5%	565.9	4.4%	692.2	3.8%
Others ⁽¹⁾	895.3	5.5%	200.0	1.5%	410.9	2.3%
Total	16,224.6	100.0%	13,054.7	100.0%	18,202.5	100.0%

Note ⁽¹⁾ Mainly included Crude Glycerine, Yellow Glycerine, Potassium Sulfate, Methyl Ester Residues and Fatty Alcohols Residues and income from sales of raw materials.

Domestic and Export sales revenues are described below.

For the year ended December 31

Year	2018		2019		2020	
Product	Revenue (THB Million)	% of Total Revenue	Revenue (THB Million)	% of Total Revenue	Revenue (THB Million)	% of Total Revenue
Domestic Sales	12,369.1	76.2%	10,282.0	78.8%	15,557.5	85.5%
Export Sales						
• China & India	1,714.0	10.6%	1,250.8	9.6%	1,121.8	6.2%
• CLMV countries	0.0	0.0%	9.6	0.1%	23.3	0.1%
• Other Asian countries	1,307.3	8.1%	913.5	7.0%	662.3	3.6%
• Others	834.2	5.1%	598.8	4.5%	837.6	4.6%
Total	16,224.6	100.0%	13,054.7	100%	18,202.5	100%

1.2.2 Nature of Products

Methyl Ester

1. Nature of product

Methyl Ester (also known as B100) is referred to as basic oleochemicals. It is environmentally friendly enough to be used as a blending agent in high diesel fuel to produce biodiesel that meets the European standard (EN 14214). Methyl Ester also enhances diesel fuel performance and reductions in pollution for instate PM2.5 Problem or environmental impacts.

2. Market and Competition

a) Policy and Nature of Market

Methyl Ester is sold to those who produce and blend the high-speed diesel, the majority of whom are domestic customers.

b) Market Overview and Trends

2020 Market Overview

In 2020, demand for Methyl Ester rose with the blending ratio in biodiesel as called for by the government under the B10 policy and measures to spur domestic spending despite overall domestic demand drops with travel limitations to keep COVID-19 under check and floods in several areas.

The Ministry of Energy declared that B10 biodiesel would now be the basic (common) fuel of Thailand and renamed it “High-Speed Diesel” replacing B7 biodiesel, effective from October 1, 2020. Still, public responses to this change was slow and not yet successful. The ministry reported overall Methyl Ester demand for January-December 2020 at about 5.11 million liters per day, 27% lower than the previous goal of about 7 million liters per day.

In 2020, saw continued fierce competition among producers, heightened by new producers’ marketing efforts. Market demand for biodiesel was much overestimated. The average industrial utilization rate in 2020 probably fell by around 60-65%.

Domestic Methyl Ester price rose from last year in line with domestic crude palm oil price, this year at 36.76 THB per kilogram, rising 10.91 THB per kilogram or 42%.

2021 Market Trends

Demand for Methyl Ester in 2021 is expected to rise 1.87 million tons, an increase of 0.24 million ton or 14% from last year, mainly due to the ministry’s push for B10 Biodiesel to become Thailand’s common diesel grade. Still, market competition is expected to be fierce because most producers are now poised to resume production.

As for its price this coming year, the outlook is down in line with domestic crude palm oil prices, which should decline with substantial overhanging products in the wake of drought.

3. Procurement

Palm oil is a main raw material for Methyl Ester. Procurement is domestic so as to promote domestic farmers and downstream industries.

GGC has two Methyl Ester plants – Methyl Ester Plant 1 and Methyl Ester Plant 2, with a combined nameplate capacity of 500,000 tons per year.

Fatty Alcohols

1. Nature of Product

Fatty Alcohols is considered to be environmentally friendly and basic oleochemicals that are among the most commonly used ingredients in personal care and home care formulations. Fatty Alcohols is also mainly used in a wide range of products, including surfactants, plasticizers, solvents, foam stabilizers, and other industries.

2. Market and Competition

a) Policy and Nature of Market

Thai Fatty Alcohols Company Limited (TFA) produces and sells Fatty Alcohols to domestic as well as foreign customers. The major customers are consumer goods manufacturers, oleochemical companies, traders and distributors.

b) Market Overview and Trends

2020 Market Overview

In 2020, the global market of natural Fatty Alcohols shrank from last year, mainly due to worldwide travel restrictions to curb COVID-19, which spread around the world. Despite some positive trends, the pandemic continued around the world through the year-end.

Supply for Fatty Alcohols rose with major US producers beginning capacity growth for synthetic Fatty Alcohols by 143,000 tons per year in the fourth quarter of 2020, contributing to fiercer competition.

In 2020, the average price of Fatty Alcohols rose from last year to 1,282 USD per ton, up 15 USD per ton or about 1%, following rising of Crude Palm Kernel Oil (CPKO) price due to drought

2021 Market Trends

Demand in 2020 for natural Fatty Alcohols is expected to rise with the expected end of travel restrictions to contain Covid-19 along with the cancelation of the national lockdown. As a result, most producers are likely to resume operation as normal.

Their average price in 2021 were expected to drop from last year to about 1,220 USD per ton, down 62 USD per ton or 5%, following CPKO price trend in view of greater supply after drought.

3. Procurement

GGC and TFA use CPKO as feedstock and procure it mainly from domestic markets in order to support the country's agricultural and industrial sectors.

GGC is the producer of Fatty Alcohols in Thailand with a nameplate capacity of 100,000 tons per year for commercial operation.

Refined Glycerine

1. Nature of Product

Glycerine is a major byproduct in the manufacturing process of Methyl Ester and Fatty Alcohols. It is commonly used as an ingredient in pharmaceutical, food and personal care product industries.

2. Market and Competition

a) Policy and Nature of Market

GGC sells Refined Glycerine to health and personal care product manufacturers and supplies both domestic and international mainly through distributors while some are sold directly to customers such as multinational corporations (MNCs) in the medical industry.

b) Market Overview and Trends

2020 Market Overview

The Refined Glycerine market posted healthy improvement over last year with a sudden demand rise worldwide due to the need for sanitizer gel and healthcare products to suppress the worldwide spread of COVID-19, catapulting the average price to about 622 USD per ton, up 85 USD per ton or 16% following rising market demand.

2021 Market Trends

In 2021, the Refined Glycerine market will continue to see fiercer competition due to the return to normal demand for sanitizer gel and healthcare products while the volume of Glycerine derived from the Methyl Ester process begin picking up because of greater consumption of biodiesel after several countries' relaxed national lockdowns. Also, people are now more aware of measures to control the pandemic. Competition therefore looks likely to heat up with higher production of Glycerine in line with biodiesel demand and the policy push for Thailand's B10, among others.

3. Procurement

Glycerine is a byproduct of Methyl Ester and Fatty Alcohols. GGC produces Glycerine with a nameplate capacity of 51,000 tons per year for commercial operation.

Fatty Alcohol Ethoxylates

1. Nature of Product

Fatty Alcohol Ethoxylates is produced from Ethylene Oxide (EO) and Fatty Alcohols. Thai Ethoxylate Company Limited (TEX) is Thailand's sole manufacturer and distributor of Fatty Alcohol Ethoxylates, which are feedstock for personal care and home care products, and a scouring agent for fabric preparation processes, and a fabric softener in the final stage of fiber preparation.

2. Market and Competition

a) Policy and Nature of Market

TEX has a policy to maintain and increase its market share in Fatty Alcohol Ethoxylates in domestic markets while exporting to overseas markets, Southeast Asia in particular since the region is a production base for personal care and homecare products.

b) Market Overview and Trends

2020 Market Overview

The Fatty Alcohol Ethoxylates market in 2020 grew from last year because of the positive impact of COVID-19, hiking demand for cleaning agents due to the positive trend for hygiene and healthcare along with rising demand for personal care products and household products. As for its product capacity, this looks stable due to no new capacity this year. In the whole, Fatty Alcohol Ethoxylates prices should hover around 1,170-1,270 USD per ton following fluctuating prices of Fatty Alcohols and Ethylene Oxide.

2021 Market Trends

The overall Fatty Alcohol Ethoxylates market is expected to grow at no lower rates than the average growth rates of target markets. Customer groups in Southeast Asia in the personal care and homecare group are looking to grow by 3-4%, while those in emerging markets are looking to grow by 6-7% despite challenges posed by external factors, including the highly and constantly volatile costs of goods in addition to competition with Fatty Alcohol producers that are now playing in the ethoxylate business.

3. Procurement

Ethylene Oxide (EO) and Fatty Alcohols are major feedstock for Fatty Alcohol Ethoxylates. Fatty Alcohols is delivered through a pipeline from TFA's plant that is well connected with TEX's Fatty Alcohol Ethoxylates plant. TEX partially imports Fatty Alcohols from overseas and purchases Ethylene Oxide from GC Glycol Company Limited, a subsidiary of GC, through a long-term purchase agreement. TEX has a nameplate capacity of 124,000 tons per year for commercial operation.

1.2.3 Assets in Business

Key fixed assets of GGC and its subsidiaries

As of December 31, 2020, Net Book Value in the company's financial statements is as follows

List of Asset	Type of ownership	Net Book Value as of		
		December 31, 2019	December 31, 2020	Obligation
		(THB)	(THB)	(THB)
Plants, machinery, factory tools and equipment	Property of the entity	4,126,854,822	4,053,519,168	No obligation
Buildings and buildings improvement	Property of the entity	333,622,700	360,307,082	No obligation
Land improvement	Property of the entity	20,267,442	29,335,429	No obligation
Furnitures, fixtures and office equipment	Property of the Entity / leased assets	9,737,995	7,220,347	No obligation
Vehicles	Property of the Entity / leased assets	11,074,535	146,473	No obligation
Assets under construction	Property of the entity	262,424,717	125,947,347	No obligation
Net Book Value		4,763,982,211	4,576,475,846	

Leasehold

The list of leasehold of GGC and its subsidiaries as of December 31, 2020 is as below.

1. Title deed No. 111033 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 27 rai 3 ngan 13.598 square wa, owned by PTT Global Chemical Plc. Lease period of 30 years from August 1, 2006, to July 31, 2036. Location of Methyl Ester Plant 1.
2. Title deed No. 123254 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 9 rai 3 ngan 43.9 square wa, owned by PTT Global Chemical Plc. Lease period of 30 years from August 1, 2006, to July 31, 2036. Location of Methyl Ester Plant 1.

3. Title deed No. 126435 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 28.70 square wa, owned by PTT Global Chemical Plc. Lease period of 16 years 7 months 15 days from December 17, 2019, to July 31, 2036. Location of Methyl Ester Plant 1.
4. Title deed No. 6150 in Tambon Khao Sok, Amphoe Nong Yai, Chon Buri, occupying 27 rai 2 ngan, owned by Thai Eastern Industrial Land Co., Ltd. Lease period of 30 years from April 1, 2006, to March 31, 2046. Location of Methyl Ester Plant 2.
5. Title deed No. 6150 in Tambon Khao Sok, Amphoe Nong Yai, Chon Buri, occupying 2 rai 2 ngan, owned by Thai Eastern Industrial Land Co., Ltd. Lease period of 30 years from March 1, 2018, to February 29, 2048. Location of Refined Glycerine Plant 2.
6. Title deed No. 111033 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 2 rai 86.402 square wa, owned by PTT Global Chemical Plc. Lease period of 30 years from August 1, 2006, to July 31, 2036. Location of Fatty Alcohols Plant (TFA).

Other lease rights agreement as of December 31, 2020.

1. 3 years lease agreement to rent the office building and common areas with Energy Complex Co., Ltd at No. 555/1 Energy Complex Building A, 4th Floor. The agreement covers 1,070 square metres and is effective from October 1, 2018 to September 30, 2021.
2. 3 years lease agreement to rent the office building with GC Estate Co., Ltd., at No. 888, 3rd Floor, Map Chalut – Laem Son Road, Tambon Huai Pong, Amphoe Mueang Rayong, Rayong. The agreement covers 750 square metres and is effective from September 1, 2020, to August 31, 2023.

Intangible Assets

Intangible assets of GGC and subsidiaries as of 31 December 2020 are shown in the table below:

Intangible asset	Net value after cumulative amortization and provision for asset impairment (THB)
Production process patent fees	27,091,319
Goodwill	33,527,418
Other intangible assets	8,094,565
Total net book value	68,713,302

Trademarks and Service Marks

As of December 31, 2020, subsidiaries own key trademarks for products are shown in the table below:

Service Mark / Trademark	THAIOL	For industrial application of Fatty Alcohols
Country	Period	
Thailand	August 21, 2017 – August 21, 2027	
India	August 22, 2017 – August 22, 2027	
South Africa	September 7, 2017 – September 7, 2027	
Mexico	August 23, 2017 – August 23, 2027	
New Zealand	August 20, 2017 – August 20, 2027	
Indonesia	September 7, 2017 – September 7, 2027	
Malaysia	September 19, 2017 – September 19, 2027	
Venezuela	Under application for trademark renewal	
Chile	February 27, 2018 – February 27, 2028	
Philippines	March 10, 2018 – March 10, 2028	
Columbia	April 30, 2018 – April 30, 2028	
Argentina	Under application for trademark renewal	
Brazil	March 24, 2015 – March 24, 2025	
Canada	March 21, 2016 – March 21, 2025	

Intellectual Property (IP) Rights

At present, GGC has yet to own intellectual property.

GGC signed a license agreement with UHDE GmbH (Uhde) which came into effect on 7 September 2006. According to the agreement, the Company's Methyl Ester plants will enjoy technology from Agrar Technik. Uhde has also agreed to reveal information regarding technology adaptation and modification once a year until 1 January 2021. GGC fully paid the license fee as mentioned in the agreement.

GGC signed an agreement with a Germany's leading technology company to license technology for Fatty Alcohols plant. The licensor, however, retains ownership of all inventions developed for related technology under this agreement while GGC has access to advanced production technology. However, these rights are considered as non-transferable and GGC is not the only company that has access to advanced production technology.

Promotion Certificate Issuance

The Board of Investment (BOI) has issued promotion certificates to GGC and its subsidiaries and approved new promotional privileges such as a reduction in corporate income tax. The list of promotion certificates that have been issued for GGC and its subsidiaries as of December 31, 2020 and are still effective is as follows:

Order	Projects	Issuance date	Product and Production Capacity	Expiration date	Note
1	GGC Registration No. 1547(2)/2549	May 30, 2006	<ul style="list-style-type: none"> ● Produce Methyl Ester 384,000 tons annually ● Produce Fatty Alcohols 120,000 tons annually ● Produce Glycerine 38,400 tons annually ● Produce Potassium Sulfate 5,400 tons annually 	December 31, 2020	Previous name: TOL
2	GGC Registration No. 59-1251-1-00-1-0	September 28, 2016	<ul style="list-style-type: none"> ● Produce Biodiesel or Methyl Ester 346,820,810 litres (or 300,000 tons) 	November 17, 2026	
3	GGC Registration No. 60-1232-1-18-1-0	October 10, 2017	<ul style="list-style-type: none"> ● Refined Glycerine (99.5% purity or more), about 45,000 tons per year 	November 23, 2033	
4	TFA Production of other chemicals Registration No. 1068(2)/2550	January 31, 2007	<ul style="list-style-type: none"> ● Produce fractionated Fatty Alcohols 120,000 tons annually ● Byproducts include 1,700 tons of light end hydrocarbon fuels and 1,250 tons of residue 	May 25, 2021	

Investments Policy for Subsidiaries

GGC has a policy to invest in subsidiaries and associates that conduct business to support and promote the Company's core value. At present, GGC appoints Executives as Managing Directors of Subsidiaries and Joint Companies based on recommendations and a list of nominate qualified candidates for a directorship from the Company's subsidiaries and associates.

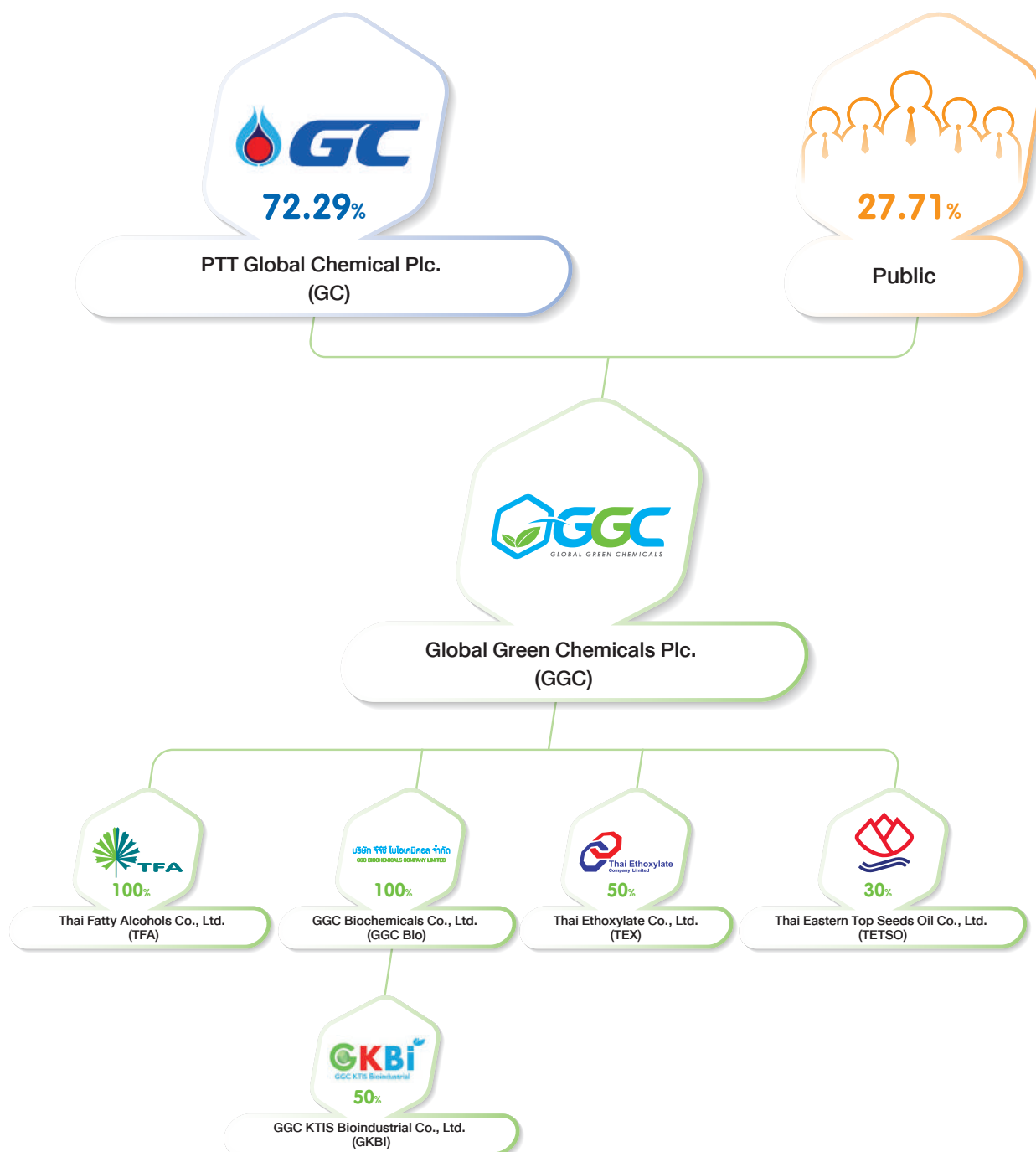
GGC encourages the Company's employees to be as representatives in Subsidiaries and Joint Companies, so the company can jointly design policies and closely follow up on the business operation. If Subsidiaries and Joint Company have significant business that involved GGC, the business must be approved by the company's Board of Directors.

As of December 31, 2020, GGC has invested in Subsidiaries and Joint Companies as shown below.

Company	Stock code	Business type	Registered capital (Million baht)	Paid-up capital (Million baht)	Stake (%)
Subsidiaries					
1. Thai Fatty Alcohols Co., Ltd.	TFA	Manufacture and sell petrochemicals	1,060	1,060	100
2. GGC Biochemicals Co., Ltd.	GGC Bio	Green chemicals	1,305	1,049.9	100
3. Thai Ethoxylate Co., Ltd.	TEX	Manufacture and sell petrochemicals	420	420	50
Joint Companies					
4. Thai Eastern Top Seeds Oil Co., Ltd.	TETSO	Manufacture and sell Crude Palm Kernel Oil (CPKO) and vegetable oil	222	222	30
5. GGC KTIS Bio Industrial Co., Ltd.	GKBI	Chemicals and bioplastics	2,600	2,092.5	50 (through GGC Bio)

1.3 Shareholding Structures of Group Companies

1.3.1 Shareholding structures of Group companies and relationship with major shareholders



Note :

Subsidiaries

- Thai Fatty Alcohols Company Limited (TFA)
- GGC Biochemicals Company Limited (GGC Bio)
- Thai Ethoxylate Company Limited (TEX) represents a joint venture formed by GGC and BASF (Thai)

Joint Venture

- Thai Eastern Top Seeds Oil Company Limited (TETSO) represents a joint venture formed by GGC and Eastern Palm Oil Company Limited (EPO)
- GGC KTIS Bioindustrial Company Limited (GKBI) represent a joint venture formed by GGC Bio and KTIS Bioethanol Company Limited (KTBE)

1.3.2 Shareholders

A list of ten major shareholders at the book closing date on May 20, 2020 is as follow.

No.	Shareholders	Shares	Percentage (%)
1	PTT Global Chemical Plc	739,999,980	72.29
2	Mr. Samroeng Manoonphol	25,010,000	2.44
3	Thai NVDR Co., Ltd.	12,384,162	1.21
4	Ms. Pensri Ratanasuntrakul	10,999,400	1.07
5	Mr. Songchai Atcharyahirunchai	7,500,000	0.73
6	Bangkok Life Assurance Plc	6,445,800	0.63
7	Ms. Pornrat Atcharyahirunchai	4,500,000	0.44
8	Muang Thai Life Assurance Plc	3,800,000	0.37
9	Mr. Chavin Tangkaravakun	3,500,000	0.34
10	Ms. Rattiporn Kornuthisophon	3,100,000	0.30

- As of May 20, 2020, the major shareholder with significantly influence on the establishment of GGC's policy and strategy is PTT Global Chemical Public Company Limited ("GC") which in total holds 72.29 % in GGC.

- Foreign Shareholders

As of May 20, 2020, GGC had a total of 23 foreign shareholders with a combined 6,996,800 shares, accounting for 0.68% of the paid-up capital.

1.4 Registered Capital and Paid-up Capital

As of December 31, 2020, GGC's registered capital amounted to THB 9,724,833,650, consisting of 1,023,666,700 ordinary shares at Baht 9.50 per share. The paid-up portion amounted to THB 9,724,833,650.

Transfer Restrictions on Shares

GGC has foreign shareholding limitation as specified in the Company's Article of Association No.8 "GGC's shares can be transferred without any restriction, except in the case where the said transfer would result in more than 37% of the Company's total paid-up shares being held by foreigners."

1.5 Dividend Payment Policy

The Company's Dividend Payment Policy

The Board of Directors Meeting No.7/2015 held on 25 September 2015, resolved that the dividend payment policy of the Company is to pay dividend at the rate of no less than 30% of net profit after tax and allocation to all reserve funds of the Company. Such dividend payment however is subject to the investment plans, other necessities, and appropriate considerations in the future.

Subsidiaries' Dividend Payment Policy

The dividend payment policy for GGC subsidiaries shall be considered and proposed by the Board of Directors of each subsidiary for approval at the Annual General Meeting (AGM) of each subsidiary. The dividend payment is based on the investment plans and other requirements and considerations, such as the adequacy of existing cash flow of each subsidiary after deducting reserve funds in accordance with the laws.

The record for dividend payment in previous years since being listed on the Stock Exchange of Thailand (SET)

Dividend Paid (THB/share)				Dividend Payout Ratio (%)	Net Profit per Share (THB/share)
Year	First Half	Second Half	Full Year		
2018 ⁽¹⁾	-	-	-	-	(1.13)
2019 ⁽²⁾	0.15	0.20	0.35	56 ⁽⁴⁾	0.09
2020 ⁽³⁾	-	0.35	0.35	64	0.55

Remarks:

⁽¹⁾ The Board of Directors Meeting No. 3/2562 of February 18, 2019, endorsed a proposal for the 2019 AGM to approve suspension of dividend payment for GGC's performance in 2018 due to an inventory incident causing a cumulative loss in its financial statements as of December 31, 2018.

⁽²⁾ The Board of Directors Meeting No. 2/2563 of February 14, 2020, endorsed a proposal for the 2020 AGM to approve dividend payment for the performance of GGC and subsidiaries in 2019 at Baht 0.35 per share, to be divided into interim payment for first-half (January-June) performance of 2019 at Baht 0.15 per share. This was paid out on October 9, 2019. For the second-half (July-December) performance of the same year, the rate was to be Baht 0.20 per share, and the payment was made on April 23, 2020.

⁽³⁾ The Board of Directors Meeting No. 02/2564 of February 10, 2021, endorsed a proposal for the 2021 AGM to approve dividend payment for the performance of GGC and subsidiaries in 2020 at Baht 0.35 per share. Note that the dividend eligibility here is still uncertain until the approval is given by the 2021 AGM.

⁽⁴⁾ Calculated from separate financial statements

2. Risk Management

2.1 Risk Policy and Risk Management

Risk Management

Global Green Chemicals Public Company Limited (GGC) remains fully committed to efficient Risk Management with Enterprise Risk Management (ERM) in a systematic and continual manner. The Company commands a Risk Management Policy and communicates across the organization to ensure efficient management of risks. GGC has set up a Risk Management Committee (RMC), which is defined at the Board of Directors level and deployed top down through all levels. The Company also assigns units responsible for managing risks and assessing them against internal as well as external risks that pose various threats to GGC's business operations. Risk assessment is an integral part of the Company's corporate strategy as well as investment and business planning that cover Short Term risks, Long Term risks and Emerging Risks. The Company also assesses a risk which may occur from fraud and corruption together with other private sectors and government agencies. In order to meet GGC's objectives and goals, risk mitigation measures are merged with the corporate strategy. GGC also manages risks across the Company as stated in the risk management policy and the enterprise risk management scope as well as guidelines which have been approved and reviewed periodically by the Board of Directors in line with current and future business conditions.

Risk Management Standards

GGC has adopted Enterprise Risk Management (ERM) following international standards such as the Committee of Sponsoring Organizations of the Treadway Commission (COSO), the International Standardization Organization (ISO 31000) and combined to the Company's Corporate Governance Code of Conduct. GGC's enterprise risk management policy and guideline are also fully aligned with its Corporate Governance Policy by taking part in the Collective Action Coalition Against Corruption (CAC) to support the most efficient risk management in all aspects.

Risk Management Structure

GGC has established a risk management structure and divided it into three levels as follows.

- 1. The Board of Directors:** The Board of Directors has formed the Risk Management Committee (RMC) to represent itself in commenting, advising, and reviewing corporate risk management and the risk management scope in line with prevailing goals and situations. RMC also reviews the Risk Management Policy for GGC's application as guidelines for controlling and reminding employees to uniformly implement such processes.
- 2. Executives:** GGC has appointed an Enterprise Risk Management Committee (ERMC), which comprises the Managing Director who acts as Chairman, Deputy Managing Director and Vice President of all departments, as the Committee's members, charged with roles, duties, and responsibility for identifying the direction of risk management along with the steering and monitoring of regular actions.

3. **Department Level:** GGC has assigned Corporate Strategy and Internal Audit, division under Corporate Strategy, and risk coordinators of each department to jointly identify as well as assessing risks, determine risk management measures within GGC's risk appetite and submit a monthly report to RMC in order to ensure consistent risk management practice.

For specific business risks, GGC decided on setting up ad hoc committees for greater flexibility of directly dealing with such risks more closely in line with business circumstances, as detailed below:

- **Value Chain Management Committee (VCM):** This panel endorses plans for marketing, feedstock sourcing, product distribution, inventory and company product management, hedging (price and spread), foreign-exchange rate (forex) risks under the RMC-endorsed risk management scope. Also, it monitors impacts of the economy, industries, and market volatility of related products.
- **Investment Committee (IC):** This panel steers and reviews individual investment for GGC Group and comments on the assessment of opportunities and impacts of investment in line with GGC's strategic and growth directions.
- **Other Committees:** The Credit Committee manages risks concerning credit in dealing with customers and assess feedstock sellers credit; the GGC Operation Excellence Committee manages risks concerning production stability and security and ensures compliance with laws, regulations, requirements, together with applicable standards related to plants; and the Safety, Health and Environment Committee manages these risks.

In 2020, GGC faced challenges posed by COVID-19 pandemic, climate change, and the enforcement of laws, regulations, and new orders affecting product demand and worldwide economic recession, prompting it to constantly improve its performance and mount mitigation plans.

For efficient risk management on these matters, GGC appointed committees and ad hoc taskforces accordingly:

- The COVID-19 Prevention and Control Committee closely monitors the pandemic, defines preventive measures to keep pace with fast-changing circumstances, and defines work approaches to enable continued business and alignment with each unit's work plans.
- Participation in a taskforce for drought preparedness with GC, which defines measures to deal with impacts of internal and external factors; it also plans machinery operation for plants and administers customers, business partners, and related stakeholders in the most efficient way.
- A taskforce on the Personal Data Protection Act develops plans and defines implementation approaches in line with the Personal Data Protection Act B.E.2562



Risk Management Tools and Monitoring

GGC analyzes and evaluates risks that could threaten business operations and GGC has developed a Risk Map and a Mitigation Plan. The Key Risk Indicators (KRIs) are applied in the Early Warning System as a mechanism to monitor risk management. Furthermore, the Company values Long Term Risks as well as Emerging Risk in order to prepare measures to brace for such risks.

Risk assessment findings are included in the monthly reports submitted later to the RMC while the RMC's report is forwarded to the Board of Directors and RMC every quarter. To this end, the ERM and the RMC assign every working group or any department responsible for managing risks to propose a prevention plan as warnings increase or when such risks pose a significant threat to the business operations.

Risk Management Culture

GGC continues to focus on instilling a risk-awareness culture throughout the organization through Enterprise Risk Management (ERM) in order to pave the way for secure business growth. To this end, GGC has taken the following steps.

- Regularly communicate with the workforce about risk management approaches, risk management policy and scope
- Require constant monitoring of the progress on risk management and report it to top Executives, the RMC and the Board of Directors
- Regularly review and improve roles, duties and responsibility of those responsible for risk management
- Forge risk awareness that encourages employees to include risk management as part of their responsibilities and follow the risk management policy as well as the risk management system at corporate and departmental levels. To this end, risk management has been specified as a part of the job description of all employees.

GGC offers experts from academic institutes for a series of training on risk management for top Executives and all employees to foster understanding and awareness of enterprise risk management among employees. That way, GGC raised their caliber for risk assessment and for efficiently developing mitigation measures for each process. Employees are expected to assess and integrate risk management into their departments' development plans by establishing Key Risk Indicators (KRIs). The Board of Directors values enterprise risk management at all levels, including top Executives, in order to ensure consistent risk management practices across the Company.

2.2 Risk Factors

GGC has determined external and internal factors of the Company that could affect business operations, strategic plans, investment execution and related factors by taking into account risk identification. Thus, GGC has taken the following steps for risk assessment and management in 2020.

1. Operational Risks and Safety and Environmental Risks

GGC gives high priority to the Operational Excellence Management System (OEMS), which focuses on Process Safety Management (PSM) and strict compliance with policies on safety, security, occupational health and the environment to ensure smooth and effective production activities with maximum safety. To this end, GGC has launched the following risk management measures.

Operational Risk Management Measures

- To require a system of Reliability & Asset Integrity Management (RAI) along with assessment by internal experts with the Asset Integrity Assessment (AIA) program.
- To prepare spare parts and emergency generators that supply emergency power for critical equipment with preventive and proactive maintenance plans, thus preventing damage to such equipment before due time. Also, define emergency procedures for key equipment and process units.
- To apply Risk and Reliability Management (RRM) by conducting Risk-Based Inspection (RBI), a process to identify risks and draw up an industrial risk map that could affect pressurized equipment and structural components. Reliability-Centered Maintenance (RCM) is also a rigorous and cost-effective process to increase the reliability of each critical asset within the Company.
- To uphold plant safety and reliability standards in conjunction with GC Group's experts for OEMS assessment to ensure efficient system operation and upgrade standards on technical operation and machine maintenance for greater production stability.
- To study problems in the modification of key equipment to raise machinery capability and commissioning security to lower product and chemical losses in the processes.
- To study and review scopes of using shared services with GC Group to decide the cost-effectiveness of such services or order equipment compatible with GGC processes.
- With GC's engineering team and advisers, define a production security plan and review the Plant Reliability Master Plan for both Methyl Ester plants for greater efficiency.



- Together define goals and assess risks to prevent the likelihood and impacts of plants' inability to operate as targeted; review external factors and define associated mitigation plans to lower reliance on external parties. An example is to develop back-up plans for equipment damage from unstable external electrical currents for Methyl Ester Plant 2.

- Manage water consumption for GGC Group and develop plans to lower water consumption at each branch with 3Rs (Reduce, Reuse, Recycle), Wastewater Reverse Osmosis (WWRO), and Sea Water Reverse Osmosis (SWRO), among others. The Company also analyzed and assessed a risk relevant to Climate Change such as the drought incident in order to prevent a situation which may affect the operation of Company's key projects.

Safety and Environmental Risk Management Measures

- To develop Process Safety Management (PSM) and assess effectiveness in all areas of process safety while conducting the stability and performance management of machinery.

- To develop knowledge and competency of employees responsible for safety in manufacturing operations and raise their safety awareness through B-CAREs.

- To appoint a Committee of Occupational Safety, Health and Work Environment to review the workplace safety policy as well as the off-the-job safety policy to prevent and reduce risks of accidents and unsafe acts. The Committee also submits a report and provides recommendations to improve safety standards in line with laws relevant to safety at work and safety standard.

- To conduct Business Continuity Plan (BCP) drills annually to prepare GGC's personnel for any potential threats to GGC and enable them to respond to the threats with confidence that the Company can recover quickly when disaster strikes.

- To provide essential insurance to mitigate the impacts of business-related losses.

- To apply and develop Field Risk Assessment (FRA) as a tool to identify abnormality or any deviation from the design intention for a process to prevent major accidents.

- The announcement of Life-Saving Rules has been made to prevent serious accidents that may result in fatality. The rules consist of four measures: a Permit to work, Fall from height protection, Isolation and Confine space entry.

- Emphasize on the cultivation of safety awareness through activities designed to promote skills, observation perspectives, and detection of on-site risks for area owners and supervisors. Regularly communicate issues on unsafe practices or risks through meetings, including Safety moment, Safety talk, or Lessons learned at Management Committee Meeting and units' meetings.

2. Raw Material Risks

The fluctuations in GGC's raw materials (Palm Oil and Palm Kernel Oil) prices which are a significant key factor affecting to the Company's performance. The raw material prices depend on the DIT-set prices and domestic feedstock volumes which are the external factors. Climate factors remain a key risk affecting feedstock volumes.

In order to maintain competitiveness, a sufficient supply of feedstock at reasonable prices is crucial for the Company, GGC has outlined measures to deal with raw material risks as follows.

Risk Management Measures

- To draw up a scope for inventory risk management for raw materials and products in line with GGC's sales plans, lower the inventory, require monitoring of business performance together with a regular, updated review of the scope for risk management for inventories by the RMC.
- To appoint a Value Chain Management (VCM) Committee to oversee raw material prices, procurement of raw materials and inventory management with close monitoring of the economy, industry and raw material market under the risk management scope approved by the RMC.
- To develop long-term palm oil trade agreement to lower risk severity.
- To set up a working group to develop service tools across the integrated supply chains and manage the whole process, starting from procurement, manufacturing and storage to information technology (IT), distribution and transportation in order to enhance cost management capacity, reduce costs, and mitigate risks across the process.

3. Inventory Management and Transportation Risks

GGC manages inventory at both internal and external warehouses. Thus, the Company could encounter the relevant risks with different aspects as follows.

3.1 Internal warehouse: GGC could face the risk of employees managing the inventory not in compliance with the procedure, which could result in a discrepancy in on-hand inventory stock from the inventory quantity recorded in an inventory system. Quality risk could also arise for storage non-compliance with GGC's standards.

3.2 External warehouse: GGC could face the risk of the service providers' non-compliance with the procedure or agreement, as well as the risk of damaged merchandise during transportation.

According to these risks, GGC has defined mitigation measures for activities at both sites, detailed as follows.

Risk Management Measures

- To modify procedures for storage and inventory for greater efficiency, namely inspection of containers and chemicals before entering warehouses, storage of feedstock and inventory at an external warehouse, and product counting at an external warehouse.

- To defined a process for examination and regular review of product volumes and inventory, embracing assessment of quality and quantity, and develop suitable criteria for random sampling of products.
- To develop automated control to raise the updated efficiency of inventory management to ensure that the counting of imported and exported quantities is consistent across the system.
- To assesses the efficiency of external warehouse service providers and logistics operators to verify their quality and service. GGC leverages assessment findings in the improvement of these processes to ensure that they completely meet GGC's needs.
- To pay due regard for the improvement of work processes and raise the efficiency of comprehensive logistics management, namely efficiency of transporting feedstock, logistics hiring, and warehouse administration to maintain GGC's suitable operating costs.

4. Sales and Marketing Risks

Methyl Ester Product

GGC has set sales price for domestic Methyl Ester in line with the weekly announcement of the Energy Policy and Planning Office (EPPO). The price is linked to reference prices of domestic feedstock such as crude palm oil, RDB palm oil and palm stearin announced by the Department of Internal Trade (DIT). The prices serve as reference prices when negotiating with suppliers to purchase raw materials. The feedstock prices are GGC's costs, which may sometimes differ from the DIT's figures since the prices could be affected by several factors, such as unsuccessful B10 policy feedstock demand and supply and those of other vegetable oils, the global economy, crude oil prices and climate conditions. However, GGC's feedstock costs generally follow DIT's prices.

Fatty Alcohols

The prices of Fatty Alcohols depend on factors such as feedstock prices, domestic and global demand for Fatty Alcohols and competitiveness factors, including industrial capacity and production. GGC's Fatty Alcohol products not only compete with natural Fatty Alcohols, but also complete with synthetic Fatty Alcohols, a substitute in some products. Where products can be made of either natural or synthetic Fatty Alcohols, customers are generally influenced by prices. As a result, GGC has to partly determine the appropriate purchase price of natural Fatty Alcohols based on the price of synthetic Fatty Alcohols.

In order to maintain competitiveness in the industry, GGC has taken the following steps.

Risk Management Measures

The Value Chain Management Committee (VCM) oversees feedstock prices, set up a scope of pricing, follow up on sales prices and weekly monitor prices of feedstock and products, and demand and supply. Other functions

include a revision of processes and appropriate selection of feedstock by choosing alternative lower-cost feedstock to be used for processes to maintain price spreads.

1. Strengthening Marketing for Current Businesses:

- **To advocate the B100 biodiesel market:** Develop the market and sell B100 to producers of chemicals for agricultural purposes and test its application efficiency directly on agricultural engines along with Siam Kubota Corporation.

- **Product development:** Add value to Potassium Phosphate (K_2SO_4), a byproduct of Methyl Ester production by popularizing the “Pleum Din” brand, registered with the Department of Intellectual Property.

- **Preparedness for product sale under the RGL2 Project:** Test product quality and negotiate trade terms with business partners with due regard for an increase in sales volume from each current customer base as well as new customers.

- **Sales administration and Fatty Alcohols product group development:**

- 1) Raise the domestic sales proportion of Fatty Alcohols from 40 to 45%
- 2) Raise the value of Fatty Alcohols by investigating the viability of developing them into a home and personal care platform (HPC platform).

2. Leadership in Market Development for Future Growth:

- **HPC platform business development:** Study the market and opportunities for developing Fatty Alcohols into downstream products in line with the above topic on “Sales administration and Fatty Alcohols product group development”

- **Extension of Fatty Alcohol products:** Extend Fatty Alcohol products into high-value products, currently under joint product and market development with Thai Ethoxylate Co., Ltd.

3. Promotion of Collaboration to Develop Biofuels:

- **Ethanol sale:** Improve sales and service models with affiliate GGC KTIS Bio Industrial Co., Ltd. (GKBI), to prepare personnel, sales and logistics systems to raise marketability for joint benefit among fuel buyers.

- **Investment in fuel-blending stations:** Investigate viability and consult affiliates of GC and PTT Oil and Retail Business PCL (PTTOR) on pursuing opportunities and extending business along the line of fuels, to raise competitiveness for the Nakhonsawan Biocomplex (NBC).

5. Operation, Strategy and Investment Risks

A volatile business environment can wield impacts on the Company’s business strategy, including investment and business expansion. To achieve targets as stated in the corporate strategy and maintain competitiveness, GGC has taken steps which are mentioned as follows:



Risk Management Measures

- To define the annual Key Performance Indicator (KPI) which in line with corporate strategy and investment plan. Also, follow up on implementation and report to the Management Committee (MC) and the Board of Directors periodically.
- To set up an Investment Committee to look after and provide recommendations on each investment in line with GGC's strategy and business growth before seeking an approval of an investment project from the MC and the Board of Directors.
- To establish the Corporate Investment Management (CIM) with prudence and clarity that covers identification of more investment opportunities, selection of business partners and business patterns, involvement of the Investment Committee and the RMC in the feasibility study process before seeking an approval from the Board of Directors. Monitoring and evaluation process is also used to assess the performance of a completed project (shortly known as Look Back) and serves as a guideline for GGC's future projects.
- Risk assessment for joint-venture projects and any projects that pose significant potential to GGC's business operations is conducted by the RMC in order to find out appropriate protective measures which will later be forwarded to the Board of Directors for approval. Monitoring and tracking the process of risk management for projects are also conducted periodically.
- In 2020, GGC took part in a working group between the public and private sectors as another way to seek new investment opportunities, support the government's Bioeconomy policy, and configure R&D and domestic and international innovation networks.

6. Policy and Regulatory Risks

GGC places great emphasis on the preparation for changes in policies, regulations and announcements made by state agencies on matters relating to the Company's business, such as the government's announcement to change the biodiesel mandate, which could affect business operations and cause risks or opportunities. In order to manage regulatory risks effectively, GGC has taken steps which are mentioned as follows.

Risk Management Measures

- GGC assigned its delegates to join committees and taskforces in assorted agencies, including the Federation of Thai Industries (FTI) and a taskforce on mobilizing bioindustries, and assorted associations to push for and support the government's promotional measures for the biochemical industry.
- GGC assigned related units to assess and investigate laws and regulations of the public sector as well as privileges to complement its own plan definition and project management.

7. Foreign Exchange Risks

GGC's products, including Fatty Alcohols and Glycerine, are sold to foreign markets following reference prices for the dollar. Thus, fluctuation of foreign exchange rates (baht versus dollar) poses a threat to the Company's operations, in addition to marketing and sales risks and inventory and logistics management risks. To manage foreign exchange (forex) risks effectively, GGC has taken steps which are mentioned as follows.

Risk Management Measures

- To secure financial tools from high-potential commercial banks to manage forex risks in line with the approved risk management scope of the RMC.
- Undertake matching of US dollar buying and selling between GGC and its affiliates by requiring financial institutions to serve as the mediator for natural hedging between revenue and expenditure of the US dollar denomination.
- To review and seek endorsement of the RMC of the forex risk management scope in line with current circumstances and economic trends.

8. Risks of Covid-19 impacts

These risks arise from the Covid-19 pandemic and its impacts on worldwide economies. GGC's operations consist of imports and exports of feedstock and products, and its key project implementation calls for foreign expertise to support GGC's drive under its plans. Employees or those in contact with them or GGC could get infected with the virus, thus causing disruptions to GGC's business. To cope with such impacts, GGC has laid down these recent measures.

Business Continuity Measures

- To form a Business Continuity Plan (BCP) taskforce and appointed a Covid-19 committee to define preventive measures, track situations, and modify work processes to achieve plan execution; communicated for compliance across the organization.
- To define Lock Up measures to guide avoidance of infection for those serving in process areas and production control rooms; appropriately divided the workforce into those working at the office and those working from home.
- To define specific measures for buildings and process areas that are critical to plant operation.
- To define plans for handling incidents that could cause business disruption and stage drills of such plans with GC Group or drills on key work processes.



Stewardship of the Workforce Measures

- To supply essential protective equipment, including hygienic masks, alcohol spray, and sanitizer gel, and hand out thermometers to all employees for daily temperature reports and logging of their own travel through an online system.
- To organize a suitable work-from-home program without affecting GGC's business and required the workforce to strictly comply with anti-infection guidelines.
- In case of GGC's emergency, managed employee groups by level and likelihood of contacts by GGC Group's criterion; prepared manpower and key equipment to sustain emergencies.
- Constantly communicated policies, regulations, and best practices with employees; set efficient preventive measures for those coming into contact with GGC, including customers and contractors.

9. Risks of Cyber-Attacks and Data Security

From current advancement of IT application to business administration, which could bring cyber-threats to internal operation and data administration, GGC has defined Information and Communication Technology (ICT) as part of its corporate governance approach. Employees are responsible for safeguarding and ensuring that the information system and key data of GGC Group are not compromised and disclosed among unrelated parties. Therefore, GGC has assessed risks from such threats through every channel to control, supervise, and prevent leaks of key data.

Risk Management Measures

- To set the Company regulation on the IT security policy and relentlessly forge awareness of cyber-threats among employees.
- To cooperate with GC Group in developing an IT security management system of international standard; track measures of the public sector, laws, and applicable regulations; stage drills on cyber-threats and retrieval of information systems; regularly assess the efficiency of the cyber-threat security system.
- To appoint a working team under The Personal Data Protection Act B.E. 2562 (2019) to develop plans, guidelines, and approach for proceeding with GGC's personal data work in compliance with the act.
- To communicate, train, and educate employees on their preparedness to comply with GGC's manual, guidelines, and plans to accommodate the Personal Data Protection act.

3. Driving Business toward Sustainability

3.1 Sustainability policies and targets

Corporate Social Responsibility Policy and Sustainability Policy

GGC's Corporate Social Responsibility (CSR) Policy was following sustainability 3 dimensions: Environmental, Social and Governance (ESG)'s guidelines to build growth on sustainability. To earn confidence and trust from all stakeholders, GGC's responsible business operation and management guidelines to decrease or avoid any effects on communities, social and environment was necessary. According to CSR strategic management, GGC has always been engaging social and communities into its operation by develop economy, quality of life, education and environment for community to advance GGC to the sustainability.

Corporate Social Responsibility and Sustainable Development Strategy

GGC has a corporate social responsibility management strategy, namely the "3 Big Moves Strategy", which focuses on expanding operational awareness to stakeholders and expanding the ability to operate with social responsibility, as well as building confidence in the implementation of social responsibility to all groups of stakeholders. GGC has appointed a committee to supervise the implementation of sustainable development, responsible for directing policies, strategies and action plans for sustainability covering the implementation of corporate social responsibility in line with the international sustainability standard guidelines, both local and international, as well as the Company's development plans.

Corporate Social Responsibility Strategy (CSR Strategy)

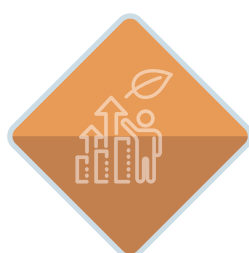
"3 Big Move" Strategy



Recognition

Expanding recognition of the CSR operations and to broad stakeholder.

.....



Growth

Expanding the ability to operate the CSR, to solve social problems or meet the expectation through business processes.

.....



Trust



Building trust and satisfaction in CSR operation to all stakeholders.

.....

3.2 Supply Chain Management

3.2.1 Supply Chain Management

Running a sustainable business requires efficient supply chain management, which takes into account of Environmental, Social and Governance aspects to reduce the risks that may occur throughout the supply chain, such as raw material shortages, fluctuating raw material prices, changes in customer behavior and demand for products and services. Therefore, GGC is committed to supply chain management. Supply chain covers upstream activities, including managing suppliers and business partners, to downstream activities including service, product delivery, and creating customer satisfaction to achieve the goals of GGC, which is to be transparent and fair in managing suppliers and business partners, as well as make a difference in the products and services to meet customer needs in a relevant way.

Main Stakeholders	Actions to Respond to Stakeholder's Requirement	Performance Targets
 Supplier / Business Partner	<ul style="list-style-type: none">● Select, register, manage, and follow up with supplier's performance results in a transparent and fair manner● Apply the ESG criteria to select suppliers and business partners● Communicate GGC's business ethics to suppliers and business partners.	<ul style="list-style-type: none">● There must be an ESG audit for 1st Tier Suppliers.● Critical suppliers have to comply with GGC's Code of Business Conduct.
 Customer	<ul style="list-style-type: none">● Evaluate customer expectations and customer satisfaction● Develop and improve products and management to meet customer needs● Communicate GGC's business ethics to customers	<ul style="list-style-type: none">● Ensure product quality, sufficient stock and product specifications to be 100% accurate according to customer requirements.● Ensure product deliveries to be 100% on time.

3.2.2 Supplier Management

GGC manages suppliers in an efficient, transparent and systematic manner. By doing so, GGC has established a Value Chain Management (VCM) Committee, whose main duty is to evaluate and screen trade partners, as well as purchase, procure raw materials, and sell products in order to create fairness and equality in order distributions to different trading partners. Furthermore, GGC holds a weekly Value Chain Meeting to discuss operations and analyse its performance and problems, as well as, factors affecting customer satisfaction. GGC adheres to the Business Code of Conduct Handbook as the basis for selecting partners and gauging the performance of suppliers to ensure that operations of suppliers comply with GGC's Code of Conduct.

Business Partners Selection and Registration

GGC Credit Rating Committee is required to select and register business partners by taking into account the operations of trade partners in terms of technical operations, quality, occupational health & safety, environment, finance, and social responsibility. The selected partners will enter the Vendor Master system and will continue to be registered on the Approved Vendor List. As a result, GGC will divide the suppliers into three groups: Feedstock suppliers, Non-feedstock suppliers, and other services suppliers.

In addition to selecting and registering business partners, GGC also conducts annual performance assessments of suppliers to monitor the operational efficiency of trading partners using five criterias of evaluation. In addition, GGC also assesses its 1st Tier Suppliers in terms of Environment, Social, and Governance: ESG to cover all dimensions of sustainable business operations.

In addition to the aforementioned operations, GGC has continued to support the Round Table for Sustainable Palm Oil (RSPO) in order to meet the needs of customers who have realized the importance of purchasing raw materials with social, economic and environmental responsibility.

3.3 Sustainability Management in Environmental Dimension

The Quality, Safety, Occupational Health, Environment, and Business Continuity Policy

GGC aimed to be the leader in chemical industry, as well as an innovative and community and Social responsible Organization. GGC promised to develop the effectiveness of quality, safety, occupational health, environment, and business continuity as the following;

1. Compliance with Laws Rules and Regulations concerning Quality, Safety, Occupational Health, Environment, and business continuity, as well as other related policy, standard, etc.

2. Managing quality throughout the organization by quality and knowledge management tools, and productivity enhancement tools to meet customers' needs and develop environmental friendly innovations.

3. Managing risk to prevent threat, occupational illness, accidental loss, injuries, property damage, and building B-CAREs safety culture along with Process Safety Management (PSM) to secure everyone's safety.

4. Aware of security threat and define crisis management plan to save life, property, occupation, and business continuity.

5. Paying attention to Occupational Health, and good working environment to promote quality of life and happiness workplace

6. Assessing and preventing effects on environment, ecosystem, and maintaining biodiversity by managing integration of environment; energy, air and waste management, and using resource efficacy and sustainably as well as maintaining efficiency of GHG reduction and ability to adapting to climate change. Also, GGC keened on building environment culture by supporting all employee and stakeholders to raise awareness and participation in corporate environmental culture.

All Managements are responsible to drive business to meet corporate target achievement as well as being a role model in developing quality, safety, occupational health, environment, and business continuity system by supporting, and providing sufficient resource to have all employee participation to take action according to the policy. GGC also communicated all related stakeholders on QSHEB result.

Safety, Health and Environmental Management (SHE Management)

GGC sets a policy for managing Safety, Occupational Health and Environment through Operational Excellence Management System (OEMS) and the Center of Central Process Safety (CCPS) management system to develop personal safety and process safety efficiently, comprehensively, and continuously in operations, as well as to build confidence to stakeholders in regards to our performance.

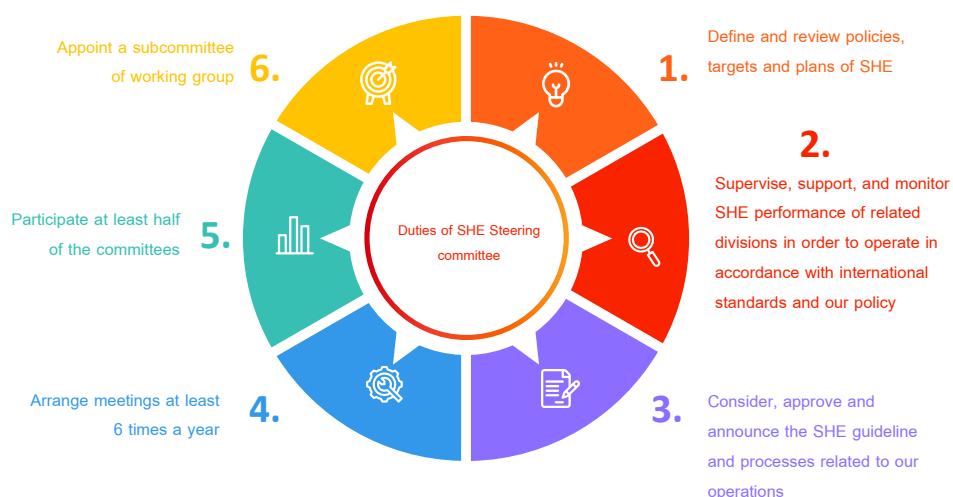
In addition, in 2020, GGC has formulated a SHE 5 years Long Range Plan (2020 - 2024) that integrates operations with international safety standards. It focuses on occupational operations health and safety in three areas, including personal safety, process safety, and off the job safety.

Safety, Occupational Health and Environment Strategy (SHE Strategy)



In addition, in 2020, GGC has established the SHE Steering Committee to supervise the Safety, Health and Environment Standards of our operations in order to meet international standards and achieve the goal of being a zero-accident organization

The duties of the SHE Steering Committee





Personal Safety

GGC operates projects to raise awareness regarding safety, covering employees, contractors, and business partners. GGC focuses on projects that promote and create a foundation of safety as part of the safety culture, such as the Safety Now project, the Safety Walk Observation (SWO) project, and the Proactive Contractor Safety Management project, etc.

Safety Now Project

This project aims to foster a foundation of safety as part of the corporate culture for employees through the creation of employee engagement in reporting and cautioning in events of risks or near-accidents during the operation to warn and resolve risks before an accident occurs. The goal of the Safety Now program is for employees to report occurred risk at least six issues per person per year.

The issues reported by all employees will be compiled and announced an outstanding issue of the month. This gives employees the responsibility of keeping a look out, warning, and resolving operational safety risks of employees and contractors working within our operational areas.

Safety Walk Observation (SWO) Project

This project is designed to raise safety awareness and to show leadership in safety of Executives, as well as promote the exchange of knowledge on safety between Executives and employees. The Vice President will act as a leader in the observation walk to explore risky activities and behaviors, which includes a machinery and equipment safety survey. The survey team will record the risks found and will follow up on ways to reduce and amend risks in the next observation walk.

Proactive Contractor Safety Management Project

This project aims to enhance the safety management system of suppliers and contractors, in line with GGC's management system and B-CAREs, as well as for partners and contractors to create Subject Matter Experts (SME) in occupational health and safety within their own companies. GGC strives to provide knowledge on various occupational health issues, such as understanding on the selection criteria for the main contractors, safety, occupational health, and environment activities, establishing an action plan for building contractor expertise, and safety audit criteria for the performance and follow-up of the contractors.

Process Safety

GGC has continued to implement the Process Safety Management (PSM) plan since 2017. In 2020, GGC continues to develop the plan to strengthen the PSM by hiring a team of external auditors to audit the process safety management to strengthen process safety in our operations. In addition, the project has been expanded from the Field Risk Assessment (FRA) and Lock Up Project. Details of the projects are as follows.

Field Risk Assessment (FRA) Project

The aim of this project is to build knowledge, understanding, and awareness on the importance of operational processes in manufacturing process flow detection. This project has been in operation since 2018. GGC gives the opportunity for knowledgeable senior employees to lend their expertise and train other employees on the correct use of equipment and machinery. They would also observe the production process to note any unusual conducts. This knowledge sharing includes how to prevent danger or risk. Senior workers also have the duty to inquire, discuss, and record with the operations employees on the job site, as well as assess risks, establish corrective measures, follow up, and report the results or solutions to the problems. The implementation of this project has reduced risk, increased risk awareness, and strengthened the awareness of employees in terms of potential dangers.

Lock Up Project

Due to the coronavirus (COVID-19) outbreak, GGC has set up a Lock Up measure to reduce the risk of infection of the productions employees that may affect our business operations in case of infection occurs. GGC limits the working area and living space of the employees. GGC provides employees with accommodation, food, beverages and shuttle buses for one month during the severe coronavirus outbreak in Thailand. In addition to taking care of the physical well-being of the employees, GGC also takes care of the employees' mental health since they have to sacrifice personal comfort and be apart from their families. GGC provides various entertainment such as movies through an online movie rental service, promotes exercise, and organizes safe family meeting days, etc.

Off the Job Safety Project

The project aims to reduce accidents outside of work, such as road safety, home safety, and also public safety. The project was first implemented in 2020. In the beginning, GGC focused on the campaign for safe driving, which was divided into three issues: 1) fastening seat belts and wearing helmets, 2) speeding according to the law, and 3) campaigning against drunk driving and using communication devices while driving. In addition, the project also provides additional knowledge through various media on how to drive vehicles properly and safely using public transport to reduce accidents outside of operations.

Environmental Management

GGC manages the environment systematically. It has policies for quality, security, safety, occupational health, environment and business continuity, as well as for complying with national and international laws, regulations and standards. It is an important principle of operation. GGC aims to operate business in a way that maximizes the use of resources while affecting the environment, community and society as little as possible,

The Project to Reduce the Use of Steam in the Methanol Purification Process

GGC operates a project to reduce the use of steam in the methanol purification process to reduce the consumption of steam and reflux by changing the filter in the distillation tower of Methanol Purification Column from levelized sphere shape tray type, to the structured packing type, which resulted in a reduction of reflux and a reduction of steam energy consumption by 1.30 tons per hour.

Greenhouse Gas Emissions Performance

YEAR	2017	2018	2019	2020	Goals 2020
Greenhouse Gas Emissions Scope 1 (Tons CO ₂ Equivalent)	4,987	6,415	4,128	33,333	6,415
Greenhouse Gas Emission Scope 2 (Tons CO ₂ Equivalent)	66,471	66,747	61,382	59,481	58,390
Greenhouse Gas Emissions of Scope 1 and 2 (Tons CO ₂ Equivalent)	71,458	73,162	65,511	92,814	85,488
Greenhouse Gas Emissions Intensity Scope 1 and 2 (Tons CO ₂ Equivalent per Tons of Product)	0.158	0.148	0.166	0.178	0.142

Waste Management

GGC has set a goal to reduce the amount of hazardous and non-hazardous waste to achieve Zero-Waste to Landfill continuously since 2014, including creating a waste management guideline according to the 3Rs principles which consists of reducing the amount of waste, reuse, and recycle. The outstanding projects in 2020 such as The Glycerin Residue (Map Ta Phut Integration) Project, and Spent Bleaching Clay Project.

The Glycerin Residue Project (Map Ta Phut Integration)

GGC has studied the feasibility of using the glycerin residue to be used as fuel for power generation in Map Ta Phut Power Plant, Rayong Province. The amount of reduced waste can be up to 6,500 tons per year, which results in reducing the cost of handling and transporting waste each year.

Spent Bleaching Clay Project

GGC has studied the feasibility of mixing of bleached soil, which was the waste from the crude palm oil bleaching process, with other fuels to power the power plant. This resulted in GGC reducing the amount of waste that can be disposed of by approximately 1,000 tons per year, saving the cost of waste disposal by approximately 980,000 THB per year.

Water Management

GGC manages water resources in accordance with the 3Rs (Reduce, Reuse, and Recycle) principles, including water usage reduction, reuse, and recycle of treated wastewater. Particularly, in 2020, the eastern region of Thailand had a drought crisis, which affects the livelihood of communities as well as operation of businesses in the region. Therefore, GGC has set a goal to reduce water consumption by 10 percent, compared to 2019, in line with the requirements of Map Ta Phut Industrial Estate, Rayong Province. To illustrate, one of notable water management projects this year is the water circulation project in the cooling tower

Cooling tower water circulation project

GGC increases efficiency in the reuse of treated wastewater by increasing the cycle of water used in the cooling tower from 3 cycles to 5 cycles and reducing the Back Wash time from 15 minutes every 5 hours to 10 minutes every 4 hours. This change has allowed GGC to reduce water consumption down to 23,917 cubic meters, which can reduce expenses by more than 598,164 THB.

Water Resource Management Performance

From the operation of water resources management in 2020, GGC's goal was to reduce water consumption by 10 percent, compared to 2019. GGC was able to reduce water consumption by 10.31 percent or 23,917 cubic meters this year.

3.4 Sustainability Management in Social Dimension

3.4.1 Policies and Guidelines in Social Dimension

GGC strove to create corporate shared value along with develop communities quality of life, economic, social, and environmental development by participating in community activities, and including stakeholders CSR projects. It also helped developing country's economic and social as a whole. In 2020, GGC applied Trust strategy which striving to create shared value in 3 dimensions; economic, social, and environmental. GGC also continued running last year's CSR projects as well as creating new projects to build community and social's trust and sustainable growth.

3.4.2 Performance in Social Dimension

Challenges and Responsive Performance

- Expanding CSR projects and starting new CSR projects that aided society with company's products.
- Keeping good relationship with community and continuing building trust.

Responsive Performance

- Performing health care projects that met social and community's need, as stated in Growth strategy.
- Expanding the capability of CSR projects that solved social problems or met social needs such as Green Health Project, Green Health Model, Green Heart Project, and ThinkCycle Bank project.
- Performing CSR projects that aimed to develop quality of life, improving community's economic and environment, and met community's needs.

CSR Projects and Activities

GGC's performed CSR projects and activities to create shared value between GGC and community. In 2020, GGC developed and expanded CSR projects by expanding performance capability and aiding society with company's products. The example projects were as the following;

Green Health Project

GGC operates the Green Health Project using the Company's "Glycerin", which is 99.5% food and pharmaceutical grade, used as an ingredient in the production of hygiene products such as alcohol gels, alcohol spray, and liquid hand soap, to promote good hygiene of the community and society. GGC has piloted the production of liquid hand soap for hand washing and to promote good hygiene. The product is distributed to children and youth in the rural areas as part of the youth development project, which is a royal project in the initiative of Her Royal Highness Princess Maha Chakri Sirindhorn Siam Boromrajakumari, founded towards the end of 2017. GGC has continuously been a part of the project for the second year. This year, GGC has collaborated with the HRH Princess Chulabhorn College

of Medical Science and an Original Equipment Manufacturer (OEM) to produce Health Care & Personal Care products, such as hand sanitizer and alcohol spray to promote good public hygiene and prevent the spread of COVID-19. It is a product that is gentle on the skin and helps kill germs at the same time. Since the product contains glycerin, the alcohol gels and hand soaps have the ability to add and retain moisture to the skin, increase the strength of the skin's moisture barrier, and helps prevent skin from being irritated by environmental pollution. They protect the skin and reduce the risk of infection.

Throughout 2020, GGC has distributed alcohol gels, alcohol spray, and liquid hand soap to communities in Rayong Province, government agencies, and various private sectors. It has also expanded cooperation with external organizations, such as HRH Princess Chulabhorn College of Medical Science and the Thai Red Cross as a social service, providing alcohol gel for the survival bags, providing help for people nationwide.

Green Health Model Project

The “Green Health Model” activity is an activity under the Green Health Project, which is the intention of the company’s vision of addressing hygiene problems among children and young people with communicable diseases, such as respiratory infections, for example, colds, influenza, gastrointestinal infections, for example, diarrhea, hepatitis A, dysentery, etc. due to lack of knowledge in proper hygiene and hand washing. GGC has implemented this project to build knowledge and understanding of hygiene care through proper hand washing to promote good hygiene in the short and long term with the goal of making more than 90% of school students healthy each year, reducing the risk of infection and transmitting various pathogens and getting sick from communicable diseases from having dirty hands. In 2020, GGC has piloted the project in Map Ta Phut, Rayong Province and Nong Yai District. Chonburi province, including 7 schools in the area of the company's responsibility.

Green Heart Project

GGC, in collaboration with the government and communities in Map Ta Phut area, Ban Chang, Rayong Province, operates the Green Heart Project, planting Ratchaphruek trees in the Payoon beach area in Ban Chang, in response to the government policy to promote solutions to the PM2.5 microdust problem in Thailand, as well as to improve the quality of life and restore clean air to the community sustainably. The campaign aims to educate, build understanding on PM2.5 and how to protect oneself against PM2.5. GGC has implemented this project in a concrete way by registering the trees in the green area on the reporting system, which is a tool prepared by the Department of Environmental Quality Promotion to help assess the green area in accordance with the Environmental Sustainable City Indicators. GGC continues to expand green areas to help reduce the microdust problem and sustainably create long-term clean air for Thailand.

ThinkCycle Bank

GGC, together with PTT Global Chemical Public Company Limited or GC, undertake the "ThinkCycle Bank project, a circular disposal to change the world" by applying the concept of circular economy to the construction of a school waste management system in the area in GGC's responsibility In the Map Ta Phut Industrial Estate, Rayong Province, and schools in the Thai Eastern Industrial Estate, Chonburi Province. In 2020, GGC has expanded the operation of said project to Ban Phayun School, Rayong Province and Ban Khao Sok School, Chonburi Province, which encourages students to recognize the importance of waste separation, along with promotes saving habits and generates additional income for students through the establishment of a recycling bank. In addition, the project also helps distribute income to the community through community waste buyers and community enterprises. Most importantly, it helps sustainably raise the quality of life for the community.

Community Satisfaction Performance and Targets in 2020

establishment of a recycling bank. In addition, the project also helps distribute income to the community through community waste buyers and community enterprises. Most importantly, it helps sustainably raise the quality of life for the community.

Human Rights Practice

GGC has provided the human rights guideline for the Board of Directors, Executives, and employees to strictly adhere to and abide by. The guideline promotes and respects human rights, as well as cultures, traditions, and values of GGC's employees and stakeholders. In addition, GGC has developed the Business Code of Conduct Handbook, which is in accordance with the Good Corporate Governance principles. This handbook covering business ethics, human and labor Rights, and quality, security, occupational health and safety, environment and business continuity.

Note : Details of "Driving Business toward Sustainability" can be fully found in the Company's Intergrated Sustainability Report 2020 <https://www.ggcplc.com/th/sustainability#reporting-center>

4. Management Discussion and Analysis : MD&A

4.1 Management Discussion and Analysis

Executive Summary

As for performance in FY2020, Global Green Chemicals Public Company Limited (“the Company”) recorded the total revenue of THB 18,203 million, rose by 39% from FY2019 and Adjusted EBITDA of THB 1,092 million, increased by 73% from FY2019. In addition, the Company had a Stock Gain & NRV of THB 136 million, as a result, the Company posted the net profit of THB 560 million (or profit per share of THB 0.55), improved by THB 466 million or 496% from previous year.

In FY2020, the Company had methyl ester (ME) sales volume at 400,715 tons, decreased by 4% compared to FY2019 because the demand for diesel in energy sector contracted, especially in the 2nd quarter of 2020 which affected by the COVID-19 pandemic. Even though, the Thai government announced the biodiesel mandatory change from B7 to B10 since January 2020, the growth of biodiesel consumption could not be reached to their expectation. However, the average methyl ester selling price considerably escalated in 2020, as well as the sales revenue of methyl ester increased by 54%, as a result of CPO price risen in 2020 owing to the Government’ measures, i.e., the subsidy to crude palm oil (CPO) and crude palm kernel oil (CPKO) export and the lower production in this year which led to CPO stock level of 200,000 tons.

The sales volume of fatty alcohols in FY2020 slightly decreased by 2% from FY2019. Meanwhile, an average price of fatty alcohols slightly rose by 1%, on the other hand, an average CPKO price climbed up by 26% compared to FY2019. This was the fact that a decline in the inventory of CPKO in international market and the shortage of foreign labor in CPO producer country caused by the COVID-19 outbreak, attributed to lower palm production to market. As a result, the profitability of fatty alcohols (Market P2F) dropped by 35% compared to the previous year.

As of December 31, 2020, the Company has total assets in the amount of THB 13,239 million which comprised of cash and short-term investment amounting to THB 2,142 million, with total liabilities of THB 3,246 million and total equities of THB 9,993 million.

As of December 1, 2020, the Refined Glycerine plant 2 project has commenced commercial operation which is located at Thai Eastern Industrial Land, Amphoe Nong Yai, Chonburi, with nameplate capacity 20,000 tons per year. The Refined Glycerine is made by refining crude glycerine which is a major byproduct in the manufacturing process of Methyl Ester plant 2. The Company recorded the sales revenue of Refined Glycerine under Methyl Ester business.



Operating Performance

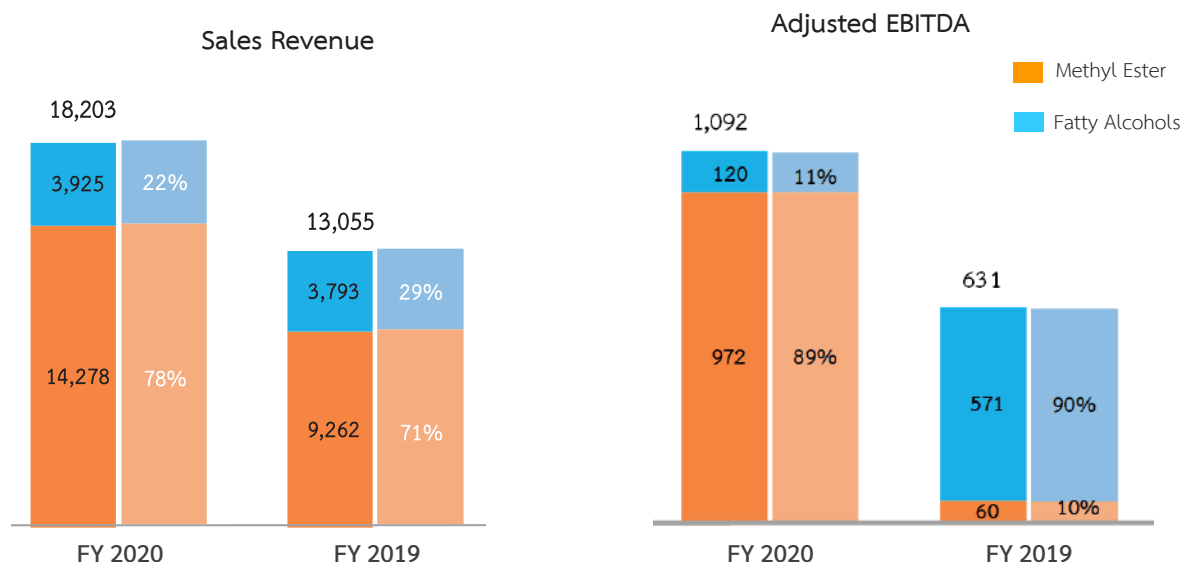
Exhibit 1: Consolidated Company's Performance comparison of FY2020 vs. FY2019

UNIT: Million Baht	FY2020	FY2019	% YoY
Sales Revenue	18,203	13,055	39%
EBITDA	1,228	499	146%
EBITDA Margin (%)	6.7%	3.8%	2.9%
Stock Gain/(Loss) & NRV	136	-132	-203%
Adjusted EBITDA ⁽¹⁾	1,092	631	73%
Adjusted EBITDA Margin (%)	6.0%	4.8%	1.2%
Net Profit	560	-16	-3,600%
Extra Items	-	110	-100%
Net Profit after Extra Items	560	94	496%
EPS (Baht/Share)	0.55	0.09	511%

Note: (1) Adjusted EBITDA refers to EBITDA excluding impact of Stock Gain/(Loss) and NRV

(2) Extra items were from raw material derogation and deferred tax assets/liabilities.

Exhibit 2 : Sales revenue and Adjusted EBITDA breakdown by business unit comparison of FY2020 vs. FY2019 (million THB)



Operating Performance by Business Unit

Methyl Ester (Biodiesel) Business Unit

Exhibit 3: Product and Feedstock Prices

Average Price	FY2020	FY2019	% YoY
Methyl Ester (B100) (Baht/litre) ⁽¹⁾	31.81	22.36	42%
Methyl Ester (B100) (Baht/kg) ⁽²⁾	36.76	25.85	42%
Crude Palm Oil (CPO) (Baht/kg) ⁽³⁾	28.11	18.29	54%
EPPO P2F (Baht/kg) ⁽⁴⁾	4.33	4.77	-9%
Biodiesel Mandate	B10	B7	
Alternative Biodiesel	B7 B20	B10 B20	

Note : (1) Reference Price of EPPO

(2) Conversion ratio: 0.865 Tons = 1,000 Liters

(3) Reference Price of DIT

(4) Market ME Price - Mixed Feedstock according to EPPO's B100 formula

Overall FY2020 compared to FY2019, crude palm oil price climbed up by 54% stood at 28.11 Baht/kg. caused by the diminishing of domestic CPO inventory to the level of 208,396 tons at the end of 2020 in contrast with the level of 319,181 tons at the end of 2019. Even though, the Government had measures to increase biodiesel (B100) consumption in energy sector, overall palm oil consumption had not different from previous year. The cooking oil sector also has been affected from COVID-19 outbreak, resulted to a decline in CPO consumption and in energy sector, the biodiesel consumption is not much increased because B7 still was the highest proportion in biodiesel consumption in 2020 and the overall domestic diesel demand in FY2020 was dropped primarily from the limitation of travelling and timing to operate businesses which affected to methyl ester demand in FY2020. The Government also put more efforts to promote the use of B10, for example, stimulating to increase the B10 petrol station to achieve 6,588 stations in December 2020, etc. Furthermore, from October 1, 2020 onwards, biodiesel B7 was changed the name from “Diesel B7” to be “Diesel” at all petrol stations. As factors above, it has stimulated to increase in an average of methyl ester demand from last year. The methyl ester price in FY2020 rocketed by 42%, stood at 36.76 Baht/kg. following domestic CPO price.

The average EPPO P2F in FY2020 (the difference between ME EPPO price and mixed feedstock prices) was at 4.33 Baht/kg., dropped by 9% from FY2019 because the methanol price which is a factor in the ME EPPO price formula dramatically decreased.

Exhibit 4: Keys Operating Performance of ME Business Unit

Methyl Ester Business	FY2020	FY2019	% YoY
Utilization (%)	78%	82% ⁽¹⁾	-4%
Sales Volume (ton)	400,715	415,882 ⁽²⁾	-4%
Sales Volume (million litre) ⁽³⁾	463	481	-4%
Sales Revenue (million baht)	14,278	9,262	54%
EBITDA (million baht)	1,006	5	20,020%
EBITDA margin (%)	7.0%	0.1%	6.9%
Stock Gain/(Loss) & NRV (million baht)	34	-55	-162%
Adjusted EBITDA (million baht) ⁽⁴⁾	972	60	1,520%
Adjusted EBITDA Margin (%)	6.8%	0.6%	6.2%

Note :

(1) The methyl ester plant 2 has commenced the commercial operation on April 5, 2019. Thus, the calculation of utilization rate came from totaling nameplate capacity 500,000 tons/year from methyl ester plant 1 and plant 2 with nameplate 300,000 and 200,000 ton/year respectively.

(2) In FY2019, sales volume from methyl ester plant 2 amounting to 17,293 tons could not be recorded in profit/loss statement because it was under testing run for commercial operation. However, that sales volume for methyl ester was included in the total sales volume of 415,882 tons in FY2019 as table above.

(3) Conversion ratio: 0.865 Tons = 1,000 Liters

(4) Adjusted EBITDA refers to EBITDA excluding impact of Stock Gain/(Loss) and NRV.

Operating performance comparison between FY2020 vs. FY2019

In FY2020, the Company posted methyl ester business sales revenue of THB 14,278 million, an increase of THB 5,016 million or 54% from FY2019. This primary was because the extremely rising of methyl ester selling price in relation to upward CPO price, especially in January to February and November to December 2020 at price level of 40 Baht/Kg. Meanwhile, the methyl ester sales volume was at 400,715 tons, a decrease of 4% from FY2019 which stood at 415,882 tons which included the sales volume from methyl ester plant 2, amounting of 17,293 tons, which could not be recorded in profit/loss statement because it was under testing run for commercial operation in 2019. However, if not consider the sale volume from methyl ester plant2 during the period of pre-commercial operation, the methyl ester sales volume in

FY2020 increased from FY2019 by 1%. Despite, the shifting of biodiesel B10 as the mandatory diesel from B7 since January 2020 was implemented, the impact of COVID-19 outbreak affected to a decline in diesel consumption which could not be reached the expectation, especially in 2Q2020. Also, the improvement of refined glycerine price and sales volume supported to the increasing of the Company's sales revenue from by-product in comparison with FY2019.

Due to the shifting B7 to B10 as mandatory biodiesel, the competition in market has softened in correlation with trend to balancing in demand and supply, attributed to improving of the profitability of methyl ester business. Consequently, the Company recorded EBITDA of THB 1,006 million, up THB 1,001 million or 20,020% from FY2019 and when deducting the effect of Stock Gain & NRV of THB 34 million, Adjusted EBITDA was posted of THB 972 million, an increase of 1,520% from prior year. Also, the Adjusted EBITDA Margin was at 6.8%.

Fatty Alcohols (FA) Business Unit

Exhibit 5: Products and Feedstock's prices

Average Price (USD per ton)	FY2020	FY2019	% YoY
Fatty Alcohols ⁽¹⁾			
- Short Chain	1,990	2,891	-31%
- Mid Cut	1,253	1,135	10%
- Long Chain	1,155	1,107	4%
Average Fatty Alcohols ⁽²⁾	1,282	1,267	1%
Crude Palm Kernel Oil (CPKO) ⁽³⁾	795	633	26%
Market P2F of Fatty Alcohols	329	507	-35%

Note : (1) Reference Price of ICIS

(2) Average price of fatty alcohols with production proportion: Short Chain 8% Mid Cut 62% and Long Chain 30%

(3) Reference Price of Malaysian Palm Oil Board (MPOB)

Overall FY2020 compared to FY2019, an average CPKO price in FY2020 was at 795 USD/ton, an increase of 26% due to an international CPKO stock decreased from 452,158 tons to 413,632 tons because of less palm production to market. This was due to the effect of limitation of travelling and timing to operate businesses and the shortage of labor in Malaysia caused by the COVID-19 outbreak, resulted in CPKO price rocketed compared to last year. The demand for natural fatty alcohols contracted mainly caused by the COVID-19 outbreak. Because, the Government of many countries enacted lockdown measure, attributed to the announcement of the temporary capacity reduction of plant for a long while, the worsening shortage of labor and container, led to drive up shipping costs. Moreover, many countries have to face with the 2nd

wave of COVID-19 pandemic, resulted in the market sluggish. The market supply also contracted because Malaysia and Indonesia had to reduce their production capacity and adjusted the production plan in correlation to the announcement of lockdown countries and ports and soften purchasing order in market, affected by COVID-19 pandemic.

Consequently, the market P2F of natural fatty alcohols in FY2020 was at 329 USD/ton, dropped by 35% compared to FY2019 because the volatility of CPKO price resulted in an average of increasing of fatty alcohols price unable to catch up risen CPKO price

Exhibit 6 : Keys Operating Performance of FA Business Unit

Fatty Alcohols Business	FY2020	FY2019	% YoY
Utilization (%)	100%	95%	5%
Sales Volume (Ton)	95,415	96,946	-2%
Revenue from Sales (million baht)	3,925	3,793	3%
EBITDA (million baht)	222	494	-55%
EBITDA margin(%)	5.7%	13.0%	-7.3%
Stock Gain/(Loss) & NRV	102	-77	-232%
Adjusted EBITDA (million baht) ⁽¹⁾	120	571	-79%
Adjusted EBITDA Margin (%)	3.1%	15.1%	-12.0%

Note: (1) Adjusted EBITDA refers to EBITDA excluding impact of Stock Gain/(Loss) and NRV

Operating performance comparison between FY2020 vs. FY2019

In FY2020, fatty alcohols business recorded sales revenue of THB 3,925 million, increased from FY2019 by 3% mainly due to a slightly improving of selling price. Despite, sales volume decreased by 2%, stood at 95,415 tons because many countries enacted lockdown measure from COVID-19 outbreak led to temporary capacity reduction or shutdown of customer plant. Nonetheless, many countries announced to ease lockdown measure in 2H2020, attributed to fatty alcohols market's purchasing power partially improved. However, the profitability of fatty alcohols was lower than that of FY2019 because of the volatility of CPKO price. Despite, CPKO price moved upward compared to previous year, the average of fatty alcohols price was unable to catch up CPKO price immediately. As aforementioned, the Company recorded EBITDA of THB 222 million, dropped from FY2019 by 55%. When deducting impact from Stock Gain & NRV of THB 102 million, Adjusted EBITDA was recorded at THB 120 million, a decrease of 79% from FY2019.

4.2 Financial Statements

Statements of Profit or Loss

STATEMENTS OF PROFIT OR LOSS
FOR THE YEAR ENDED DECEMBER 31

	2018		2019		2020	
	(Million Baht)	%	(Million Baht)	%	(Million Baht)	%
Revenues from sales	16,224.6	100.0	13,054.7	100.0	18,202.5	100.0
Cost of sales	(15,138.6)	(93.3)	(12,296.9)	(94.2)	(16,860.0)	(92.6)
Gross profit	1,086.0	6.7	757.8	5.8	1,342.5	7.4
Interest income and dividend income	47.8	0.3	50.0	0.4	19.1	0.1
Other income	95.6	0.6	67.5	0.5	40.2	0.2
Selling and distribution expenses	(398.6)	(2.5)	(387.2)	(3.0)	(346.7)	(1.9)
Administrative expenses	(380.6)	(2.3)	(451.6)	(3.5)	(481.4)	(2.6)
Reversal of expense from raw materials derogation	(2,003.6)	(12.3)	232.5	1.8	-	-
Loss from impairment of investment	-	-	-	-	(9.5)	(0.1)
Net foreign exchange gain (loss)	9.5	0.1	(20.0)	(0.2)	8.9	0.0
Net derivatives gain (loss)	(3.7)	(0.0)	16.7	0.1	8.4	0.0
Finance costs	(71.6)	(0.4)	(68.0)	(0.5)	(69.0)	(0.4)
Share of loss of investments in an associate and joint ventures	102.0	0.6	29.5	0.2	62.5	0.3
Profit before income tax income (expense)	(1,517.2)	(9.4)	227.2	1.7	575.0	3.2
Income tax income (expense)	356.4	2.2	(133.2)	(1.0)	(14.9)	(0.1)
PROFIT FOR THE YEAR	(1,160.8)	(7.2)	94.0	0.7	560.1	3.1
PROFIT ATTRIBUTABLE TO:						
Owners of the parent	(1,160.8)	(7.2)	94.0	0.7	560.1	3.1
PROFIT FOR THE YEAR	(1,160.8)	(7.2)	94.0	0.7	560.1	3.1
BASIC EARNINGS PER SHARE (BAHT)	(1.13)	-	0.09	-	0.55	-

Statements of Financial Position

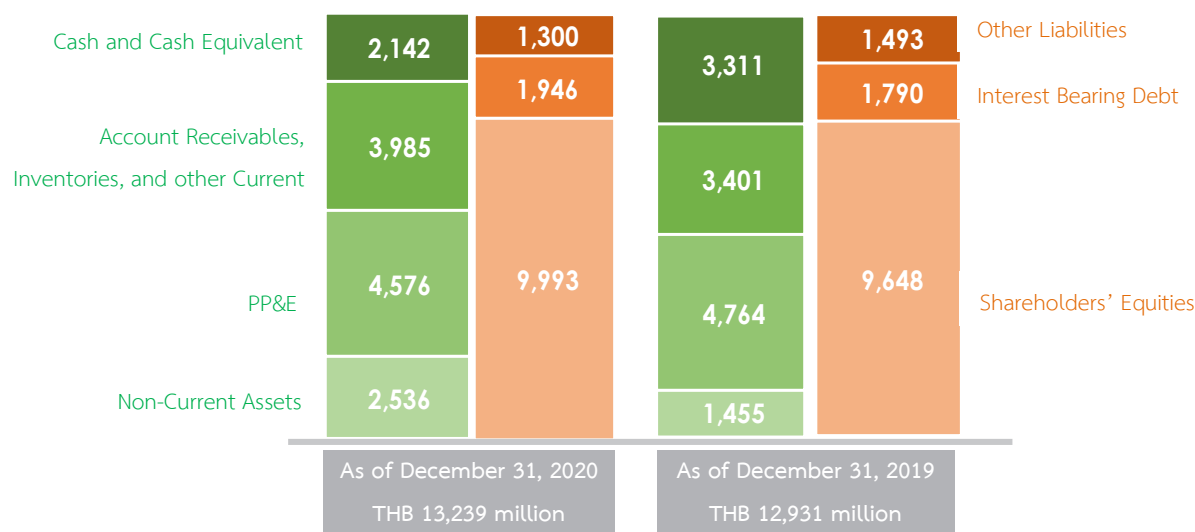
AS AT DECEMBER 31

	2018		2019		2020	
	(Million Baht)	%	(Million Baht)	%	(Million Baht)	%
ASSETS						
<i>CURRENT ASSETS</i>						
Cash and cash equivalents	2,387.0	18.2	2,310.8	17.9	1,742.5	13.2
Temporary investments	1,400.0	10.7	1,000.0	7.7	-	-
Current investments in financial assets	-	-	-	-	400.0	3.0
Trade receivables	1,246.9	9.5	1,425.9	11.0	1,637.0	12.4
Other receivables	141.1	1.1	286.7	2.2	286.5	2.2
Value-added tax receivable	35.1	0.3	12.1	0.1	25.5	0.2
Inventories	1,490.0	11.4	1,596.2	12.3	2,002.7	15.1
Other current assets	14.2	0.1	80.2	0.6	32.9	0.2
Total Current Assets	6,714.3	51.3	6,711.9	51.9	6,127.2	46.3
<i>NON-CURRENT ASSETS</i>						
Investments in joint ventures	736.8	5.6	1,087.3	8.4	1,623.0	12.3
Investments in an associate	48.1	0.4	28.2	0.2	-	-
Plant and equipment	5,114.7	39.1	4,764.0	36.8	4,576.5	34.6
Right-of-use assets	-	-	-	-	589.1	4.4
Intangible assets	74.6	0.6	69.2	0.5	68.7	0.5
Deferred tax assets	376.8	2.9	243.6	1.9	228.3	1.7
Other non-current assets	19.2	0.1	27.1	0.2	26.4	0.2
Total Non-current Assets	6,370.2	48.7	6,219.5	48.1	7,112.0	53.7
TOTAL ASSETS	13,084.5	100.0	12,931.3	100.0	13,239.2	100.0
LIABILITIES AND SHAREHOLDERS' EQUITY						
<i>CURRENT LIABILITIES</i>						
Trade payables	740.6	5.7	953.4	7.4	813.7	6.1
Other payables	286.7	2.2	343.8	2.7	262.5	2.0
Payables to contractors	166.1	1.3	106.0	0.8	111.0	0.8
Current portion of long-term borrowings from financial institutions	337.5	2.6	439.8	3.4	565.8	4.3
Current portion of lease liabilities	4.2	0.0	5.7	0.0	133.4	1.0
Total Current Liabilities	1,535.1	11.7	1,848.7	14.3	1,886.4	14.2

AS AT DECEMBER 31

	2018		2019		2020	
	(Million Baht)	%	(Million Baht)	%	(Million Baht)	%
NON-CURRENT LIABILITIES						
Long-term borrowings from financial institutions	1,768.5	13.5	1,329.8	10.3	764.0	5.8
Lease liabilities	10.6	0.1	14.3	0.1	482.8	3.6
Provision for employee benefits	62.6	0.5	89.5	0.7	112.9	0.9
Other non-current liabilities	-	-	-	-	-	-
Total Non-current Liabilities	1,841.7	14.1	1,434.5	11.1	1,359.7	10.3
TOTAL LIABILITIES	3,376.8	25.8	3,283.2	25.4	3,246.1	24.5
SHAREHOLDERS' EQUITY						
SHARE CAPITAL						
Authorized share capital	10,483.3	80.1	9,724.8	75.2	9,724.8	73.5
Issued and paid-up share capital	10,236.7	78.2	9,724.8	75.2	9,724.8	73.5
Share premium	219.1	1.7	89.2	0.7	89.2	0.7
Difference arising from business combination under common control	(4.1)	(0.0)	(4.1)	(0.0)	(4.1)	(0.0)
RETAINED EARNINGS (DEFICIT)						
Appropriated						
Legal reserve	245.6	1.9	32.0	0.2	49.8	0.4
Unappropriated (Accumulated deficit)	(989.6)	(7.6)	(193.8)	(1.5)	133.4	1.0
TOTAL SHAREHOLDERS' EQUITY	9,707.7	74.2	9,648.1	74.6	9,993.1	75.5
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	13,084.5	100.0	12,931.3	100.0	13,239.2	100.0

Exhibit 7 : Consolidated Financial Position as of December 31, 2020 and as of December 31, 2019



Assets

As of December 31, 2020, the Company had total assets of THB 13,239 million, an increase of THB 308 million compared to December 31, 2019 in which key changes are described as follow;

1. Current assets decreased by THB 585 million mainly from;
 - 1.1 A decline in cash and cash equivalent THB 1,168 million mainly due to the construction payment for Refined Glycerine plant 2 project, payment for investment in joint ventures, dividend payment and repayment of long-term debt from financial institutions.
 - 1.2 Accounts receivable and other accounts receivables increased by THB 211 million caused by the rising of methyl ester and fatty alcohol selling price compared to end of 2019.
 - 1.3 An increase in inventory of THB 407 million owing to an increase in raw materials prices, resulted in product prices improved in relation to an increase in inventory.
2. Non-current assets increased by THB 893 million mainly from;
 - 2.1 The right of use (ROU) asset increased by THB 589 million following the new standard for leases under Thai Financial Reporting Standards 16 (TFRS 16).
 - 2.2 Investments in joint ventures increased by THB 536 million primarily due to the share of profit from investment in joint ventures and increasing of investment in joint ventures.

2.3 PP&E decreased by THB 188 million due to occurring the depreciation amounting of THB 472 million, an additional investment of THB 325 million mainly caused by the investment in refined glycerine plant 2 project.

2.4 Deferred tax asset declined by THB 15 million.

2.5 A decline investment in associate of THB 28 million due to the share of loss from investment in associate of THB 19 million and allowance for impairment of investment of THB 9 million.

Liabilities

As of December 31, 2020, the Company had total liabilities of THB 3,246 million, a decrease of THB 37 million or 1% compared to December 31, 2019, mainly attributed to

1. Accounts payable and other accounts payables decreased by THB 216 million mainly due to a decline in production volume of methyl ester compared to end of FY2019.
2. A decline in long-term borrowing from financial institutions of THB 440 million.
3. The lease liabilities increased by THB 596 million which is accounted for similarly to the ROU under TFRS 16.
4. An increase in provision for employee benefit THB 23 million.

Shareholders' equity

As of December 31, 2020, the Company had total shareholders' equity of THB 9,993 million, an increase of THB 345 million compared to December 31, 2019. This was the net profit of THB 560 million in FY2020, the dividend payment of THB 205 million as the approval of the Company's Board of Directors on March 27, 2020 and loss on remeasurement of defined benefit plan of THB 10 million.

Credit Policy

As for the credit policy, the Company has the credit policy which performed by the standard regulations with considering the appropriate credit lines and credit terms to customers and suppliers. The policy was taking into consideration risks of the Company, business liquidities and credit terms to customers. In addition, the payment terms to suppliers must be in the standard level of market.

Furthermore, the Company usually reviews credit lines and credit terms to customers and suppliers in concurrence with the Company risk policy.



Statements of Cash Flows

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31

	2018	2019	2020
	(Million Baht)		
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash received (used in) operating activities	1,039.4	624.7	391.7
Net cash received (used in) investing activities	(509.5)	(143.5)	(152.3)
Net cash received (used in) financing activities	(558.9)	(563.0)	(806.8)
Net increase (decrease) in cash and cash equivalents	(29.0)	(81.8)	(567.4)
Effect of exchange rate changes on balances held in foreign currencies	(6.2)	5.6	(0.9)
Cash and cash equivalents as at 1 January	2,422.2	2,387.0	2,310.8
Cash and cash equivalents as at 31 December	2,387.0	2,310.8	1,742.5

As for statement of cash flows for of FY2020, the Company had cash received from operating activities of THB 391 million which comprised of cash from the net profit of THB 560 million, the adjustment for non-cash items, an increase in account receivables and inventories and a decrease in account payables and other account payables.

The Company had cash used in investing activities of THB 152 million primarily due to the payment for investments in joint ventures of THB 523 million, cash spending for PP&E of THB 321 million mainly from investment in Refined Glycerine plant 2 project, in addition to cash receiving from short term deposits with financial institutions of THB 600 million, dividend received and interest income of THB 87 million

The Company had cash flow spending for financial activities of THB 807 million, which was spent for repayment of long-term borrowing from financial institutions, dividend payment, financial costs and financial lease and interest paid.

As the activities above, the Company had a decline in cash and cash equivalents in the amount of THB 569 million which had cash and cash equivalents as of January 1, 2020 in the amount of THB 2,311 million. As a result, as of December 31, 2020 the Company had cash and cash equivalents of THB 1,742 million.

4.3 Key Financial Ratios

	FOR THE YEAR ENDED DECEMBER 31		
	2018	2019	2020
Liquidity Ratio			
Current Ratio (x)	4.4	3.6	3.2
Quick Ratio (x)	3.3	2.6	2.0
Cash Ratio (x)	0.7	0.4	0.2
Receivables Turnover Ratio (x)	10.5	9.8	11.9
Average Receivable Collection Period (Day)	34.7	37.4	30.7
Inventory Turnover (x)	17.3	18.3	21.1
Average Inventory Processing Period (Day)	21.0	20.0	17.3
Payables Turnover Ratio (x)	26.3	14.5	19.1
Average Payable Period (Day)	13.9	25.1	19.1
Cash Conversion Cycle (Day)	41.9	32.2	28.9
Profitability Ratio			
Gross Profit Margin (%)	6.7	5.8	7.4
Operating Profit Margin (%)	2.5	2.3	3.5
Other Income to Total Income Ratio (%)	0.9	0.9	0.3
Operating Cash Flow to Operating Profit Ratio (%)	258.4	211.6	60.8
Net Profit Margin (%)	(7.1)	0.7	3.1
Return on Equity (%)	(11.2)	1.0	5.7
Efficiency Ratio			
Return on Asset (%)	(8.4)	0.7	4.3
Return on Fixed Asset (%)	(14.5)	11.0	22.1
Total Asset Turnover (x)	1.2	1.0	1.4
Financial Policy Ratio			
Debt to Equity (x)	0.3	0.3	0.3
Interest Coverage Ratio (x)	15.6	10.2	6.7
Cash Basis (x)	0.9	1.4	0.7
Dividend Payout Ratio (%)	-	163.3	36.6
Per Share Data			
Earning per Share Ratio (Baht)	(1.13)	0.09	0.55
Book Value per Share Ratio (Baht)	9.5	9.4	9.8

4.4 Impact from the Coronavirus 2019 (COVID-19) Pandemic

According to the situation of Corona Virus 2019 (COVID-19) pandemic, it has affected on many general business operations. GGC would like to notify the impact of the COVID-19 pandemic on GGC and the resolution plans to keep the investors sufficiently be informed to monitor and evaluate the impact on GGC's financial position and operations as well as to be used in making investment decision. Guidelines to deal with the situation are set as follows.

1. Business Operations

1.1 Impact on Business Operations

Overall business operations of GGC in 2020, GGC can still operate as usual both production and sales. Although, the government imposed the various measures to suppress the spread of COVID-19 in Thailand under control by Emergency Decree on Public Administration in Emergency Situation, it caused decline in demand for fuel consumption. Because of the restriction on the movement of people, businesses and industries has affected the B100's sales volume to decline in 2020 which was lower than expected. As Fatty Alcohols business, products are partially exported to international. Because many countries' government have imposed the lockdown measures due to effect of COVID-19 pandemic, GGC could not export.

1.2 Resolution Plan

For Fatty Alcohols product, GGC has been contacting with existing customers closely and seeking for new domestic and international customers to enhance the chances of making sales. Fortunately, many countries' government have relaxed some of its strict lockdown measures, thus GGC could export some shipments.

Besides, the Company has evaluated suppliers, set up fallback plans and seek the alternative feedstock sources from international throughout the supply chain planning to prevent the impact on production.

2. Investment Project

2.1 Impact on Project

Many countries' lockdown following the spread of COVID-19 significantly impacted on the construction of Nakornsawan Biocomplex Phase 1. As a result, the necessary machineries could not be delivered to project as scheduled by machinery manufacturers in Europe and Asia. This caused the installation, construction and ready operation in 1Q2021 of the project phase 1 to delay from the schedule.

Moreover, the drought in 2020 severely caused less sugarcane production which has been probably affecting to be insufficient feedstock for sugarcane milling season in 2021.

As a result of the factors mentioned above, the delay to construction of the project phase 1 and testing run caused to postpone the commercial operation date of Nakornsawan Biocomplex Phase 1 to 1Q 2022.

2.2 Resolution Plan

In order to reduce the impact on loss as much as possible, GGC has project assessment, appropriate plan adjustment and finding the resolutions consistently following the situation relaxing from the spread of COVID-19 in Thailand and other trading partner countries. In addition, GGC has also considered to find the alternative raw materials of project.

3. Impact on Funding Sources and Liquidity

GGC considered that there is no financial impact of valuation of assets, provisions and contingent liabilities. Even though, GGC has the expenses occurring from COVID-19 suppression management but they do not significantly impact to GGC's earnings. At the present, GGC has adequate liquidity for business operations and sufficient cash flow for investment projects as planned. However, GGC will continue to monitor the ongoing situation.

4. Policies to Deal with the COVID-19 Situation

GGC cooperated with the government's measures to suppress the spread of COVID-19. GGC had put many proactive measures to keep our businesses and employees as safe as possible during this outbreak. COVID-19 Infection Prevention and Control Committee has been established to supervise, monitor and define the prevention and control of COVID-19 infection regulation efficiently which had a daily summary report of this situation.

Furthermore, GGC has formed the Business Continuity Plans (BCP) which aims to prevent and control COVID-19 infection for the employees who works at methyl ester plant 1 and 2 at Rayong and Chonburi provinces respectively which are the critical areas of production. GGC prepared safe house for production operators who need to control and monitor essential production processes in control room which are beneficial to reduce the risk of COVID-19 infection in terms of its impact on employees. Also, as implemented work from home policy, GGC has improved the method of monitoring the employees' health in which employees have to report their health via online system on daily basis.

Apart from the building confidence in continuity business operations and taking care of employees' health attentively, GGC designed "Green Health Project" to deliver the alcohols gel, alcohols spray, liquid soap for cleaning hand to the hospitals, the government sector, private sector and employees which made from the refined glycerine, by-product of methyl ester and fatty alcohols, which is one of essential ingredients in products.



5. General Information and Other Key Information

5.1 General Information and Other Key Information

Company name	Global Green Chemicals Public Company Limited
Ticker symbol	GGC
Website	www.ggcplc.com
Company registration number	0107559000044
Registered capital	As of December 31, 2020, THB 9,724,833,650, made of 1,023,666,700 common shares at par value THB 9.50 per share. Paid-up capital was THB 9,724,833,650.
Company registration date	July 28, 2005
Public company listing date	February 18, 2016
First trading date on SET	May 2, 2017
Core businesses	Methyl Ester Fatty Alcohols Services and others business
Personnel headcount	251 as of February 1, 2021
CONTACTS	
Investor Relations	Tel. +66 (0) 2 558-7345, +66 (0) 2 558-7395 Email: ir@ggcplc.com
Corporate Affairs & Corporate Secretary	Tel. +66 (0) 2 558-7310, +66 (0) 2 558-7393 Email: Corporategovernance@ggcplc.com
Head Office	555/1 Energy Complex Building A, 4 th Floor, Vibhavadi-Rangsit Road, Chatuchak, Chatuchak, Bangkok 10900 Tel. +66 (0) 2 558-7300, Fax +66 (0) 2 558-7301
Branch 1	Rayong Branch 888, 3 rd Floor, Map Chalut – Laem Chabang Road Huai Pong, Mueang Rayong, Rayong 21150 Tel. +66 (0) 3899-4000
Branch 2	Methyl Ester Plant 1 8 I-8 Road, Map Ta Phut Industrial Estate Map Ta Phut, Mueang Rayong, Rayong 21000 Tel. +66 (0) 3899-4000

Branch 3

Methyl Ester Plant 2

199/1 Moo 2, Khao Sok, Nong Yai

Chon Buri 20190

Tel. +66 (0) 3897-1000

REFERENCES

Security Registrar

Thailand Securities Depository Co., Ltd.

93 Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400

Tel. +66 (0) 2 009-9000, Call Center: +66 (0) 2 009-9999

Fax +66 (0) 2 009-9991

Website: www.set.or.th/tsd

Auditor

1. Mr. Mongkol Somphol, CPA Reg. No.8444

2. Mr. Supamit Techamontrikul, CPA Reg. No 3356

3. Mr. Suwatchai Mekha-amnuaychai, CPA Reg. No6638

4. Mr. Chavala Thianprasertkit, CPA Reg. No 4301

Deloitte Touche Tohmatsu Jaiyos Co., Ltd.

AIA Sathorn Tower, 23rd-27th Floor

11/1 South Sathon Road, Yannawa, Sathon, Bangkok 10120

Tel. +66 (0) 2 034-0000, Fax +66 (0) 2 034-0100

Website: www.deloitte.com/th

Legal advisors

Baker & McKenzie Limited

25th Floor, Abdulrahim Place

990 Rama IV Road, Silom, Bang Rak, Bangkok 10500

Tel. +66 (0) 2 636-2000, Fax +66 (0) 2 636-2111

Website: www.bakermckenzie.com

Weerawong, Chinnavat & Partners, Limited

22nd Floor, Mercury Tower

540 Phloenchit Road, Lumpini, Pathumwan, Bangkok 10330

Tel. +66 (0) 2 264-8000, Fax +66 (0) 2 657-2222

Website: www.weerawongcp.com

Siam Premier International Law Office Limited

26th Floor, The Offices at CentralWorld, Pathumwan, Pathumwan, Bangkok 10330

Tel. +66 (0) 2 646-1888, Fax +66 (0) 2 646-1919

Website: www.siamlaw.co.th



Domnern, Somgiat & Boonma Law Office Limited

719 Si Phraya, Bang Rak, Bangkok 10500

Tel. +66 (0) 2 639-1955, Fax +66 (0) 2 639-1956-8

Website: www.dsb.co.th

Dherakupt Law Office Co., Ltd.

564 Uninvest Complex, 15th Floor, Ratchadaphisek Road,
Chandrakasem, Chatuchak, Bangkok 10900

Tel. +66 (0) 2 511-1512, Fax +66 (0) 2 938-1957

Website: www.dherakupt-law.co.th

Theerapol and Partners Legal Consultant

49/64 Charansanitwong 40, Charansanitwong Road,
Bang Yi Khan, Bang Plat, Bangkok 10700

Tel. +66 (0) 2 434-1919, Fax +66 (0) 2 434-2422

5.2 Legal Disputes

1. The Case of Asia Capital Group Public Company Limited

On August 20, 2018, Asia Capital Group Public Company Limited, as the plaintiff, filed a lawsuit in the Civil Court against Thai Bio Innovation Co., Ltd. (formerly known as Anatta Green Co., Ltd.), as the first defendant, and the Company as the second defendant. The plaintiff claimed that the Company was in breach of an agreement related to a letter of consent to assignment, for which the first defendant has transferred its right to collect payment for crude palm oil and crude palm kernel oil to the plaintiff. This causes damage to the plaintiff in the amount of Baht 324.65 million plus 15 percent per annum interest from the date immediately after the filing date to the date when payment is fully made to the plaintiff. The Company was of the view that it was not in default as claimed and therefore submitted an answer to defend the case.

Subsequently, on June 10, 2020, the Civil Court rendered its judgment ordering the Company to pay the plaintiff an amount of Baht 289.56 million plus 15 percent per annum interest from the date of default. The court also ordered the Company and the first defendant to jointly pay the court fee including a lawyer fee of Baht 1 million. However, the Company viewed that such judgment may be erroneous in a question of facts and a question of laws and therefore exercised its right to file an appeal on November 25, 2020. The case is currently being considered by the Appeal Court.

2. The Case of Thai Bio Innovation Company Limited (1)

On September 8, 2020, Thai Bio Innovation Company Limited, as the plaintiff, filed a lawsuit in the Civil Court against the Company as a defendant. The plaintiff claimed that the Company was in default and breach of contract over the purchase and sale of crude palm oil and crude palm kernel oil, causing damage to the plaintiff, who therefore demanded a compensation of Baht 595.10 million together with 7.5 percent interest per annum from the date immediately after the filing date to the completion of payment to the plaintiff. The Company believes that it did not breach the contract as claimed and will therefore submit an answer to defend the claim.

3. The Case of Thai Bio Innovation Company Limited (2)

On December 25, 2020, the Company received a summons and a copy of a civil lawsuit which the Plaintiff filed a lawsuit against another company as the first defendant and the Company as the second defendant for breach of contract in relation to the sale and purchase of crude palm kernel oil, claiming the refund and damages for the principal amount of 305.26 million Baht, with interest at the rate of 7.5 percent per annum, totaling 364.71 million Baht from the date of filing onwards until both defendants have completed the payment.



4. The Case of Thai Bio Innovation Company Limited (3)

The Company was sued in connection with its inventory incident. To elaborate, June 24, 2020, Thai Bio Innovation Company Limited, as a plaintiff, filed a lawsuit in the Civil Court against the Company as the first defendant, and another two companies as the third defendant. It was claimed that the Company was in default and in breach of a contract regarding the purchase and sale of crude palm oil and crude palm kernel oil, causing damage to the plaintiff in the amount of Baht 109.42 million with 7.5 percent per annum interest from the date immediately after the filing date to the date when all three defendants complete payment to the plaintiff. The Company believes that the Company did not breach the contract as claimed and will therefore submit an answer to defend the claim.

In addition, the Company filed a civil case against two former Executives in connection with the amendment of the contract relating to the use of tank farm service and to the case where the former Executives, together with some business partners, made false documents, thus causing the Company to be sued. Now the case is being considered by the court.

5. Criminal Case

This refers to the case where the Company made a complaint against former Executives and related business partners to the Inquiry Official of the Economic Crime Investigation Division (ECD) in the third quarter of 2018. The inquiry official has now investigated and gathered evidence. Some of the cases are close to the conclusion before filing an accusation of the offenders.



2

Corporate Governance

6. Corporate Governance Policy

The Board of Directors of Global Green Chemicals Public Company Limited highly values business operation with sustainability, and emphasizes compliance with the Business Code of Conduct of GGC Group, Best Practices for Directors of Listed Companies, rules and regulations and relevant guidelines of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET), and is determined to elevate its Corporate Governance (CG) up to international standards.

6.1 Overview of CG Policy and Guidelines

The Board of Directors has established the “Good Corporate Governance Policy of GGC Group” since 2016 as part of the Company’s business policy and assigned the Corporate Governance and Sustainable Development Committee to supervise, review, monitor and evaluate CG performance to be in compliance with SEC’s Principles of Corporate Governance Code for Listed Companies 2017 (CG Code) as follows:

- Quarter 4 of 2018 : The Board of Directors approved the Good Corporate Governance Policy of GGC Group to keep it up to date and align with the changing regulations.
- Quarter 1 of 2019 : The Board of Directors approved the revision of GGC’s Good Corporate Governance and Business Code of Conduct (CG Handbook) to raise awareness among employees of all levels in their compliance with the Code by taking into account equitable interests of all stakeholders.
- Quarter 4 of 2019 : The Board of Directors, Executives and employees signed a form agreeing to adopt and conform to the principles, policies and the code stated in CG Handbook (revised edition) as guidelines for business conduct.
- 2020 : The Corporate Governance and Sustainable Development Committee oversaw compliance with the GC policy and reviewed compliance of implementations under the CG.

The Board of Directors also values Anti Corruption and has issued an announcement on the Anti Corruption Policy since February 14, 2018 to support and promote awareness among all employees against all forms of Corruption. The Company also joined Thai Private Sector Collective Action Against Corruption (CAC) since 2017. GGC has submitted an application for the renewal of CAC membership on December 28, 2020. The application is under the consideration process of the CAC Council.

6.2 Good Corporate Governance Policy and Good Corporate Governance and Business Code of Conduct Handbook

The Board of Directors approved the improvement and revision to the Good Corporate Governance Policy and the Good Corporate Governance and Business Code of Conduct Handbook (CG handbook) to be used as guidelines for the Board of Directors, Executives and employees in performing their duties in adherence to SEC's Good Corporate Governance Principles for Listed Companies 2017 (CG Code), which consists of eight principles as follows:

- Principle 1: Establish Clear Leadership Role and Responsibilities of the Board
- Principle 2: Define Objectives that Promote Sustainable Value Creation
- Principle 3: Strengthen Board Effectiveness
- Principle 4: Ensure Effective CEO and People Management
- Principle 5: Nurture Innovation and Responsible Business
- Principle 6: Strengthen Effective Risk Management and Internal Control
- Principle 7: Ensure Disclosure and Financial Integrity
- Principle 8: Ensure Engagement and Communication with Shareholders

6.3 Communication of Good Corporate Governance Policy

In 2020, GGC established a Good Corporate Governance Roadmap that enhances knowledge and understanding to contribute to the implementation of the Corporate Governance policy and CG Handbook with guidelines for communicating to Directors, Executives and all employees through the following activities:

1. Orientations for New Directors, Executives and employees are required to include "Good Corporate Governance and Business Code of Conduct" as a main topic in every orientation session.
2. "Governance, Risk Management and Compliance (GRC) Roadshow" events were organized for a total of 2 sessions to raise awareness among Executives and employees in performing in compliance with GGC's Business Code of Conduct and relevant laws, rules and regulations.
3. Communication and distribution of CG Handbook (2019 edition) to all Directors, Executives and employees, who are required to sign on the acknowledgement and conformity form agreeing to adopt CG principles and policy and ethics in their operations.
4. Communicating with employees, after communicating with the Executives at the Management Committee's Meeting, on CG best practices via email (GGC CG News) and LINE application, the easy access and convenient communication channels, on a monthly basis.

5. Assessment on employees' acknowledgement of and compliance with the principles of Good Corporate Governance was carried out through GGC Corporate Governance E-Learning test for 3 consecutive years.
6. Assessment on compliance with criteria set by external supervisory authorities such as the Securities and Exchange Commission, Thailand (SEC), the Stock Exchange of Thailand (SET), Thai Institute of Directors Association (IOD) and Thai Investors Association (TIA) to measure the efficiency of the implementation under CG principles and to elevate GGC's CG to international standards.

6.4 Business Code of Conduct

The Business Code of Conduct of GGC Group consists of best practices in various fields which defined a scope of standard conduct in adherence with good ethics, integrity and honesty with an aim that Directors and Executives will take the lead in instructing and promoting understanding of their personnel to strictly perform in compliance with the Code. GGC has defined ethical guidelines covering best practices and treatment towards all stakeholders and published in the CG Handbook and distributed it to the Directors, Executives and employees, including those of its subsidiaries and affiliates, for them acknowledge, understanding and signature as a commitment to adhere to such principles in their operations. The Business Code of Conduct is also made available on the Company's website: www.ggcplc.com, under the section titled "Corporate Governance", for easy access for shareholders, investors and interested parties.

Moreover, the Managing Director has sent letters to GGC's business partners and customers to acknowledge GGC's Business Code of Conduct. These business partners and customers have signed the document acknowledging the Company's intention and agreeing to conduct the business in the same direction as the Company.

6.5 Awards and Recognition of Good Corporate Governance

GGC operates its business in adherence to Good Corporate Governance Principles and is committed to creating sustainable values for all stakeholders. As a result, in 2020, the Company was recognized by the following external supervisory authorities:

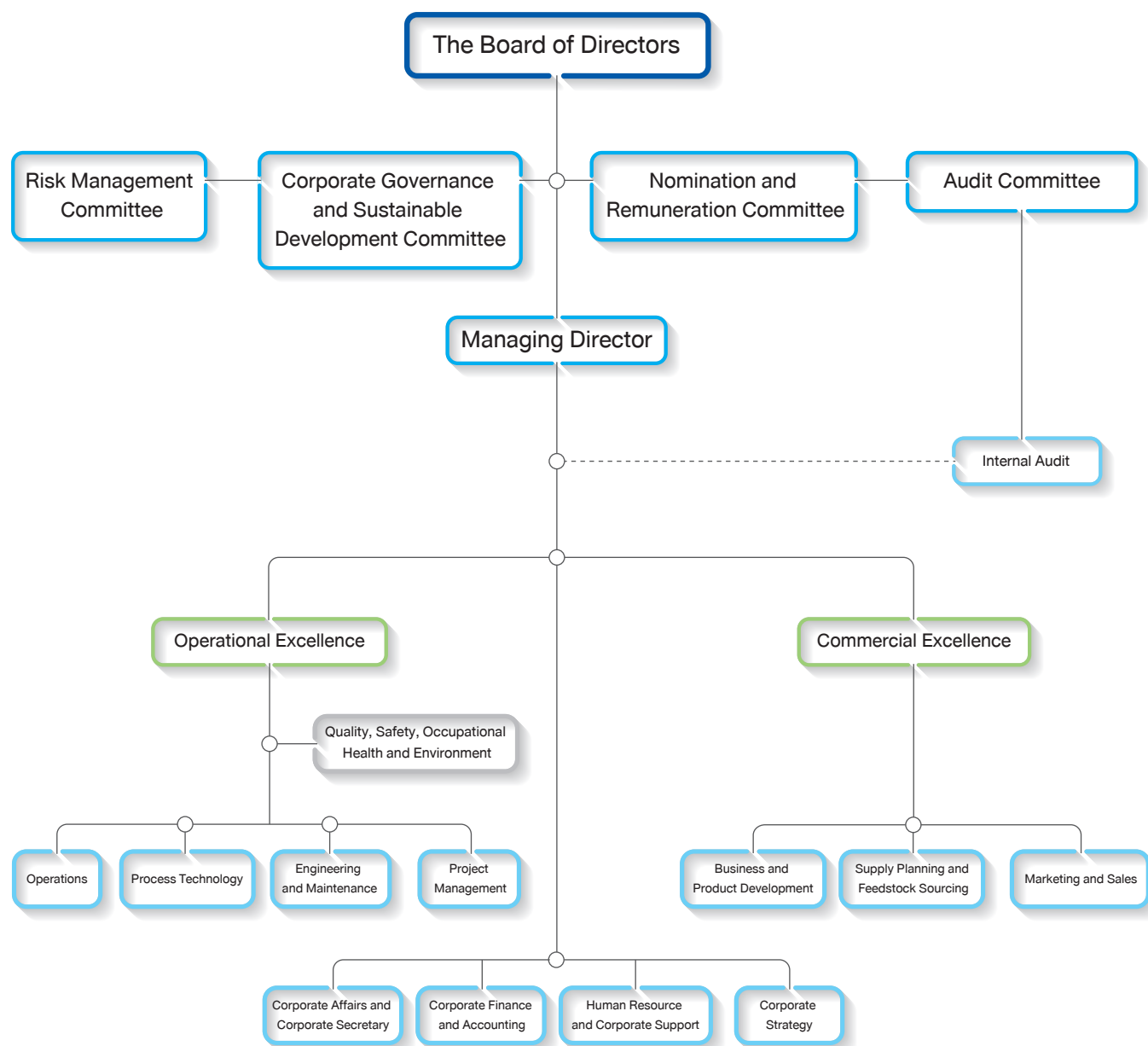
- The Quality of the Annual General Meeting of Shareholders 2020 (AGM) received the full score of 100 and was ranked "Excellent" by the Thai Investors Association (TIA);
- GGC's Corporate Governance Report (CGR) 2020 was rated "Excellent" by the Thai Institute of Directors Association (IOD) for three consecutive years. The score was 96%, up 1% from the previous year.
- GGC entered the assessment round of the "SET Sustainability Award 2019" event organized by the Stock Exchange of Thailand (SET).

- GGC received the CSR-DIW Continuous Award from the Department of Industrial Works, Ministry of Industry, for the sixth consecutive year.
- GGC passed the meeting/seminar/training assessment (Green Meetings), certified by the Thailand Business Council for Sustainable Development (TBCSD);
- GGC was selected by the Stock Exchange of Thailand (SET) into the Thailand Sustainability Investment (THSI) List for listed companies with a market capital of Baht 10–30billion for the second consecutive year in recognition of its business development with sustainability.

7. Governance Structure and Key Information on the Board of Directors, Sub-Committees, Management, Employees, etc.

7.1 Governance Structure

(As of January 1, 2020)



Remarks: The above organization chart has been approved by the Board at Meeting No. 13/2020 of September 16, 2020 and will be effective on January 1, 2021.

7.2 Information regarding the Board of Directors

The Board of Directors

Name	Position	Date of Appointment
1. Mr. Kongkrapan Intarajang ⁽¹⁾	Chairman	November 16, 2019
2. Prof. Dr. Kumchai Jongjakapun	Chairman of Independent Directors and Chairman of Audit Committee	February 17, 2016
3. Ms. Kannika Ngamsopee	Independent Director, Director to Audit Committee and Chairman of Risk Management Committee	February 17, 2016
4. ACM Songtam Chokkanapitag	Independent Director, Chairman of Nomination and Remuneration Committee	February 17, 2016
5. Mr. Payungsak Chartsutipol	Independent Director, Chairman of Corporate Governance and Sustainable Development Committee	January 6, 2017
6. Mr. Apichart Jongskul	Independent Director and Director to Audit Committee	January 6, 2017
7. Mr. Suphit Suwagul	Independent Director and Director to Corporate Governance and Sustainable Development Committee	January 1, 2018
8. Pol. Gen. Suchart Theerasawat ⁽²⁾	Independent Director	December 23, 2020
9. Maj. Gen. Titawat Satiantip	Independent Director, Director to Nomination and Remuneration Committee and Director to Corporate Governance and Sustainable Development Committee	September 11, 2019
10. Mr. Patiparn Sukorndhaman	Director, Director to Nomination and Remuneration Committee and Director to Risk Management Committee	February 17, 2016
11. Mr. Suwat Kamolpanus ⁽³⁾	Director and Director to Risk Management Committee	August 1, 2020

Remarks:

- (1) The Board of Directors' Meeting No.14/2020 held on October 21, 2020 appointed Mr. Kongkrapan Intarajang as Chairman of the Board of Directors with effect from October 21, 2020.
- (2) The Board of Directors' Meeting No.16/2020 held on December 23, 2020 appointed Pol. Gen. Suchart Theerasawat as Director, replacing Mr. Supattanapong Punmeechaow who resigned, with effect from December 23, 2020.
- (3) The Board of Directors' Meeting No.10/2020 held on July 23, 2020 appointed Mr. Suwat Kamolpanus as Director, and Director to Risk Management Committee, replacing Mr. Witoon Suewatanakul who resigned, with effect from August 1, 2020.
- * Directors No. 2 and 7 were re-elected on April 2, 2019, Directors No.3, 4 and 10 were re-elected on March 21, 2017 and re-elected for the third consecutive terms on June 5, 2020, and Directors No. 5 and 6 was re-elected on April 5, 2018.

The Resigned Directors in 2020

Name	Position	Date of Appointment
1. Mr. Supattanapong Punmeechaow	Chairman	July 24, 2015 – June 30, 2020
2. Mr. Witoon Suewatanakul	Director and Director to Risk Management Committee	July 1, 2019 – July 31, 2020

The Board of Directors consists of 11 Directors, 10 of whom are non-Executive Directors, and 8 are Independent Directors. The contact address of the Directors and the Management is 555/1, Energy Complex Building A, 4th Floor, Vibhavadi Rangsit Road, Chatuchak District, Bangkok 10900.

7.2.1 Authorized Signatory

According to GGC's Articles of Association and Certificate of Incorporation issued by the Department of Business Development, Ministry of Commerce, dated January 4, 2021, the number and name of the Directors authorized signatory are two of these three Directors, Mr. Kongkrapan Intarajang, Mr. Patiparn Sukorndhaman and Mr. Suwat Kamolpanus, jointly signing with the Company's seal affixed.

7.2.2 Composition, Appointment and Removal of Directors

The composition of the Board of Directors, appointment, dismissal and removal of Directors are defined in GGC's Articles of Association and Good Corporate Governance and Business Code of Conduct Handbook, which can be summarized as follows:

1. The Board of Directors consists of no fewer than five but no more than eleven Directors, appointed or dismissed by the shareholders' meeting. At least half of the entire Directors must have residency in the Kingdom of Thailand. All Directors must possess required qualifications and have no prohibited characteristics stipulated by laws

and must not be older than 70 years old. The Board of Directors shall nominate one Director as Chairman and may appoint vice chairman as appropriate.

2. Shareholders at a Shareholders' meeting shall elect Director(s) through majority voting according to the following rules and procedures:

- (1) Each shareholder shall have one vote per share held;
- (2) In the event that the number of candidates for the election does not exceed the number of vacant positions, shareholders shall vote on these eligible candidates. Each shareholder exercises all votes applicable under (1) in electing one or more persons as Directors, provided that no vote is divisible.
- (3) In the event that the number of candidates exceeds the number of vacant positions, the meeting then can elect Directors individually. In the voting, shareholder with voting rights will cast all of their votes applicable under (1) to one candidate or more persons as Directors, provided that no vote is divisible. The candidates with the most votes are to be appointed Directors up to the number open at the meeting. If more candidates receive equal votes than the number of Directors required, the Chairman of the meeting must cast a deciding vote.

3. In every Annual General Meeting (AGM), one-third of the Directors must retire. If this number is not a multiple of three, then the number nearest to one-third.

The Directors to retire during the first and second year after the Company was registered are on a voluntary basis. If the number of Directors to be retired still exceeds the positions, then the retiring Directors are to be drawn by lots. For subsequent years, those with the longest terms must retire. The retired Directors can be re-elected.

4. Any Director who wishes to resign from Directorship must tender his or her resignation to the Company. Such resignation will take effect from the date the resignation letter reaches GGC, and he or she may notify the Registrar of his/her resignation.

5. In the event a Director's position is vacant due to other reasons besides term completion, the Board of Directors may elect a qualified person without the prohibited characteristics under the laws to fill the vacancy at the next shareholders' meeting, except if the remaining term of the vacated Director is less than two months. The acting Director must secure at least three-quarter of the votes by the remaining Directors. The elected Director can stay in office only for the remaining term of the predecessor.

6. In case of voting to remove any Director from the Directorship before the completion of his or her term, a three-quarter vote of eligible shareholders present at the meeting is required and at least half of the total number of shares represented by the eligible shareholders present at the meeting is also required.



7.2.3 Scope of Authority, Duties, and Responsibilities of the Board of Directors

The Board of Directors takes a proactive role in carrying out its duties in decision-making or in defining corporate directions and compliance as follows:

1. Perform its duties and ensure that GGC's operations are conducted in strict compliance with applicable laws, GGC's objectives and Articles of Association, and resolutions of shareholders' meetings in adherence to the Stock Exchange of Thailand's Corporate Governance of Listed Companies.

2. Dedicate their time and value the defining of GGC's vision, mission, directions and strategies and freely express their views and seek information which will be useful in defining GGC's direction.

3. Review and approve important policies and strategies, including the Company's major plans and financial objectives and goals, and ensure that the Management conducts business in line with the set direction and strategy and can effectively drive the set vision, direction and strategy into practice.

4. Define a Corporate Governance Policy and a business code of conduct, which shall consist of principles and best practices for Directors, Management and employees, with an aim for raising awareness among them in performing the duties with responsibility and in strict compliance with these practices as well as GGC's rules and regulations, taking into account equitable treatment for all stakeholders.

5. Delegate approving authority, besides those already made under the Company's regulations, to the Managing Director, for example, authority to approve the budget, investment, implementations of projects of GGC and GGC Group, and the entry into contract of significance, including the authority to appoint Directors to replace those retired during the year, appoint Sub-committees, designate authorized signatories, set the date of the Annual General Meeting of Shareholders and interim dividend payment.

6. Ensure that GGC commands an effective and reliable accounting system, financial reporting and internal audit, and effective and efficient internal control and internal audit assessment process;

7. Consider potential risk and define comprehensive risk management guidelines and ensure that the management is equipped with efficient risk management system or process, and seek business opportunities from such risk, and institute adequate and efficient internal control system;

8. Oversee and supervise issues regarding conflicts of interest and related-party transactions with emphasis on key transactions to ensure the best interests of shareholders and stakeholders.

9. Ensure suitable communicating channels with each group of shareholders and stakeholders, issues of importance must be efficiently handled, and oversee information disclosure to ensure its accuracy, clarity, transparency, reliability and of high standard.

10. Assess and review the performance of the Board of Directors and the Managing Director regularly.
11. Ensure a suitable compensation system or mechanism for top Management which correspond to the Company performance, to induce short-term and long-term motivation.
12. Express leadership and be a role model of good corporate governance in line with GGC's CG principles.
13. Ensure that the assessment on compliance with Good Corporate Governance and Business Code of Conduct is carried out at least once a year.
14. Ensure that a recruitment system is in place and that GGC has qualified personnel to fill important positions appropriately under the transparent and fair procedures. Appointment of GGC's high Executives from Vice President to Managing Director will need majority votes from the Board of Directors.
15. Report the Company his or her vested interests as well as those of related persons related to the management of GGC or GGC Group.
16. Attend every meeting of the Board of Directors and of the Meeting of Shareholders, or if, under any circumstance, attendance is impossible, the Chairman of the Board must be notified.
17. Emphasis on conducting business in a social and environmentally responsible manner, promote the sustainable well-being of society, starting from improving and elevating the livelihood of the people in the communities surrounding GGC's facilities for sustainable co- existent.
18. Support implementation of anti-corruption of all forms for sustainable growth and prosperity.
19. Play a key role in creating and driving the corporate culture, act as a role model of CG leader, and communicate with personnel of all levels to adopt it in their practices besides business operation for financial profits.
20. Promote and support innovation creation to add value and business opportunities, ensure that risk management of technological information are in place, as well as adequate safety measures for technological information;
21. Promote disclosure of information in Thai and English through other channels besides those of the Stock Exchange of Thailand, such as GGC's website;

7.2.4 Authority and Duties of the Managing Director

The Board of Directors appointed Mr. Suwat Kamolpanus as Managing Director, effective from August 1, 2020. Duties and responsibilities of the Managing Director, as defined by the Board of Directors and as the top Management, are to manage the Company under the policy, business plans and budget approved by the Board of Directors. The Managing Director performs in accordance with the objectives and Articles of Association of the Company, the resolutions of the Board of Directors, and The Company's regulations. Authority and duties of the Managing Director

assigned by the Board of Directors is based on GGC's four regulations approved by the Board: (1) Regulation on finance, accounting and budget; (2) Regulation on procurement of materials ; (3) Regulation on Personnel Administration ; and (4) Regulation on marketing, procurement and product distributing and services.

7.2.5 Independent Directors

According to GGC's Corporate Governance and Business Code of Conduct Handbook, at least one-third and no fewer than three Directors on the entire the Board must be Independent Directors and each director may serve up to three consecutive terms or nine years. The Independent Directors must possess knowledge as well as competency, be legally independent so that they are able to express their own point of view freely at the meetings, regularly attend the meetings and have access to financial and other business data to support their independent views to protect interests of those involved and prevent potential conflicts of interest between GGC and top Executives, Directors, major shareholders or other companies which have the same group of Directors, Executives or major shareholders. Furthermore, independent Directors shall self-verify their independence upon their appointment and report such information, as well as any change to it, to the Company annually to be disclosed in the annual report, and report if there is any change.

Thus, GGC's Independent Directors must command the qualifications under SEC's regulations as follows:

1. An Independent Director holds no more than 0.50% of all shares with voting rights of the Company, the Parent Company, a Subsidiary, a Joint / Associated Company, a Major Shareholder or an Entity with Controlling Authority. This is inclusive of shares held by anyone who is affiliated with them.
2. An Independent Director is a Director, who is not involved in the Management, employees, staff, consultant with monthly salary or Entities with controlling authority over the Company, the Parent Company, a Subsidiary, a Joint / Associated Company, a Major Shareholder or an Entity with Controlling Authority, either at the present time or within two years prior to his / her appointment as an Independent Director, excluding the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder of a controlling person of the Company.
3. An Independent Director has no connection by blood or legal registration as father, mother, spouse, sibling, son / daughter or spouse of son / daughter of another Director. Further, an Independent Director has no such connection with an Executive, a Major Shareholder, and an Entity with Controlling Authority or an Individual who will be nominated as Director, Executive or Entity with Controlling Authority over the Company or the Subsidiary.
4. An Independent Director has no business relationship with the Company, the Parent Company, a Subsidiary, a Joint / Associated Company, a Major Shareholder or an Entity with Controlling Authority in such a manner that may obstruct their exercise of independent discretion. Further, an Independent Director is not a Significant

Shareholder or an Entity with Controlling Authority over a party with business relationship with the Company, the Parent Company, a Subsidiary, a Joint / Associated Company, a Major Shareholder or an Entity with Controlling Authority, either at the present time or within two years prior to his / her appointment as Independent Director.

Such business relationship is inclusive of a trading transaction occurring on a conventional basis for the conduct of business; a rent or lease of property; a transaction involving assets or services; a provision or an acceptance of financial assistance through means of a loan, a guarantee, a use of an asset as collateral against debt; and other similar actions which result in the Company or the party to the contract having a debt to be repaid to another party for the amount from 3% of net tangible assets (NTA) of the Company or from 20 Million Baht, whichever is lower. This amount is determined by the calculation of Related Transaction value as per the announcement of the Securities and Exchange Commission. It is inclusive of debt(s) arising within one year prior to the day of business relationship with the same party.

5. An Independent Director is not an auditor of the Company, the Parent Company, a Subsidiary, a Joint / Associated Company, a Major Shareholder or an Entity with Controlling Authority, and not a Significant Shareholder (holding more than 10% of all shares with voting rights of the Company, including shares held by Linked Entities), an Entity with Controlling Authority or a partner to the audit office with which the auditors of the Parent Company, a Subsidiary, a Joint / Associated Company, a Major Shareholder or an Entity with Controlling Authority are associated at the present time or have been within two years prior to his / her appointment as an Independent Director.

6. An Independent Director is not a person rendering any professional service or a legal or financial consultant who is paid more than Two Million Baht in service fee per year by the Company, the Parent Company, a Subsidiary, a Joint Company, a Major Shareholder or an Entity with Controlling Authority, and not a Significant Shareholder or an Entity with Controlling Authority over the Company or a partner to such professional service provider at the present time or within two years prior to his / her appointment as an Independent Director.

7. An Independent Director is not a Director who is appointed to be a nominee of a Director of the Company, a Major Shareholder or a Shareholder who is connected to a Major Shareholder.

8. An Independent Director does not engage in a business of the same nature as and which is significantly competitive to that of the Company, the Parent Company or a Subsidiary. An Independent Director is not a significant partner to a partnership or a Director with involvement in the Management, employee, staff, consultant with monthly salary, or who holds more than 1% of all shares with voting rights of another company which is engaged in a business of the same nature as and which is significantly competitive to that of the Company or a Subsidiary

9. An Independent Director does not have any other characteristic which prevents him / her from opining freely on the operation of the Company.

Following appointment as Independent Directors, they may be assigned by the Board of Directors to make collective decisions involving the business of the Company, the Parent Company, a Subsidiary, a Joint / Associated Company, a Subsidiary of Equal Level, a Major Shareholder or an Entity with Controlling Authority, where it will not be deemed that such Independent Directors are Directors involved with the administration.

Currently, GGC has a total of eight Independent Directors, which accounts for more than one-third of the entire Board of Directors and exceeds half of the Board of Directors as well as legal requirements. Moreover, the Independent Directors have formulated the “Independent Directors Charter” which clearly outlines their duties and ensures their tangible performance. The Charter will be reviewed annually.

7.3 Sub-Committees

In compliance with the Corporate Governance principles, the Board of Directors, at Meeting No. 1/2016 held on February 26, 2016, approved the establishment of two Sub-committees, namely the Audit Committee and the Nomination and Remuneration Committee, and at Meeting No. 1/2017 held on January 13, 2017, approved the establishment of two more Sub-committees, namely the Corporate Governance and Sustainable Development Committee and the Risk Management Committee, with a three-year term, or a term ended with the Director status, or by resignation or dismissal. Directors to the Sub-committees who have completed their terms may be re-elected by the Board of Directors.

The Sub-committees screen specific important implementation in a prudent and effective manner before submitting their recommendations or suggestions to the Board of Directors. Below is the list and duties of each Sub-committee as of December 31, 2020.

7.3.1 Audit Committee

Name	Position	Date of Appointment
1. Prof. Dr. Kumchai Jongjakapun	Chairman (Independent Director)	January 1, 2018
2. Ms. Kannika Ngamsopee	Member (Independent Director)	February 26, 2016
3. Mr. Apichart Jongskul	Member (Independent Director)	April 5, 2018

Remarks: The Board of Directors, at Meeting No. 3/2019 on February 18, 2019, made a resolution approving a renewal to the term of the Audit Committee for another three years with effect from February 26, 2019.

Ms. Kunakorn Witthayapaisarn, Vice President, Internal Audit, acts as Secretary to the Audit Committee.

GGC's Audit Committee comprises Independent Directors who are knowledgeable with diverse experience to support their performing duties with great efficiency, such as in law, business management and industrial agriculture. Ms. Kannika Ngamsopee, a member of the Audit Committee, graduated in finance and accounting with vast and adequate knowledge and experience to perform the auditing on the reliability of GGC's financial statements. The composition and qualifications of the Audit Committee comply with SEC's and SET's notifications. Furthermore, members of the Audit Committee regularly enhance their knowledge about their duties. The Chairman of the Audit Committee is not a member to other Sub-committees.

The Audit Committee performed its duties with dependence as assigned by the Board of Directors and under the Audit Committee Charter to ensure accuracy and reliability of GGC's financial reports of financial reporting standards and as required by relevant regulations, with adequate disclosure of information. The Audit Committee also considered, selected, appointed and determined remuneration for auditors who are reliable, experienced and independent, audit the internal control of the organization under the auditing project and internal auditing plans designed based on each different risk, and reviewed the procedures and progress of the corporate risk management. The Audit Committee also conducted an audit to ensure that GGC, as a certified member of the Thai Private Sector Collective Action against Corruption (CAC) has in place anti-corruption procedures and standards as required by Thai Institute of Directors (IOD). Moreover, the Committee considered reports on the results of whistleblowers under the responsibility of Internal Audit according to its duties and in compliance with the CG principles to foster stakeholders' confidence, offered opinions and suggestions on connected transactions or transactions of potential conflicts of interest to ensure that such transactions at least must comply with the law and regulations of SET and other regulatory bodies for the best interests of the Company with disclosure in full. The Committee also ensured that GGC has an appropriate, independent and efficient internal audit system and that its performance was in line with the international internal auditing standards.

The Board of Directors approved the Audit Committee Charter which specified the composition, qualifications, office terms, the scope of authority and responsibilities, based on CG principles, as a framework to ensure performance in compliance with laws, related regulations of the Audit Committee. The Charter was published in GGC's CG Handbook and disclosed on the Company's website. The Charter will be reviewed annually.

In 2020, the Audit Committee, in performing its duties within the scope of duties and responsibilities stated in the Audit Committee Charter and as assigned by the Board of Directors, held seven meetings in total, planned as well as special ones to consider urgent matters, including special meeting with the auditor and with the Managing Director, and prepared the Report of the Audit Committee to submit to the Board of Directors quarterly as well as the annual executive summary to be published in the Company's annual report.

Details of the performance of the Audit Committee for 2020 are as shown under "Report of the Audit Committee 2020".

7.3.2 Nomination and Remuneration Committee

Name	Position	Date of Appointment
1. ACM Songtam Chokkanapitag	Chairman (Independent Director)	February 26, 2016
2. Mr. Patiparn Sukorndhaman	Member	February 26, 2016
3. Maj. Gen. Titawat Satiantip	Member (Independent Director)	September 11, 2019

Remarks: The Board of Directors, at Meeting No. 3/2019 on February 18, 2019, made a resolution approving a renewal to the term of the Nomination and Remuneration Committee for another three years with effect from February 26, 2019.

Mrs. Uramanee Puttong, Vice President, Corporate Affairs and Corporate Secretary, acts as secretary to the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee consists of at least three Directors and at least one of them must be an independent director. The Chairman must also be an independent director.

The Nomination and Remuneration Committee is responsible for nominating qualified candidates as Directors to the Board of Directors and the Sub-committees, including the recruitment of the Managing Director, in accordance with the systematic and transparent selection criteria and process. The Nomination and Remuneration Committee also reviews the guidelines for the determination of remuneration for the Directors and the Managing Director, taking into consideration on GGC's performance, related businesses and the Board of Directors' duties and responsibilities. The Nomination and Remuneration Committee, in the recruitment and nomination of Director, will consider the candidates' experience, profession, variety of skills and specific qualifications essential to GGC's business conduct under the Board Skill Matrix to ensure balance of technical knowledge for the utmost benefit of the Company. Moreover, the Nomination and Remuneration Committee also plays a part in defining assessment indices and assesses the performance of the Managing Director as well as reviewing the Board Skill Matrix as appropriate, based on the Directors' Pool before submitting it to the Board of Directors and/or the Annual General Meeting of Shareholders for approval and further appointment.

The Board of Directors approved the Charter of the Nomination and Remuneration Committee which outlines the composition, qualifications, term of office and scope of authority and responsibilities in accordance with the Corporate Governance principles and disclosed it in the CG Handbook and on the Company's website.

In 2020, in performing its duties under the Charter and as assigned by the Board, the Nomination and Remuneration Committee held a total of six meetings and submitted the report on its performance to the shareholders in the annual report.

Details of the performance of the Nomination and Remuneration Committee for 2020 are as shown under "Report of the Nomination and Remuneration Committee for 2020".

7.3.3 Corporate Governance and Sustainable Development Committee

Name	Position	Date of Appointment
1. Mr. Payungsak Chartsutipol	Chairman (Independent Director)	January 13, 2017
2. Mr. Suphit Suwagul	Member (Independent Director)	January 1, 2018
3. Maj. Gen. Titawat Satiantip	Member (Independent Director)	September 11, 2019

Remarks: The Board of Directors, at Meeting No. 16/2019 on December 18, 2019, made a resolution approving a renewal to the term of the Corporate Governance and Sustainable Development Committee for another three years with effect from January 13, 2020.

Mrs. Uramanee Puttong, Vice President, Corporate Affairs and Corporate Secretary, acts as secretary to the Corporate Governance and Sustainable Development Committee.

The Corporate Governance and Sustainable Development Committee consists of at least three Directors and at least one of them as well as the Chairman must be an Independent Director. The current members of the Corporate Governance and Sustainable Development Committee are all Independent Directors.

The Corporate Governance and Sustainable Development Committee performed its duties as assigned by the Board of Directors in defining guidelines, providing recommendations on policy and procedures in relation to the code of conduct and business ethics, in line with Corporate Governance Principles before submitting the report to the Board of Directors and the Management. The Corporate Governance and Sustainable Development Committee also monitored CG implementation, provided consultation, conducted assessment and reviewed related policies and procedures to comply with Good Corporate Governance Principles and in line with those of SEC, SET and leading organizations up to international standards.

In 2020, the Corporate Governance and Sustainable Development Committee held five meetings in total in carrying out their tasks as stated in the Charter and as assigned by the Board of Directors and reported progress of the implementation under the CG policy to the Board of Directors and the Management quarterly, as well as publishing it in the annual report for the shareholders.

In addition, the Corporate Governance and Sustainable Development Committee also followed up on the progress of the improvement of operational guidelines to suit the current situation as follows:

- Approved the CG implementation plan, and ensured its compliance with the laws, relevant rules and regulations and the sustainable development work plan and followed up the progress regularly.
- stakeholders, which are: the shareholders, customers, business partners, business competitors, creditors, public sector, employees, communities, society and environment, and acknowledged the Company's

performance and formulation of guidelines/measures to mitigate impact from COVID-19 pandemic to its group of stakeholders in order to survive the crisis.

- Received certificates and awards for implementations under CG principles as shown in “CG Awards”.
- Offered opinions and suggestions on anti-corruption measures and assessment of risks in GGC’s operational process to be ready for the application for CAC’s member recertification in December 2020.

The Corporate Governance and Sustainable Development Committee regularly submitted the report on the progress of the development to the Board of Directors for further advice and recommendations in order to take better care of the stakeholders.

Details of the performance of the Corporate Governance and Sustainable Development Committee for 2020 are under “Report of the Corporate Governance and Sustainable Development Committee for 2020”

7.3.4 Risk Management Committee

Name	Position	Date of Appointment
1. Ms. Kannika Ngamsopee	Chairman (Independent Director)	January 13, 2017
2. Mr. Patiparn Sukorndhaman	Member	November 6, 2019
3. Mr. Suwat Kamolpanus ⁽¹⁾	Member	August 1, 2020

Remarks: (1) The Board of Directors at Meeting No. 10/2020 on July 23, 2020, made a resolution appointing Mr. Suwat Kamolpanus as a Director to Risk Management Committee, replacing Mr. Witoon Suewatanakul, who resigned with effect from August 1, 2020.

(2) The Board of Directors, at Meeting No. 16/2019 on December 18, 2019, made a resolution approving a renewal to the term of the Risk Management Committee for another three years with effect from January 13, 2020

Mr. Jakrit Rungsimanop, Vice President, Corporate Strategy, acts as secretary to the Risk Management Committee.

The Risk Management Committee consists of at least three Directors, and at least one of them must be an Independent Director. The Risk Management Committee defines and reviews the policy, objectives and the scope of risk management to be applied as an operational framework for the corporate’s risk management process to ensure that GGC’s business is moving in the same direction and in line with the Company’s business strategies and goals. The Risk Management Committee regularly reviews related policies, objectives and the risk management framework as well as factors which might impact the operation of the Company. The Risk Management Committee also gives priority to early warning signs. In 2020, the Risk Management Committee monitored the implementation of the risk management and offered advice to enhance the efficiency of GGC’s operation as follows:

- Supervised, follow up and provided recommendations to the Management in Risk Management for the year 2020 continuously to ensure that the Company able to maintain the risk level at the appropriate level. Moreover, the performance of the Committee is reported to the Board of Directors quarterly or reported in case of risk from various factors that may have a significant impact.
- Considered and provided recommendations for improvements and reviewed the Risk Management framework in the following areas: Inventory Management Framework, Foreign Exchange Framework. As well as improving internal control processes as suggested by external experts and the Internal Audit Department.
- Provided suggestions to develop the GGC's Business Plan and its subsidiaries. In accordance with the market situation to be able to support businesses efficiently and competitively in the future.
- Provided suggestions on the Risk Management guidelines for three main projects to be in line with the market situation, economic fluctuation and the spread of the COVID-19 virus as follows;
 - The Committee emphasized to the impact assessment and measurement to reduce the impact on the construction plan of Refined Glycerin Plant 2 caused by the spread of the COVID-19 virus that has been closely monitored and able to carry out the project according to the reviewed plan.
 - The Committee recommended and considered the risk assessment and risk mitigation plan covering the Construction Plan, Feedstock preparation plan, Marketing plan and an Occupational Health Plan of Nakhonsawan Biocomplex (NBC)
 - To considered and approved the risk management of the Palm Oil Refinery project
- Provide opinions and determine management guidelines to increase efficiency in using the Company's Shared Services.
- Considered and approved the Corporate Risk Management for 2021 by recommending the Company to classify the Risk Management into 2 groups: Corporate Risk and Operational Risk, as well as suggesting guidelines for preparing mitigation plans and effectively monitoring progress of residual risk according to the plan.
- Reviewed the Risk Management Policy and approved a revision of their Charter in line with the COSO ERM 2017 "Enterprise Risk Management". The Committee also conducted assessments of both Entire and Self-assessment. The results of the assessment were forwarded to the Board of Directors for acknowledgement and disclosure in the Annual Report.

In 2020, the Risk Management Committee, in performing their duties under the scope of responsibilities as stipulated in its Charter and as assigned by the Board of Directors, held a total of eight meetings and reported its performance to the Board of Directors quarterly.

Moreover, in order that the risk management may be more in line with SEC's CG principles, and good practices of GGC Group, the Risk Management Committee emphasizes the Corruption Risk and included it as part of the Operational Risk, meaning risks that have a management process, an internal control system and clear risk owners, following the recommendations of Thailand's Private Sector Collective Action Coalition against Corruption (CAC), with whom GGC has declared its intention and is its certified member in the anti-corruption against the public sector.

Details of the performance of the Risk Management Committee for 2020 are as shown in "Report of the Risk Management Committee for 2020".

Board of Directors' Meetings

In 2020, the Board of Directors, Sub-committees, Independent Directors and non-Executive Directors attended the meetings as shown in the table below. These meetings were scheduled in advance. The Directors who had prior engagement and could not attend the meetings notified the Chairman in writing with their reasons for their absences, of which the Chairman then informed the Board of Directors before meetings began. In 2020, due to the COVID-19 situation, changes were made to GGC meetings. GGC, to facilitate the meeting and be in strict compliance with the Emergency Decree on Electronic Meetings, B.E. 2563, held its meetings via e-meeting and the Board of Directors held its meetings at the Head Office via the Microsoft Team Meeting system.

The Board of Directors scheduled its meeting in advance, which was held monthly so that Directors could plan their schedules without affecting their full-time jobs. Directors who are government officials could submit a casual leave and used their expertise and experience to perform another role in the development of the country as directors of a private company, which is a visionary leader in petrochemical products of environmentally friendly, under the mission in creating sustainable value for all stakeholders in a socially and environmentally responsible manner.

Name	Meetings of the Board for 2020							
	Board of Directors	Independent Directors	Non-Executive Directors	Audit Committee	Nomination & Remuneration Committee	Corporate Governance & Sustainable Development Committee	Risk Management Committee	2020 Annual General Meeting of Shareholders
1. Mr. Kongkrapan Intarajang ⁽¹⁾	16/16	-	1/1		-	-	-	1/1
2. Prof. Dr. Kumchai Jongjakapun	15/16	1/1	1/1	7/7	-	-	-	1/1
3. Kannika Ngamsopee	16/16	1/1	1/1	7/7		-	8/8	1/1
4. ACM. Songtam Chokkanapitag	16/16	1/1	1/1	-	6/6	-	-	1/1
5. Mr. Payungsak Chartsutipol	16/16	1/1	1/1	-	-	5/5	-	1/1
6. Mr. Apichart Jongskul	15/16	1/1	1/1	7/7	-	-	-	1/1
7. Mr. Suphit Suwagul	15/16	1/1	1/1	-		5/5	-	1/1
8. Pol. Gen. Suchart Theerasawat ⁽²⁾	-	-	-	-	-	-	-	-
9. Maj. Gen. Titawat Satiantip	16/16	1/1	1/1	-	6/6	5/5	-	1/1
10. Mr. Patiparn Sukorndhaman	15/16	-	1/1	-	6/6	-	8/8	1/1
11. Mr. Suwat Kamolpanus ⁽³⁾	5/5	-	-	-	-	-	4/4	-
Resigned Directors in 2020								
1. Mr. Supattanapong Punmeechaow	8/8	-	-	-	-	-	-	1/1
2. Mr. Witoon Suewatanakul	9/11	-	-	-	-	-	4/4	1/1

Remarks:

- (1) Mr. Kongkrapan Intarajang was appointed as Chairman of the Board of Directors, replacing Mr. Supattanapong Punmeechaow, who resigned, with effect from October 21, 2020.
- (2) Pol. Gen. Suchart Theerasawat was appointed as Director, replacing Mr. Supattanapong Punmeechaow, who resigned, with effect from December 23, 2020, and his first meeting of the Board of Directors, the meeting No. 1/2021, was scheduled to be held on January 20, 2021.
- (3) Mr. Suwat Kamolpanus was appointed as a Director and a member to the Risk Management Committee, replacing Mr. Witoon Suewatanakul, who resigned, with effect from August 1, 2020.

7.4 Management

In order to manage the Company with efficiency and in compliance with the Company's policies and directions mandated by the Board of Directors, the Management Committee (MC), consisting of Executives ranking at the level of Vice President or higher, has been set up and to report to the Managing Director, who is GGC's top Executive with the authority and duty to manage the Company in line with the policy, business plans and budgets approved by the Board of Directors.

7.4.1 Management Committee

The Management Committee consists of top Executives as shown in the organization structure as of February 1, 2021 as follows:

Name	Position
1. Mr. Suwat Kamolpanus ⁽¹⁾	Managing Director
2. Mr. Kumpol Chaikitkosi ⁽²⁾	Deputy Managing Director, Operational Excellence
3. Mr. Warophat Kimchuwanit ⁽³⁾	Deputy Managing Director, Commercial Excellence
4. Mrs. Kunakorn Witthayapaisarn ⁽⁴⁾	Vice President, Internal Audit
5. Mrs. Uramanee Puttong	Vice President, Corporate Affairs and Corporate Secretary
6. Ms. Wanlapa Sophiskhaunkhant	Vice President, Corporate Finance and Accounting
8. Mr. Jakrit Rungsimanop ⁽⁵⁾	Vice President, Corporate Strategy
9. Mr. Sansern Sujitjorn ⁽⁶⁾	Vice President, Human Resource and Corporate Support
10. Mr. Ekaphong Govitgoongrai	Vice President, Supply Planning and Feed Stock Sourcing
11. Mr. Suchet Deemangmee	Vice President, Marketing and Sale
12. Mr. Passakorn Srisastra ⁽⁷⁾	Vice President, Business and Product Development
13. Mr. Thodsaphorn Phienchob	Vice President, Operations
14. Ms. Chompunuch Liamprawat	Vice President, Process Technology
15. Mr. Suriyawut Rawdkrajab ⁽⁸⁾	Vice President, Engineering and Maintenance
16. Mr. Sayan Saesue ⁽⁹⁾	Vice President, Project Management
17. Mr. Chanasiri Vanit	Vice President reporting to Deputy Managing Director, Operational Excellence

Remarks:

- (1) Mr. Suwat Kamolpanus was appointed as Managing Director, replacing Mr. Witoon Suewatanakul, who resigned, with effect from August 1, 2020, and as Deputy Managing Director, Project and Business Development with effect from August 1, 2020. (With the reorganization effective on January 1, 2021, the renamed department "Commercial Excellence" and ceased his position as Acting Deputy Managing Director of Commercial Excellence effective on January 21, 2021.
- (2) Mr. Kumpol Chaikitkosi was appointed as Deputy Managing Director, Operational Excellence, replacing Mr. Nikom Kasempura, who reassumed his position at GC, with effect from January 1, 2021.
- (3) Mr. Warophat Kimchuwanit was appointed as Vice President, Commercial Excellence, with effect from January 21, 2021.
- (4) Ms. Kunakorn Witthayapaisarn, Vice President, Internal Audit, attended the MC meetings to provide useful views and recommendations as well as to acknowledge progress of the operations and will refrain from voting to approve only for those implementations which have impact on her independency.
- (5) Mr. Jakrit Rungsimanop was appointed as Vice President, Corporate Strategy, replacing Mr. Apichart Kullavanijaya, who reassumed his position at GC, with effect from June 1, 2020.
- (6) Mr. Sansern Sujitjorn was appointed as Vice President, Human Resource and Corporate Support, with effect from February 1, 2021.
- (7) Mr. Passakorn Srisastra was appointed as Vice President, Business and Product Development, with effect from September 1, 2020, replacing Mr. Suwat Kamolpanus, who was appointed as Acting Vice President, Business and Product Development.
- (8) Mr. Suriyawut Rawdkrajab was appointed as Vice President, Engineering and Maintenance, with effect from June 1, 2020, replacing Mr. Sayan Saesue, who was transferred to another position, with effect from June 1, 2020,
- (9) Mr. Sayan Saesue, Vice President, Engineering and Maintenance, was transferred to the position of Vice President, Project Management, with effect from June 1, 2020,
- (10) Mr. Chanasiri Vanit, Vice President, reporting to the Managing Director, was transferred to the position of Vice President, Reporting to Deputy Managing Director, Operational Excellence, with effect from January 1, 2021

Change of Management in 2020

Name	Position
1. Mr. Nikom Kasempura	Deputy Managing Director, Operational Excellence
2. Mrs. Narungsi Kaiwikaigumnurd	Vice President, HR and Corporate Support
3. Mr. Apichart Kullavanijaya	Vice President, Corporate Strategy

Remarks:

1. Mr. Nikom Kasempura, Deputy Managing Director, Operational Excellence, reassumed his position at GC, with effect from January 1, 2021.
2. Mrs. Narungsi Kaiwikaigumnurd, Vice President, HR and Corporate Support, resigned from the position with effect from October 31, 2020. Mr. Nikom Kasempura was appointed as Acting Vice President, HR and Corporate Support, with effect from October 31, 2020 to December 31, 2020, and as acting HR Vice President, he was not to involve himself in the HR resources management. Mr. Suwat Kamolpanus was appointed as Acting Vice President, HR and Corporate Support, with effect from January 1, 2021 to January 31, 2021.
3. Mr. Apichart Kullavanijaya, Vice President, Corporate Strategy, reassumed his position at GC, with effect from June 1, 2020.

Secondment

Name	Position
1. Mr. Piya Suri ⁽¹⁾	Vice President, Reporting to the Managing Director
2. Mr. Dumrong Putiput ⁽²⁾	Vice President, Reporting to the Managing Director

Remarks:

- (1) Full-time seconded at Thai Ethoxylate Co., Ltd. (TEX) as Managing Director
- (2) Full-time seconded at GGC KTIS Bio Industrial Co., Ltd (GKBI) from October 1, 2020, and was appointed as Managing Director of GKBI, replacing Mr. Yothin Budyochuntho, who resigned, with effect from October 16, 2020.

The Management Committee (MC) defines the Company's business direction and guidelines in line with its strategy and policy set by the Board of Directors. The MC considers, screens and offers opinions and suggestions in relation to GGC's policy, operational guidelines, corporate development to support business growth, on matters which might cause substantial change to the operation of the organization. The MC also comments and screens agenda of the meetings and relevant information before submitting it to the Board of Directors meeting, as well as matters on compliance with laws and relevant rules and regulations, to ensure that GGC's business operations comply with Corporate Governance principles and international standards.

In 2020, the MC held 44 meetings with the Vice President of Corporate Affairs and Corporate Secretary serving as its Secretary, taking the minutes and maintaining reports of the meetings.

Directorship of Subsidiaries/Joint Ventures/Related Companies (as of 31 December 2020)

Directorships of Subsidiaries/Joint Ventures/Related Companies																				
Directorships of Subsidiaries/Joint Ventures/Related Companies		Subsidiaries			Joint Venture		Related Companies													
	GGC	TFA	GGC Bio	TEX	TETSO	GKBI	PTT	GC	GPSC	SUN	GCP	GCM	GC-M PTA	GC Inter	PTTGC America Corporation	PTTGC America LLC	PTTGC Inter	HMC	PTTAC	TPRC
	■						◆	■◆	■					●	●	●	●			
	■							◆		●	●	●	●					●	■	●
	■								■											
	■◆	●	●	■		■		◆												
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◆			■◆																	

Subsidiaries

TFA = Thai Fatty Alcohols Co., Ltd.
GGC Bio = GGC Biochemicals Co., Ltd.
TEX = Thai Ethoxylate Co., Ltd.

Joint Ventures

TETSO = Thai Eastern Top Seeds Oil Co., Ltd. GKBI
= GGC KTIS Bioindustrial Co., Ltd.

Related Companies

PTT = PTT Plc.
GC = PTT Global Chemicals Plc.
GPSC = Global Power Synergy Plc.
SUN = Solution Creation Co., Ltd.
GCP = GC Polyols Co., Ltd.
GCM = GC Marketing Solution Co., Ltd.
GC-M PTA = GC-M PTA Co., Ltd.
PTTGC America Corporation = PTTGC America Corporation
PTTGC America LLC = PTTGC America LLC
HMC = HMC Polymers Co., Ltd.
PTTMCC = PTT MCC Biochem Co., Ltd.
PTTAC = PTT Asahi Chemicals Co., Ltd.
TPRC = Thai Pet Resin Co., Ltd.

Remarks : ● = Chairman
■ = Director
◆ = Executive

7.4.2 Remuneration of Directors, Sub-committees and Management

(a) Remuneration of Directors

The 2020 Annual General Meeting (AGM), held on June 5, 2020 approved the remuneration for the Board of Directors, Sub-committees and the Sub-committee that may be appointed by the Board of Directors as appropriate and as needed in the future.

Board/Sub-committees	Monthly Allowance (Baht)		Meeting Allowance (Baht/Meeting/person)*	
	Chairman	Director	Chairman	Director
Board of Directors	37,500	30,000	-	-
Audit Committee	-	-	25,000	20,000
Nomination and Remuneration Committee	-	-	25,000	20,000
Corporate Governance and Sustainable Development Committee	-	-	25,000	20,000
Risk Management Committee	-	-	25,000	20,000
Others	None	None	None	None

Remarks: * only for those in attendance

In the event that the Company pays out dividend for a given year, the Board of Directors shall receive bonus payouts of 0.5% of the net profit but not over THB 10 million per year. The bonus was prorated to each Director's office term, and the Chairman is to receive 25% higher than other Directors. This is subject to approval of the Annual General Meeting (AGM) of shareholders.

The Annual General Meeting of Shareholders 2020 held on June 5, 2020 approved the dividend payment for shareholders and omission of bonus payment for the Board of Directors as the Company proposed.

Remuneration for the Board of Directors, Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainable Development Committee, and Risk Management Committee for the year ended December 31, 2020 are as follows:

Names*	Monthly Remuneration (THB)	Meeting Allowance (THB/person/time)			
	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Corporate Governance and Sustainable Development Committee	Risk Management Committee
Mr. Kongkrapan Intarajang ⁽¹⁾	432,661				
Prof. Dr. Kurchai Jongjakapun	360,000	175,000			
Mrs. Kannika Ngamsopsee	360,000	140,000			200,000
ACM Songtam Chokkanapitag	360,000		150,000		
Mr. Payungsak Chatsutipol	360,000			125,000	
Mr. Apichart Jongskul	360,000	140,000			
Mr. Suphit Suwagul	360,000			100,000	
Police General Suchart Theerasawat ⁽²⁾	-				
Maj. Gen. Titawat Satiantip	360,000		120,000	100,000	
Mr. Patipam Sukomdhaman	360,000		120,000		160,000
Mr. Suwat Kamolpanus ⁽³⁾	150,000				80,000
Total	3,462,661	455,000	390,000	325,000	440,000
Director who resigned in 2020 and receive the remuneration in 2020					
Mr. Supattanapong Punmeechaow ⁽⁴⁾	226,750				
Mr. Witoon Suewatanakul ⁽⁵⁾	209,032				80,000
Total	435,782		-	-	80,000

Remarks:

- * The 2020 Annual General Meeting of Shareholders of June 5, 2020 passed a resolution that there would be no bonus payment for the Directors for their 2019 performance due to the business situation and economic impacts.
- (1) Mr. Kongkrapan Intarajang was appointed as Chairman of the Board of Directors at Meeting No. 14/2020 of October 21, 2020.
- (2) Pol. Gen. Suchart Theerasawat was appointed as Director at Meeting No. 16/2020 of December 23, 2020.
- (3) Mr. Suwat Kamolpanus was appointed as Director and a member to the Risk Management Committee, with effect from August 1, 2020.
- (4) Mr. Supattanapong Punmeechaow resigned from the position of Chairman of the Board of Directors and GGC director on June 30, 2020.
- (5) Mr. Witoon Suewatanakul resigned from the position of Director and member to the Risk Management Committee on July 31, 2020.

(b) Remuneration for Directorship at Subsidiaries and Joint Companies

GGC's Directors serve at subsidiaries and joint ventures to ensure that the businesses are operated under GGC Group's policies.

Name	Position	Total Remuneration (Baht)*
Thai Fatty Alcohols Company Limited (TFA)		
Mr. Suwat Kamolpanus ⁽¹⁾	Chairman	None
GGC Biochemicals Company Limited (GGC Bio)		
Mr. Suwat Kamolpanus ⁽²⁾	Chairman	None
Thai Ethoxylate Company Limited (TEX)		
Mr. Suwat Kamolpanus ⁽³⁾	Director	119,000
GGC KTIS Bioindustrial Company Limited (GKBI)		
Mr. Suwat Kamolpanus ⁽⁴⁾	Director	54,500

Remarks: * Total Remuneration is subject to withholding tax.

- (1) Mr. Suwat Kamolpanus, at the meeting of the TFA's Board of Directors No. 4/2020 on August 4, 2020, was appointed as a director/chairman, replacing Mr. Witoon Suewatanakul, who resigned.
- (2) Mr. Suwat Kamolpanus, at the meeting of GGC Bio's Board of Directors No. 3/2020 on June 9, 2020, was appointed as a director, replacing Mr. Apichart Kullavanijaya, who resigned, and at the meeting of GGC Bio's Board of Directors No. 6/2020 on October 26, 2020, was appointed as Chairman, replacing Mr. Witoon Suewatanakul, who resigned.
- (3) Mr. Suwat Kamolpanus, at the meeting of TEX's Board of Directors No. 3/2020 on September 2, 2020, was appointed as a director, replacing Mr. Witoon Suewatanakul, who resigned. Mr. Witoon Suewatanakul's remuneration for his service during his tenure as a director from January 1 - July 30, 2020 totaled Baht 210,000.
- (4) Mr. Suwat Kamolpanus, at GKBI's Board of Directors No. 5/2020 on January 17, 2020, was appointed as a director.

(c) Management Remuneration

GGC evaluates Management performance yearly, based on the Key Performance Indicators (KPIs), including financial performance, implementation of long-term strategic goals, management performance, corporate performance, comparison of practices with other SET's listed companies in the same industry of a similar size and in proportion with the duties and responsibilities, management development and the overall economic conditions.

The remuneration of the Managing Director is appropriately determined under clear, transparent, fair and reasonable criteria, by taking into account the duties and responsibilities and performance. The Nomination and Remuneration Committee will determine the remuneration of the Managing Director and submit it to the Board for approval.

The Managing Director is entitled to earn other remuneration and benefits as the Top Executive in addition to those received as a director.

Executives under SEC's definitions who served during 2020 and their remuneration are shown in the table below.

Items	Items	Amount (Baht)
Base salary, bonus, wages and other welfare benefits	21	81,702,398
Provident fund contribution	21	5,383,744

Remarks: * Including Management who resigned in 2020

(d) Remuneration for Management in Subsidiaries and Joint Ventures (as of December 31, 2020)

GGC's Management have been appointed as directors in subsidiaries/affiliates to ensure that their business operations are in line with GGC Group's policies.

Name	Position	Total Remuneration
Thai Fatty Alcohols Company Limited (TFA)		
Mr. Suwat Kamolpanus ⁽¹⁾	Chairman	None
Mr. Jakrit Rungsimanop ⁽²⁾	Director	None
Ms. Wanlapa Sophiskhaunkhant ⁽³⁾	Director / Managing Director	None
GGC Biochemicals Company Limited (GGC Bio)		
Mr. Suwat Kamolpanus ⁽⁴⁾	Chairman	None
Mr. Jakrit Rungsimanop ⁽⁵⁾	Director	None
Mr. Pasaskorn Srisatra ⁽⁶⁾	Director / Managing Director	None
Thai Ethoxylate Company Limited (TEX)		
Mr. Suwat Kamolpanus ⁽⁷⁾	Director	119,000
Mr. Piya Suri	Director / Managing Director	360,000
GGC KTIS Bioindustrial Company Limited (GKBI)		
Mr. Suwat Kamolpanus ⁽⁸⁾	Director	54,500
Mr. Ekaphong Govitgoongrai ⁽⁹⁾	Director	18,000
Mr. Dumrong Putiput ⁽¹⁰⁾	Director / Managing Director	13,500
Thai Eastern Top Seeds Oil Company Limited		
Mr. Ekaphong Govitgoongrai	Director	None
Mr. Pasaskorn Srisatra ⁽¹¹⁾	Director	None

Remarks: * The total remuneration is subject to withholding tax.

- (1) Mr. Suwat Kamolpanus at the meeting of TFA's Board of Directors No. 4/2020 on August 4, 2020, was appointed as a director/chairman, replacing Mr. Witoon Suewatanakul, who resigned.
- (2) Mr. Jakrit Rungsimanop, at the meeting of TFA's Board of Directors No. 5/2020 on November 3, 2020, was appointed as a director, replacing Mr. Ekaphong Govitgoongrai, who resigned.
- (3) Ms. Wanlapa Sophiskhaunkhant, at the meeting of TFA's Board of Directors No. 5/2020 of November 3, 2020, was appointed as a managing Director, replacing Mr. Ekaphong Govitgoongrai, who resigned,

- (4) Mr. Suwat Kamolpanus, at the meeting of GGC Bio's Board of Directors No. 3/2020 on June 9, 2020, was appointed as a director, replacing Mr. Apichart Kullavanijaya who resigned, and later at the meeting of the GGC Bio's Board of Directors No. 6/2020 on October 26, 2020, was appointed as a chairman, replacing Mr. Witoon Suewatanakul, who resigned.
- (5) Mr. Jakrit Rungsimanop, at the meeting of GGC Bio's Board of Directors No. 7/2020 of November 3, 2020, was appointed as a director, replacing Ms. Wanlapa Sophiskhaunkhant, who resigned.
- (6) Mr. Pasaskorn Srisatra, at the meeting of GGC Bio's Board of Directors No. 6/2020 of October 26, 2020, was appointed as a director/ managing director, replacing Mr. Witoon Suewatanakul (director) and Mr. Suwat Kamolpanus (Managing Director), who resigned, respectively.
- (7) Mr. Suwat Kamolpanus, at the meeting of TEX's Board No. 3/2020 of September 2, 2020, was appointed as a director, replacing Mr. Witoon Suewatanakul, who resigned. Mr. Witoon Suewatanakul's remuneration for his service during his tenure as a director from January 1 - July 30, 2020 totaled Baht 210,000.
- (8) Mr. Suwat Kamolpanus, at the meeting of GKBI's Board No. 5/2020 of January 17, 2020, was appointed as a director.
- (9) Mr. Ekaphong Govitgoongrai, at the Extraordinary General Meeting of Shareholders No. 1/2020 of September 14, 2020, was appointed as a director, replacing Mr. Yothin Budyochuntho, who resigned. Mr. Yothin Budyochuntho's remuneration for his service during his tenure as a director from January 1 - June 8, 2020 totaled Baht 23,000.
- (10) Mr. Dumrong Putiput, at the meeting of GKBI's Board No. 1/2021 of October 16, 2020, was appointed as a director/ Managing Director, replacing Mr. Witoon Suewatanakul (director) and Mr. Yothin Budyochuntho (managing director), who resigned, respectively. Mr. Witoon Suewatanakul's remuneration for his service during his tenure as a director from January 1 - July 30, 2020 totaled Baht 32,000.
- (11) Mr. Pasaskorn Srisatra, at the meeting of the Board of Thai Eastern Top Seeds Oil Co., Ltd., No. 7/2020 of October 21, 2020, was appointed as a director, replacing Ms. Wanlapa Sophiskhaunkhant, who resigned.

7.4.3 Securities held in the name of Directors and Executives

(a) Securities held in the name of Directors, their spouses or cohabiting partner and minor children as of January 1, 2021.

Securities Holder*	Shareholding (No. of shares)		Change during the year (No. of shares)
	As of January 1, 2020	As of January 1, 2021	
1. Mr. Kongkrapan Intarajang	-None-	-None-	No Change
2. Prof. Dr. Kumchai Jongjakapun	15,000 (Spouse)	15,000 (Spouse)	No Change
3. Ms. Kannika Ngamsopee	20,000	20,000 (Spouse)	No Change
4. ACM Songtam Chokkanapitag	-None-	-None-	No Change
5. Mr. Payungsak Chartsutipol	50,000	50,000	No Change
6. Mr. Apichart Jongskul	-None-	-None-	No Change
7. Mr. Suphit Suwagul	-None-	-None-	No Change
8. Pol. Gen. Suchart Theerasawat	N/A	-None-	No Change
9. Maj.Gen. Titawat Satiantip	-None-	-None-	No Change
10. Mr. Patiparn Sukorndhaman	23,000	23,000	No Change
11. Mr. Suwat Kamolpanus	-None-	-None-	No Change

Directors who resigned in 2020 (as of each director's last day of work**)			
Securities Holder*	Shareholding (No. of shares)		Change during the year (No. of shares)
	As of January 1, 2020	As of the Last day in position	
1. Mr. Supattanapong Punmeechaow	-None-	-None- (June 30, 2020)	No Change
2. Mr. Witoon Suewatanakul	-None-	-None- (July 31, 2020)	No Change

Remarks: In compliance with notification of the SEC No. TorChor 17/2551 Re: Determination of Definitions in Notifications relating to Issuance and Offer for Sale of Securities, Clause 2 (16)

* Including shares held by the Directors' spouse and minor children

** Information as of the last day in directorship position

(b) Securities held in the names of Executives under SEC's definitions, their spouses or cohabiting partner and minor children as of February 1, 2021.

Securities Holder*	Shareholding (No. of shares)		Change during the year (No. of shares)
	As of January 1, 2020	As of February 1, 2021	
1. Mr. Suwat Kamolpanus ⁽¹⁾	-None-	-None-	No Change
2. Mr. Kumpol Chaikitkosi ⁽²⁾	N/A	-None-	No Change
3. Mr. Warophat Kimchuwanit ⁽³⁾	N/A	-None-	No Change
4. Mrs. Uramanee Puttong	1,000	1,000	No Change
5. Ms. Wanlapa Sophiskhaunkhant	-None-	-None-	No Change
6. Mr. Jakrit Rungsimanop ⁽⁴⁾	N/A	-None-	No Change
7. Mr. Sansern Sujitjorn	N/A	-None-	No Change
8. Mr. Ekaphong Govitgoongrai	-None-	-None-	No Change
9. Mr. Suchet Deemangmee	-None-	-None-	No Change
10. Mr. Pasaskorn Srisatra ⁽⁵⁾	N/A	-None-	No Change
11. Mr. Thodsaphorn Phienchob	-None-	-None-	No Change
12. Ms. Chompunuch Liamprawat	-None-	-None-	No Change
13. Mr. Suriyawut Rawdkrajab ⁽⁶⁾	N/A	-None-	No Change
14. Mr. Sayan Saesue	-None-	-None-	No Change
15. Mr. Chanasiri Vanit	33,000	3,000	Decreased
16. Mr. Piya Suri ⁽⁷⁾	-None-	-None-	No Change
17. Mr. Dumrong Putiput ⁽⁸⁾	N/A	-None-	No Change

Directors who resigned in 2020 (as of each person's last day of work**)			
Securities Holder*	Shareholding (No. of shares)		Change during the year (No. of shares)
	As of January 1, 2019	As of the last day in position	
1. Mr. Witoon Suewatanakul	-None-	-None-- (As of July 30, 2020)	No Change
2. Mr. Nikom Kasempura	-None-	-None- (As of December 31, 2020)	No Change
3. Mr. Apichart Kullavanijaya	-None-	--None- (As of May 31, 2020)	No Change
4. Mrs. Narungsi Kaiwikaigumnurd	-None-	-None-- (As of October 30, 2020)	No Change

Remarks: In compliance with SEC's notification No. TorChor 17/2551 Re: Determination of Definitions in Notifications relating to Issuance and Offer for Sale of Securities, Clause 2 (16)

* Including shares held by spouse and minor children

- (1) Mr. Suwat Kamolpanus was appointed as Managing Director, replacing Mr. Witoon Suewatanakul, who resigned, with effect from August 1, 2020.
- (2) Mr. Kumpol Chaikitkosi was appointed as Deputy Managing Director, Operational Excellence, replacing Mr. Nikom Kasempura, who resigned, with effect from January 1, 2021.
- (3) Mr. Waropas Kimchuwanit was appointed as Deputy Managing Director, Commercial Excellence, with effect from January 21, 2021.
- (4) Mr. Jakrit Rungsimanop was appointed as Vice President, Corporate Strategy, with effect from June 1, 2020.
- (5) Mr. Sansern Sujitjorn was appointed as Vice President, HR and Corporate Support, with effect from February 1, 2021.
- (6) Mr. Pasaskorn Srisatra was appointed as Vice President, Business and Product Development, with effect from September 1, 2020.
- (7) Mr. Suriyawut Rawdkrajab was appointed as Vice President, Engineering and Maintenance, with effect from June 1, 2020.
- (8) Mr. Piya Suri was assigned as a full time secondee to Thai Ethoxylate Company Limited (TEX).
- (9) Mr. Dumrong Putiput was appointed as Vice President, reporting to the Managing Director with effect from October 1, 2020, and was assigned as a full time secondee to GGC KTIS Bioindustrial Company Limited (GKBI).

7.5 Personnel

7.5.1 Number of Employees

As of January 1, 2021, GGC had 251 employees in total, including the Managing Director (9 additional employees from GC, one employee from GC Glycol and one employee from PTT for secondment) and 140 of them work at manufacturing sites. None of the Company's employees is a member of labor unions. The Company has never faced a strike or business interruption due to labor disputes since its inception. Overall, the Company has maintained a healthy relationship with employees.

The number of GGC's employees is shown in the table below. (As of 1 February 2021)*

Business Unit	Number of Employees (person)
Reporting to Managing Director	3
Internal Audit	4
Corporate Finance and Accounting	11
Corporate Affairs and Corporate Secretary	13
Corporate Strategy	8
Human Resources and Corporate Support	14
Operational Excellence	2
Operations	110
Process Technology	14
Engineering and Maintenance	16
Project Management	10
Quality, Safety, Occupational Health and Environment	8
Commercial Excellence	1
Business and Product Development	9
Supply Planning and Feedstock Sourcing	13
Marketing and Sales	15
Total	251
Seconded at GGC Subsidiaries/Joint Ventures (Secondment)	6

Remarks: * The Board at the meeting No 13/2020, held on September 16, 2020 approved the new organization structure to support business operation effective from January 1, 2021. Details of the change in the Organization Structure is under Part 2: Governance Structure.

7.5.2 Employees' remuneration

a) Monetary Remuneration

Monetary remuneration for GGC's employees and contract employees comprises salary, bonus, wages and welfare, which amounted to approximately THB 292 million in the previous year. The Company has defined a policy on employees' remuneration which reflects the Company's performance in the short term and long term and applies the Balanced Scorecard in the performance assessment. Annual salary rises of the employees are based on the assessment of each individual performance and at the levels which can compete with other companies in the same industry.

b) Other remunerations

GGC, in compliance with Thailand's labor laws, contributes to the social security fund for employees and provides retirement benefits, and other benefits such as training and life insurance. These remuneration and benefits for 2020 totaled approximately THB 42 million.

c) Provident Fund

GGC, in collaboration with GC's 15 joint ventures, established provident funds for its employees. Contributions are made monthly by the employees at the minimum rate of 2 percent but not exceeding 15 percent of their base salaries and the Group contributes at the minimum rate of 5 percent but not exceeding 15 percent of the employees' base salaries. GGC's contributions to the provident funds at the end of 2020 was approximately THB 13 million.

7.5.3 Human Resource Management Policy

In 2020, GGC has strived to become a learning organization with a friendly work environment that also promotes teamwork, fair treatment and safety. Also, the Company has valued skill development, knowledge transfer and competency of the employees. The Company listens to the employees' opinions and concerns fairly and equally while cultivating a corporate culture of GGC, believing that employees are valuable assets and are the key contribution to corporate success and sustainable growth.

During the COVID-19 crisis, the Company has to adjust the human resource development approach through the Digital Learning system to reduce the risk of employee infection. The Company prepared the group of employees to work at the residence (Work from Home) to ensure that those employees can deliver the effective result and the Company also developed roles and responsibilities of supervisor level in order to obviously communicate and understand with employees in the department. The Company defines the knowledge and skills that are standard of employees into 3 groups, namely legal and corporate policy courses (Corporate Course), Leadership Development Program and a curriculum to develop skills that are in line with the functions and responsibilities specified in each job position (Functional Competency Development). The Company also focuses on self-learning through the Digital Learning system.

GGC has a plan to increase capacity as well as competitiveness for business growth and brace for sudden changes in the future. In order to meet the Company's objectives, top Executives play a crucial role in encouraging personnel to develop their skills, exchange knowledge and work as a team. To forge unity, the Company has supported technology and tools in human resource development to respond to the rapidly growing demand and implement corporate strategy more effectively.

Personnel Development: GGC improves manpower in quantity and quality to be well prepared for any assignments to generate new business opportunities.



Top talent employee have to improve themselves via Digital Learning and work assignment so they can learn for work according to “70-20-10 improvement” which 70% is learning via work, 20% learning by coaching and advice from supervisors and 10% is learning from seminar including Digital Learning to achieve their higher ability.

Regarding implementation of the corporate culture, since 2020 GGC has adjust 4 Core Behaviors, which consists of 1) Take initiative to create better results 2) Keep improving self and inspiring teamwork 3) Work proactively to serve customer needs 4) Strive for the greater good. GGC applies 4 Core Behaviors with human resource management such as recruitment employees whose practices should be in line with the Company’s core value, performance assessment, yearly promotion, appointment in-charge position. The Management should serve as role models. Furthermore, the Company promotes the roles of Change Agents, who will help each department inside the Company transform itself by focusing on such matters to bring more practical changes.

To build up morale and engagement among employees, the Company has created a two-way communication channel for Management to send their messages, including information on the Company’s business direction and at the same time opinions from employees can be received by their managers. Among key activities shared through this channel include the Employee Wellbeing Program that promotes physical and mental well-being as well as work-life balance of the employees.

7.6 Other key information

7.6.1 Company Secretary

In compliance with Section 89/1 and Section 89/16 of the Securities Exchange of Thailand Act (No.4) B.E. 2551 (2008), the Board of Directors Meeting No.9/2017 of November 8, 2017 appointed Mrs. Uramanee Puttong as Corporate Secretary, effective from January 1, 2018, to perform the duties as required under the laws in preparing and maintaining key corporate documents such as director registration, notices of the meeting, minutes of the meeting of the Board of Directors and of the Annual Meeting of the Shareholders (AGM), annual reports and reports on the vested interests of Directors and Executives. Company Secretary also oversees the arrangements for the Board of Directors meetings and of the AGM. The Corporate Secretary also regularly attends training programs which will be useful in performing the duties. The qualification of Corporate Secretary is disclosed in Details about the Board , Management in the Appendix.

7.6.2 Chief of Internal Audit

The Audit Committee’s Meeting No. 8/2017, held on December 21, 2017 approved the appointment of Ms. Kunakorn Witthayapaisarn to be Vice President, Internal Audit, and to act as secretary to the Audit Committee, with effect from January 1, 2018. Ms. Kunakorn Witthayapaisarn, a Certified Internal Auditor, has professional qualifications and extensive experience in internal audit. She also attended training courses on internal audit and corporate governance, which are beneficial to her performance. The appointment, dismissal, and transfer of Vice

President of Internal Audit must be approved by the Audit Committee as stated in the Audit Committee Charter. The qualification of Chief of Internal Audit is disclosed in Details about the Board, Management in the Appendix.

7.6.3 Chief of Investors Relations

Ms. Wanlapa Sophiskhaunkhant was appointed Vice President, Finance and Accounting, and GGC assigned Ms. Paveena Ovararint, Division Manager of Investors Relations and Managerial Accounting, to oversee Investor Relations. This unit is the center of communication and disclosure of information for shareholders, investors, both institutions and retail investors, analysts, and related supervisory authorities. It also ensures the quality of the financial reporting process and of important information which might have impact on the price of GGC's stocks, such as financial statements, presentation of corporate performance, quarterly and annual Management's Discussion and Analysis (MD&A), which show the Company's performance and trends, including other information disclosed to the public via SET channel to local and foreign investors alike.

7.6.4 Head of Corporate Compliance

The Board of Directors assigned Ms. Uramanee Puttong, Vice President of Corporate Affairs and Corporate Secretary, to be responsible for Corporate Compliance with laws, rules and regulations by establishing the Legal and Compliance Department and the Corporate Secretary and Governance Department in order to promote the operation with clear and more efficient operating procedures.

Also, the Board of Directors' Meeting No.16/2019 held on 18th December 2019 has approved the Compliance Policy and acknowledged the GGC Compliance Program which have been reviewed by the Corporate Governance and Sustainable Development Committee. The qualification of Head of Corporate Compliance is disclosed in Details about the Board, Management in the Appendix.

7.6.5 Chief Accountant

In 2020, GGC assigned Mrs. Nuttaya Wudtisuk, Division Manager Accounting and Budgeting to oversee the Company's accounting and ensure its compliance with relevant standards, laws and regulations. The qualification of the Chief Accountant is disclosed in Details about the Board, Management in the Appendix.

7.6.6 Audit Fee and Non-Audit Fee

1. GGC and subsidiaries paid the audit fee amounting THB 2,270,000 to Deloitte Touche Tohmatsu Jaiyos Co., Ltd. for fiscal year 2020: GGC paid in total THB 2,270,000 which consists of the fee paid for the Company in amount of THB 1,690,000 and its subsidiaries in amount of THB 580,000.
2. Non-Audit Fee - For fiscal year 2020, GGC paid for BOI Consultation and for issuance disposal inventory report to Deloitte Touche Tohmatsu Jaiyos Co., Ltd. in an amount of THB 99,000 and 55,000 respectively.

8. Report on Key Actions under Corporate Governance

8.1 Board of Directors' Performance in 2020

GGC has been complying with the Code of Good Corporate Governance for Listed Companies (CG Code) of the Stock Exchange of Thailand (SET), Corporate Governance Report (CGR) of Thai Listed Companies, and Dow Jones Sustainability Indices (DJSI). In 2020, GGC operated its business in accordance with the CG Code as detailed below:

Principle 1: Establish Leadership Role and Responsibilities of the Board of Directors as the Leader in a Sustainable Organization

Responsibilities of the Board of Directors

The Board of Directors formulates policies in relation to their responsibilities. In 2020, the Board of Directors has taken the following actions:

1. Define Policy, Strategy and Business Direction

The Board of Directors considered, reviewed and made decisions on business policy, vision, mission, business plans, budget and strategy in corporate development in line with the changing business situation. The Board also defined indicators and business goals and advised Management in their conduct of business to achieve the goals, and tasked the Managing Director with reporting of progress of the operation to the Board on a regular basis. The Board also held an annual meeting to review the long-term 10-year corporate direction and strategy plan (2020 – 2029).

2. Good Corporate Governance and Code of Business Conduct

The Board of Directors established a policy for Corporate Governance and Code of Business Conduct for the Directors, Executives and employees to adhere to as guidelines in the business operation of GGC Group to ensure standards, transparency, efficiency and accountability of the operation, based on business ethics and virtue taking into account equitable benefits and rights of all stakeholders. The Corporate Affairs and Corporate Secretary has been assigned as the central unit to oversee related matters. Details of performance in compliance with corporate governance are as shown under “Corporate Governance”

In the fourth quarter of 2019, all Directors, Executives and employees put their signatures in the Acknowledge and Conformity Form agreeing to adopt the principles, policies and ethics in the "CG Handbook" in their conduct of business up to standard.

3. Internal Control and Internal Audit

The Board of Directors is aware of the importance of internal control and internal audit systems and mandated that GGC Group be equipped with a standardized internal control system of acceptable risk level, by taking into account appropriate control environment factors. Internal Audit has been tasked with the review of the systems and

monitoring of the implementation and is to report the progress to the Audit Committee and the Board of Directors to ensure that the Company can achieve its goals of the operations, the reporting and the compliance with relevant laws, rules and regulations to foster stakeholders' confidence. Details are as shown under "Internal Control".

4. Risk Management

The Board of Directors, in accordance with the stipulated Roles, Duties and Responsibilities of the Board of Directors, identifies key potential risks and formulated comprehensive risk management guidelines. The Risk Management Committee has been assigned to define a risk policy, monitor and promote efficiency of GGC Group's risk management, identify significant risks, formulate action plans, monitor, assess and improve the risks to an acceptable level (risk appetite), and report progress of the risk management to the Board. Details are as in "Risk Management and Risk Factors".

5. Conflict of Interest

GGC places high importance on the policy on conflict of interest and included it in the "Corporate Governance and Code of Business Conduct Handbook". The policy prohibits Directors, Executives and employees from exploiting their positions for personal gain which might lead to transactions of conflict of interest with GGC. In the event that the transaction is necessary, Directors, Executives and employees with such conflict of interest transactions must refrain from participating in the approval process for such transactions which are defined as connected transactions under SEC's and SET's notifications.

GGC also prohibits and regularly warns its Directors, Executives and employees not to take advantage of their positions in trading GGC's stocks or disclose inside information not yet made public and still under consideration to others for personal gain in trading GGC's stocks. Moreover, Directors and Executives from the range of vice president or higher and those with finance-related positions under SEC's criteria must submit the report on their interests or those of their related persons to the Company. Employees at all levels are also required to report their conflicts of interest via GGC's intranet annually or file such report promptly upon potential conflicts of interest in relation to any consideration process or decision-making in GGC's projects.

6. Social and Environmental Responsibility

The Board of Directors assigned the Corporate Governance and Sustainable Development Committee to be responsible for approving the workplan and following up implementation under the sustainable development roadmap to improve the well-being of the community and society and conserve the environment in a sustainable manner.

In 2020, GGC held a meeting of the working group on sustainable development which consisted of Executives from different departments. The meeting shared opinions and provided recommendations, followed up on the results

in problem-solving or obstacles confronting GGC's sustainable development. The meeting also considered the preparation of the Stakeholder Engagement Plan and the Integrated Sustainability Report 2020. An external consultant was hired to assess the comprehensiveness of the report to ensure that it was credible and up to international standard.

Principle 2 : Define Objectives that Promote Sustainable Value Creation

Define and Monitor Implementation under GGC's Strategies

The Board of Directors and the Management Committee (MC) at the Meeting of the Board of Directors No.22/2020 held on July 13, 2020 considered the long-term corporate direction and business strategy and human resource development plan, and an annual agenda of the meeting of the Board of Directors, to ensure that the such direction and plan correspond with the changing economic and social environment, current as well as in the future. The meeting also considered the risk assessment and preparedness of business operations under different situations with efficiency and followed up on the progress of the implementation under the corporate strategy through the monthly Board of Directors meetings.

In addition, the Good Corporate Governance Plan and the Sustainable Development Roadmap were implemented simultaneously to ensure more efficient corporate development and move the business in the same direction.

Principle 3 : Strengthen Board Effectiveness

Composition and Balance of Authorities of Non-Executive Directors

The Board of Directors determined the appropriate number of Directors. The current Board of Directors comprises 11 members, one of whom is an Executive Director and 10 Non-Executive Directors. 8 members are Independent Directors, or 72.72% of the entire Board, which exceeds half of the Board.

Roles of Chairman and Managing Director

The Chairman and the Managing Director must not be the same person. The Chairman does not engage in the day-to-day management and has different roles from the Managing Director which are described below:

Chairman of The Board of Directors

1) Eventhrough the Chairman is not Independent, but his role is completely separated from the excutives role according to the Corporate Governance Code (CG Code) He is responsible for setting the agenda of the Board of Directors' meetings together with the managing director who serves as the secretary of the Board of Directors.

2) Seves as the chairman of the Board of Directors meeting and shareholders' Meeting by ensuring that the Directors adhere in accordance with the Good Corporate Governance principles of the Group of Companies.

3) The Chairman of the Board of Directors is not holding any position in the Sub-Committee in order to comply with the segregation of duties to the scope of duties of the Board of Directors.

Managing Director

The Managing Director is the top Management, selected from one of the Directors and appointed by the Board of Directors in accordance with the Company's Articles of Association. The Managing Director is responsible for Corporate Management under the Policies, Business Operation plans and budgets, and within the scope of authorities assigned by the Board as defined in the Company's Articles of Association and regulations. The Managing Director also serves as secretary to the Board of Directors. The role, duties and responsibilities of the Managing Director are publicized on GGC's website.

The Company's Articles of Association also stipulated that the Managing Director earns compensation and benefits as the top corporate Executive who also serves as Director, based on the Board of Director's annual appraisal.

The Board of Directors Meeting

As a rule, the Board of Directors schedules the meetings of a given year in advance. The agenda items of the meeting of each month are clearly set, and special meetings may be called as appropriate. The notice of the Board meeting, draft minutes of the previous meeting, and supporting documents will be delivered to the Directors for consideration at least seven days in advance of the meeting to allow them sufficient time for study the contents. During the meeting, the Directors are free to express their views and make recommendations. The Chairman will compile and summarize opinions and recommendations made at the meetings. Directors with conflicts of interest or is related to person with conflicts of interest must be excused from the meeting during the consideration of such agenda item. However, if needed, such director may be called to provide necessary information, but must refrain from voting and/or leave the meeting room in order that the other Directors can freely express their views and be independent in casting the votes.

In 2020, the Board of Directors held 16 meetings, four of which were special meetings. The minutes of the meeting in writing was prepared and signed by the Chairman and the Secretary to the Board of Directors. The minutes, original and copies, will then be kept in a document file and in an electronic file. Access to these files is restricted to

only relevant persons for convenience and security reasons in safeguarding the Company's internal data and confidential information.

Meeting of Non-Executive Directors

The meeting of non-Executive Directors is held at least once a year in line with the CG Policy. In 2020, the meeting was held on December 23, 2020, 9 Non-Executive Directors attended the meeting to provide recommendations, advice and guidelines in the management and business operations of the Company.

Minutes of Meeting of the Board of Directors

GGC sent out the Minutes of Meeting of the Board of Directors to the Board of Directors in accordance with the criteria set by SET within 14 days from the date of the meeting. Directors will review the contents and, in the event that Directors may have additional recommendations, return it with such comments or recommendations to GGC, such practice was introduced since 2017.

In addition, the Board of Directors valued financial reports and assigned the Audit Committee to evaluate the quality of GGC's financial reports and internal control systems as well as to review the appropriateness and guidelines for sufficient disclosure of important information of the notes to the financial statements of Annual Report 2020 which have been approved by the Board of Directors.

Sub- Committees

GGC's four Sub-Committees are the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainable Development Committee and the Risk Management Committee. Each committee shall serve up to three years from the dates of appointment. The charter of each committee clearly specifies its roles and responsibilities. The number of the meetings and meeting attendances are shown under "Structure and Operation of Group Companies"

Nomination and Appointment of Directors and Independent Directors

The Nomination and Remuneration Committee is responsible for the recruitment and nomination of qualified candidates with desired knowledge, competency, expertise, experience and specific qualifications which are beneficial to and suit GGC's business strategy under the Skill Matrix and the Board Diversity, as well as their independence and conflict of interest.

In addition, the Company provides an opportunity for minority shareholders holding no less than 4% of the total shares at the AGM to nominate candidates with suitable qualifications as Directors in addition to using the Director Pool from the Thai Institute of Directors (IOD).

The newly appointed Directors or Independent Directors undergo orientation sessions from different units in order to understand the Company's business direction, organization structure and good corporate governance practices which are necessary for them in performing their duties. Details of the nomination of Directors and Independent Directors are as follows:

1. Nomination of Directors

- **Nomination of New Directors:** Directors appointed to the Board of Directors must have qualifications as required by relevant laws and regulations, expertise, knowledge and capability with vast experience in different professional fields which are useful for their performance as Directors, which, as set in the Skill Matrix, are engineering, economics, finance, accounting, business management, security and social sciences, laws, strategic planning, risk management, corporate governance, etc.
- **Re- Nomination of Directors:** Director's past performance, dedication and participation in the Company's activities will be taken into consideration for the re-nomination.

2. Nomination of Independent Directors

GGC considers the number of Independent Directors in the composition of the Board of Directors to ensure that it is in compliance with the regulations of the Securities and Exchange Commission (SEC). As of December 31, 2020, out of 11 Directors, 8 were Independent Directors, which exceeded the number required by SEC. Definitions and independency qualifications of Independent Directors as defined in the CG Handbook are publicized on GGC's website.

The Company also mandates that the meeting of Independent Directors be held once a year. The 2020 meeting was held on July 8, 2020 at 08:30 hours at GGC's head office in Bangkok. All of the Independent Directors, with independency qualifications as required by SET, attended the meeting chaired by Prof. Dr. Kumchai Jongjakapun, Chairman of the Independent Directors. The meeting provided recommendations and guidelines for GGC's business operation covering important issues such as the roles and responsibilities of the top Executives, corporate direction and business strategy, adoption of technology to enhance operating efficiency, further actions in the Whistleblower process, HR management to prepare competent employees for important positions, and enhance the preparedness of the Company in order to support the country and drive the policy of the public sector.

Nomination and Appointment of the Managing Director

Under GGC's Articles of Associations, the Directors elect one among themselves to act as the Managing Director and Secretary to the Board of Directors. If the position becomes vacant, the Nomination and Remuneration Committee will nominate a qualified candidate who commands necessary and appropriate skills, experience and specific professional qualifications beneficial to and suit GGC's business operations to the Board of Directors for

approval. In 2020, the Nomination and Remuneration Committee nominated Mr. Suwat Kamolpanus as the Managing Director on August 1, 2020.

Board of Directors Performance Appraisal

Board of Directors

GGC has regularly reviewed the Board of Directors Appraisal Form since 2018 in order that Directors can review their performance, problems and obstacles confronted during the past year. In 2020, the Board's performance was assessed in three types – the Entire Board Assessment, Self-assessment and Cross-assessment (assessment by other Directors). The scores were divided into five levels to suit the assessment and in compliance with SEC's Good Corporate Governance for Listed Companies 2017 (CG Code). Results of the assessment will be submitted to the Board of Directors' meeting to support their consideration in determining annual remuneration of the Directors apart from corporate performance. The assessment will be disclosed in GGC Annual Report. The performance assessment of the Board of Directors is shown below:

1. Assessment of the Board's Performance (Entire Board)

The assessment was comprised of six main topics :

- 1) Board Policy
- 2) Board Performance
- 3) Board Structure
- 4) Board Style
- 5) Board Meeting
- 6) Board Development.

A total of 10 Directors holding the office at the time underwent the assessment held during November 2020. The average score of the Board assessment (entire Board) is 93.95 % or 0.62% higher than the previous year.

2. Assessment of Individual Directors' performance (Self-Assessment)

The questions consisted of three main topics:

- 1) Directors' Performance
- 2) Compliance with CG and Code of Business Conduct
- 3) Self-Development and Teamwork

The average score of Individual Directors' performance assessment (Self-Assessment) is 94.05% or 0.25% higher than the previous year

3. Assessment of Individual Directors' performance (Cross Assessment)

The questions consisted of three main topics:

- 1) Directors' Knowledge and Expertise in Specific Fields, Self-Development and Teamwork
- 2) Director's Performance
- 3) Time Devotion and Meeting Attendance

The average score of Individual Directors' performance assessment (Cross Assessment) is 93.48% or 0.31% lower than the previous year.

Sub- Committees

GGC's four Sub- Committees are the Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainable Development Committee and Risk Management Committee. The performance assessment of these Committees, both group and individual, was conducted for all.

In 2020, each committee reviewed and improved series of questions and assessment criteria to cover performance in compliance with good corporate governance as shown below:

1. **Audit Committee :** The assessment topics consisted of the Charter of the Audit Committee, composition and qualifications of the Audit Committee, performance assessment, relationship with the Vice President of Internal Audit, external auditors and Meeting Management, development of the Audit Committee, reporting to the Board of Directors and shareholders as well as maintaining of performance quality.

The results of the assessment of the Audit Committee are:

- **Group assessment: an average score of 94.04%**
- **Individual assessment: an average score of 92.33%**

2. **Nomination and Remuneration Committee:** The Nomination and Remuneration Committee at the meeting No. 5/2020 of November 9, 2020 approved the revision of the Nomination and Remuneration Committee Assessment Form in line with its Charter, which has been revised in compliance with SEC's corporate governance principles (CG Code). Assessment topics are composition and qualifications of the Nomination and Remuneration Committee, performance, practices, meeting attendance, reporting and performance assessment.

The results of the assessment of the Nomination and Remuneration Committee are:

- **Group assessment: an average score of 93.95%**
- **Individual assessment: an average score of 93.76%.**



3. **Corporate Governance and Sustainable Development Committee:** The Corporate Governance and Sustainable Development Committee, at the meeting No.4/2020 held on October 21, 2020, approved a revision to its performance assessment form in line with the criteria and best practices of the Thai Institute of Directors (IOD), SET and SEC as well as the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code). Assessment topics are composition and qualifications of the Corporate Governance and Sustainable Development Committee, performance, meeting attendance, reporting and performance assessment.

The results of the assessment of the Corporate Governance and Sustainable Development Committee are:

- **Group assessment: an average score of 94.65%**
- **Individual assessment: an average score of 94.83%**

4. **Risk Management Committee :** Assessment topics are composition and qualifications of the Risk Management Committee, performance, role and responsibilities, priority set in its consideration, review, and performance.

The results of the assessment of the Risk Management Committee are:

- **Group assessment: an average score of 87.76%**
- **Individual assessment: an average score of 88.99%**

Supervision of GGC and GGC Subsidiaries

GGC also conducts its business through its subsidiaries and affiliates, details of shareholding in these entities appear under “Structure and Operation of Group Companies” and on the Company’s website: www.ggcplc.com. GGC has carried out its business activities in line with GGC Business Principles and to maintain the Company's investment interests as follows:

- The Managing Director has the authority to formulate policies, rules, regulations, orders, Announcements, management guidelines and to delegate his authority to Executives to approve and sign in the course of performing the duties as needed. The nomination and selection process criteria will be consistent with and in accordance with the Company's Articles of Association and conditions under the Joint Venture Agreement of the company, as well as the number of companies in which the Management will serve as directors.
- The Managing Director oversees GGC Group key policies such as policies on Good Corporate Governance, Whistleblower, Anti-Corruption, Compliance, and other related policies to ensure performance in compliance with SEC’s and SET’s regulations and with other related laws.

Moreover, GGC has formulated management guidelines, GGC Way of Conduct, for GGC Group and held a meeting with the Executive Directors who represented the subsidiaries and affiliates, namely the managing director of Thai Ethoxylate Co., Ltd. (TEX) and the managing director of GGC KTIS Bioindustrial Co., Ltd. (GKBI), both of which are Joint-Venture companies, in which GGC has 50% shareholding, to communicate policies under GGC Way of Conduct and foster cooperation in the management of the same standard under the GGC Way of Conduct in 11 areas as follows:

1. Corporate Governance and Compliance
2. Strategy
3. Finance and Accounting
4. Marketing and Sales
5. HR
6. Operations
7. Supply and Feedstock Sourcing
8. Sustainability and Corporate Branding
9. Procurement
10. Internal Audit
11. Information Technology.

Anti-Corruption

GGC is committed to operating business with Good Governance and emphasis on transparency, integrity, ethics and responsibility towards society and environment as well as all stakeholders. The Company has improved its business guidelines to enhance compliance with the laws and CG principles as follows:

- **CAC Certification:** GGC has joined Thailand's Private Sector Collective Action against Corruption (CAC) in declaring its intention against all forms of corruption since 2017 and become CAC's certified member in 2019 with a 3-year term membership. As suggested by the CAC's Council during the first quarter of 2019, GGC improved its risk management and internal control plans in relation to anti-corruption to make it more effective. The improvement followed CAC's procedures to completion, and the Board of Directors on December 28, 2020 submitted the completed documents to CAC for re-certification, which is under the consideration process. The result will be announced in the first quarter of 2021. GGC has reviewed the contents on the 71 checklists in CAC's self assessment form in relation to anti-corruption measures to ensure accuracy, completeness and up to date contents, with completed supporting documents. GGC reviewed key corruption risks to its business, and the Risk Owners and the Corporate Risk Management and Internal Control jointly assess corruption risks which might have significant impact on GGC's business and set up internal control process and/or measures to mitigate such potential risks.

- **Legal and Compliance** : In 2020, Legal and Compliance managed potential risks from non-compliance performance or performance in violation of corporate's rules and regulations by communicating with all departments through training and other media so that employees are aware of legal consequences from such actions and of the laws, rules and regulations in relation to their performance. Legal and Compliance also improved the Company's rules to be more concise and with adequate monitoring, and communicated it to concerned employees to ensure their strict compliance with the laws and GGC's rules and regulations.
- **Corruption Risk Assessment** : GGC reviewed important corruption risk to its business, and the Risk Owners and the Corporate Risk Management and Internal Control will jointly assess corruption risks which might have significant impacts on GGC's business and set up internal control process and/or measures to mitigate such potential risks. GGC also raises awareness in its employees on anti-corruption through meetings, training and activities as follows:

1. **Board of Directors** : The Board of Directors acknowledged the progress of implementation in relation to corruption risk management reported by the Risk Management Committee on a quarterly basis to ensure the efficiency and effectiveness of GGC's risk management and that, with all measures in place, the Company's goals under the business plans and long term target will be achieved.

On November 17, 2020, members of the Board of Directors, Dr. Kongkrapan Intarajang, Mr. Patiparn Sukorndhaman and Mr. Suwat Kamolpanus attended a special presentation on "Ethical Challenges in New Normal" with Professor Vicha Mahakun as the lecturer. The presentation was organized to promote GGC's CG ethics and culture among Executives who are role models for behaving with ethics and integrity.

2. **Executives** : On November 30, 2020, the Enterprise Risk Management Committee (ERMC) conducted an assessment on potential corruption risks of the public sector, based on the criteria of and recommendations from the Thailand's Private Sector Collective Action against Corruption (CAC) Council. Risk factors, potential impact, impact velocity, and risk levels were considered as well as risk control measures, risk owners and close monitoring to prevent such risks. On November 3, and 5, 2020, the Executives attended training on corruption risk assessment, held to ensure that the Company is equipped with corruption risk prevention and control system and standard in line with CAC's assessment criteria. On November 25, 2020 GGC's Executives attended training on "Ethical Leadership : Turning Ethics into Action" to raise awareness of the Executives of their roles as leaders performing the duties in an ethical and honest manner.

3. **Employees** : On November 3 and 5, 2020, representatives of employees who perform duties as "Risk Coordinators" of each department participated in training on corruption risk assessment to

ensure that GGC has in place corruption risk prevention and control system and standard in line with CAC's assessment criteria.

- **Internal Communication** : GGC communicates Good Corporate Governance and Code of Business Conduct in line with CG principles and GGC's 4 Core Behaviors as follows:

- 1) **Corporate Governance Talk (CG Talk)** : Every Management Committee (MC) meeting is required to have a regular agenda item on CG before proceeding to other agenda to emphasize the role of Management and Executives as leaders in communicating CG to employees under their supervision.
- 2) **GGC CG News** : GGC communicates the Business Code of Conduct as well as good practices through email-GGC CG News, at least twice a month.
- 3) **GRC Roadshow** : Corporate Affairs and Company Secretary Department in collaboration with Internal Audit Department and Corporate Strategy Department organized the GRC Roadshow to promote understanding in integrating best practices for better performance; monitor compliance with the designed internal control system; ensure efficient and sustainable implementation of the Risk Management, Corporate Governance, Compliance with laws and internal control which are systematic, and foster the "Take the initiative to create better results" culture within the organization. All employees were also required to jointly prepared CG E-Learning at the end of 2020 in order to analyze the effectiveness and understanding of ethics and CG principles and Code of Business Conduct.
- 4) **Corporate Governance and Business Code of Conduct Handbook (CG Handbook)** : CG Handbook was revised in line with SET's CG Code and published and distributed to Directors, Executives, and employees for their acknowledgment and for their signatures to the Acknowledgement and Conformity Form, agreeing to comply with the principles, policy and ethics in the Handbook in their practices.

- **External Communication** : GGC communicated the anti-corruption policy and guidelines and disclosed Good Corporate Governance and Code of Business Conduct Handbook (2019 Edition) on GGC's website. The published Handbooks were also distributed to customers and business partners, who were also required to sign to acknowledge and comply with GGC's Code of Business Conduct.
- **Participation with Public Sector**: GGC participated in GC Group's activity "Zero Tolerance: Thais will not tolerate corruption" to join forces with the public sector on the International Anti-Corruption Day (Thailand), on December 9, 2020. The event was organized by the Government in collaboration with the Office of the National Anti-Corruption Commission (NACC), Office of Public Sector Anti-Corruption Commission (PACC), Anti-Corruption



Organization of Thailand (ACT) and related networks via online application: NACC's Facebook Live and Youtube, for safety reasons under the "new normal" way of life during the COVID-19 pandemic.

● Whistleblower System and Protection

1) GGC's whistleblower policy was revised to make it clearer and ensure more efficient whistleblower protection. The revised version was submitted to the Corporate Governance and Sustainable Development Committee for review and consideration, and the Board of Directors at the Meeting No.15/2019 held on December 18, 2019 approved the proposed revised policy.

2) GGC has provided the following channels for sending complaints:

1st Channel Mail: Company Secretary or Vice President of Internal Audit,
555/1 Energy Complex Building A, 4th Floor, Vibhavadi Rangsit
Road, Chatuchak District, Bangkok 10900

2nd Channel Website: www.ggcplc.com (under Corporate Governance section)

3rd Channel Email: GGCVoice@ggcplc.com

In addition, the Company has divided the topics of complaints into two categories: 1) Complaints relating to Good Corporate Governance and Code of Business Conduct, and 2) Complaints relating to stakeholders, in order to facilitate the handling of complaints.

3) Whistleblower Process under The Company Whistleblower Policy

- **Filing a Complaint** : Any person who witnesses unethical business behavior or illegal misconduct could file a complaint to the Company through designated channels shown in 2) above.
- **Complaint Registration and Investigative Process**: The Corporate Secretary is responsible for registration of complaints and forwarding them to Internal Audit or related departments for investigation and factfinding.
- **Information Confidentiality and Whistleblower Protection**: Names and other related information of the whistleblowers will be kept confidential for their protection.
- **Response** : A response will be made to the complaints of the whistleblower, informants or stakeholders who have left in their complaints their contact addresses. Actions will be reported to the Corporate Governance and Sustainable Development Committee and the Audit Committee for their acknowledgement.

- 4) Whistleblower Procedure: GGC has put in place the Whistleblower Procedure to keep all complaint in one place with standardized registration numbers and will be separated according to the defined categories to facilitate the handling. In 2020, there was only one complaint concerning the CG and Code of Business Conduct. The complaint, after referring to the operation manual and procedures under the Company's complaint policy, fell within GGC's scope of criteria on the organization's work requirements and regulations, and the matter was forwarded to the HR for further consideration and action.

Reports of Conflict of Interest of Directors and Executives

A person eligible to be nominated as Director or Executive is required to file a report of his/her holding of GGC shares, or of his/her spouse or children under legal age, prior to assuming the position, and after being appointed to the position under Section 89/14 of the Securities and Exchange Act (No.4) B.E. 2551 (2008) and the Notification of the Capital Market Supervisory Board No. Tor Jor. 2/2009 on Report of Interest of Directors, Executives and Related Persons.

The Board of Directors at Meeting No.1/2017 held on March 15, 2017 mandated that GGC's Directors and Executives required to report to the Board of Directors meetings their interests or change of interests in GGC shareholding or that of their spouse, cohabiting partner or children under legal age under SEC's notifications are Directors, the Managing Director, Deputy Managing Directors and Vice Presidents.

In addition, the Accountant, though not a director or an executive under SEC's definition but learns in advance of GGC's accounting and financial information before it was made public, is also required to report the interest held or change.

Shareholding of Directors and Executives as of December 31, 2020 are as shown in the tables under "Securities held in the name of Directors and Executives".

Principle 4 : Ensure Effective Top Executives and People Management

Succession Plan

GGC has developed a succession plan for top Executives to ensure that GGC has in hand skilled, knowledgeable, capable and qualified personnel to support its operation and future growth under the defined goals. The Nomination and Remuneration Committee will consider the qualifications of the candidates to be nominated as Directors and submit to the Board of Directors for appointment under the criteria.

Development of Directors and Executives

Directors' Orientation

GGC held orientation session for new Directors under SET's guidelines as follows:

1. A briefing on CG Principles, relevant rules and regulations, nature of business of GGC Group, composition of the Board of Directors and relevant rules and policy, vision, mission and business goals of GGC and GGC Group, financial status of GGC Group, and information necessary and useful in performing their duties as Directors prior to their first attendance at the Meeting of the Board of Directors.
2. New Directors will receive key documents and related handbooks such as the corporate strategic plan, Articles of Association, Certificate of Incorporation, annual reports, relevant rules and regulations, Good Corporate Governance and Code of Business Conduct.

The newly appointed Directors and Independent Directors will undergo an orientation session on matters necessary for performing duties from various Executives from different departments in order to understand basic business practices, the organization structure and good corporate governance.

Training for Directors

GGC encourages Directors to attend training sessions to enhance their knowledge and capabilities which suit their different fields of expertise in line with the Board Skill Matrix as shown below.

1. All Directors underwent training organized by the Thai Institute of Directors Association (IOD) and other leading institutions as listed in the table below.

Name	DCP	DAP	ACP	BMT	BNCP	ELP	RCP	RCL	AACP	CMA	TEA
Mr. Kongkrapan Intarajang	119/2009						21/2009				Class 14
Prof. Dr. Kumchai Jongjakapun	128/2010		38/2012				34/2014			Class 9	
Ms. Kannika Ngamsoppee	21/2002				7/2019			13/2018	36/2020	Class 3	
ACM Songtam Chokkanapitag	227/2016										
Mr. Payungsak Chartsutipol		SCC/2004								Class 11	Class 1
Mr. Apichart Jongskul	109/2008		30/2010							Class 17	
Mr. Suphit Suwagul	177/2013			8/2019		13/2018					
Maj. Gen Titawat Satiantip	285/2019										
Police General Suchart Theerasawat											
Mr. Patiparn Sukomdhaman	73/2006										Class 7
Mr. Suwat Kamolpanus	300/2020										Class 4

* Participation in director training courses was under consideration as the Director was just appointed as a Director on December 23, 2020.

DCP	: Director Certification Program	ELP	: Ethical Leadership Program	RCP	: Role of the Chairman Program
DAP	: Director Accreditation Program	BMT	: Board Matters and Trends	วตท.	: หลักสูตรผู้บริหารระดับสูง สถาบันวิทยาการตลาดทุน
ACP	: Audit Committee Program	BNCP	: Board Nomination and Compensation Program	วพณ.	: หลักสูตรผู้บริหารระดับสูง ด้านวิทยาการพลังงาน

2. GGC annually organized internal Knowledge-Sharing sessions for the Board of Directors. In 2020, the event was held on July 25, 2020 and attended by GGC's Directors and Executives. The topic was "Global and Thai Economic Outlook", with Dr. Pipat Luengnaruemitchai, Chief Economist, Kiatnakin Phatra Financial Group, as guest speaker. The seminar aimed to enhance understanding on economic situation during the COVID-19 crisis, and GGC's adjustment to the situation.
3. Executives appointed as directors to GGC's subsidiaries and joint ventures will undergo training courses relating to performing of duties of directors from the Thai Institute of Director Association (IOD).

. Company Secretary's Training

The Corporate Secretary participated in training to enhance her knowledge and capability in performing the duties to ensure smooth execution of the Board with access to necessary and appropriate information to support the Board's performance in line with the CG Code. In 2020, the Corporate Secretary participated in the "Ethical Leadership : Turning Ethics into Action" and "Ethical Challenges in New Normal" training course with GGC Group to create awareness of business ethics and good governance, and in the "Anti-Corruption Working Paper" course to promote working papers and expertise in anti-corruption audit, organized by the Thai Institute of Directors (IOD) and the Federation of Accounting Professions during September 23-24, 2020.

Principle 5 : Nurture Innovation and Conduct Business with responsibility

Nurture Innovation

The Company has established a policy to support the participation of stakeholders in the development of innovation in order to balance creating value for communities, society, and the environment with sustainable business growth through innovation creation to cope with the needs of all stakeholders as follows:

1. **Suppliers:** Promoting the standard for sustainable oil palm plantation (RSPO: Roundtable on Sustainable Palm Oil) for farmers in collaboration with its business partners to enhance the standards of its products.
2. **Customers:** Responding to Market Needs – GGC has developed a formula for car wash and multi-purposes polisher products, with key components from fatty alcohol residue and premium grade fatty alcohol at a 40:60 ratio; added new products – fatty alcohol residue packed in cardboard boxes, and in cans for fatty alcohol C16 and C1216, and methyl ester for consumers' convenience; for glycerin, details in quality report have been revised/added for appropriate use of the product, such as sugar and food nutrient level indices for customers in food and pharmaceutical sectors; as well as adding value to fatty alcohol products to be "value-added products".

3. **Employees:** Inspiring all employees to participate in creating innovation, such as formulating a human resource development plan which covers training from HR experts in the field of innovation.
4. **Community:** Job Creation- GGC plays a part in creating jobs in communities in line with its sustainable policy and nurtures good relationship with them. GGC's product, glycerin, has been distributed to support Luffala Community Enterprise and Little Mermaid Cosmetics in Map Ta Phut Community Enterprise for use in their healthcare production, such as liquid soap and lotion.
5. **Nation:** Investment Project – GGC has its investment development project “Nakornsawan Bio Complex: NBC) to support the Eastern Economic Corridor of Innovation (EECI) in driving the economy of the nation.

Consideration of Roles of Stakeholders

The Company values all stakeholders and has defined policies and guidelines in the Good Corporate Governance and Code of Business Handbook (CG Handbook) as the best practices for Directors, Executives and employees to acknowledge, understand and strictly comply with, based on good governance, which consists of best practices in conflicts of interest, responsibility for stakeholders (shareholders, customers, business competitors, business partners, creditors, public sector, employees, society, community and the environment), anti-corruption and best practices in receiving and offering of gifts or other benefits. The guidelines are published on www.ggcplc.com under “Good Corporate Governance”.

Furthermore, GGC has provided channels for stakeholders to send their opinions or recommendations relating to corporate governance or other matters which concerned the stakeholders to the Company via its website under “Whistleblower” on CG or email to corporategovernance@ggcplc.com or other available channels provided.

The Corporate Governance and Sustainable Development Committee has acknowledged policies and practices in the treatment of GGC stakeholders in 2020, summarized as follows:

1. Shareholders

GGC respects the fundamental rights of shareholders and treats every shareholder equitably, including the right to participate in the Annual General Meeting (AGM) of Shareholders, the right to vote, to propose meeting agenda items, and to nominate candidates for a directorship prior to the AGM. The shareholders can propose recommendations and views and are provided with contact channels via the GGC's website: www.ggcplc.com and via email at corporategovernance@ggcplc.com and ir@ggcplc.com.

In 2020, the Company has completely accomplished implementation under its corporate governance plan 2020 designed to foster shareholders' confidence in GGC's CG.

2. Customers and Business Partners

In 2020, Marketing and Sale Department, Supply Chain and Feedstock Sourcing Department and Human Resources and Corporate Support Department regularly reported to the Corporate Governance and Sustainable Development Committee their treatment towards customers and business partners, taking into account good relationship, mutual benefit, confidentiality, trade equality, honesty, integrity, compliance with laws and rules, and communicated to business partners the Company's Code of Business Conduct under CG principles.

Moreover, the Company regularly reminded employees of GGC and GGC Group to comply with the anti-fraud and corruption policy and guidelines to prevent conflict of interest with related stakeholders.

3. Business Competitors

GGC is committed to conducting business with fair and transparent competition, not seeking competitors' trade secret through inappropriate or dishonest means or defaming them with malicious accusations as well as not violating intellectual property and trade secrets.

4. Creditors

In 2020, GGC regularly reported its responsibility to creditors, especially financial institutions, to the Corporate Governance and Sustainable Development Committee to ensure its compliance with the Good Corporate Governance Principles and equitable treatment towards financial institutions as its stakeholders taking into account good relationship, no gifts giving/receiving and fulfillment of agreements.

5. Public Sector

GGC recognizes the public sector and its agencies. GGC also defined and published in the CG Handbook guidelines on best practices for the treatment of the public sector, and compliance with the laws, rules and regulations and in lawfully obtaining permits from related government agencies.

GGC regularly supports public activities. Representatives of GGC participated in an activity under the concept of "Zero Tolerance: Thais will not Tolerate Corruption" (as under "Anti-Corruption") to foster the confidence of GGC's commitment to conducting business honestly, transparently and accountably.

6. Employees

GGC focuses on developing employees' competency through Knowledge Sharing activities which will enhance knowledge in business operation, knowledge promotion via LINE application, email, public training courses, as well as preparation of assessment forms and participation in GGC Group's activities in order to share knowledge and experience with other departments and employees.

GGC has divided key standard knowledge and skills of employees into Corporate Course as required by laws and organization, Leadership Development Program, and Functional Competency Development.

The Company emphasizes self-education via digital learning, by which employees can educate themselves while working from home during COVID-19 crisis to ensure continual development.

In 2020, to reduce the risk of employees in the production line from COVID-19 virus, the following measures were established:

1. Oversee the preparedness of the organization and support employees' work from home.
2. Define the roles and duties of the supervisors and employees and communicate with each of them for clear understanding to ensure that they all know and understand their roles and duties, hold a meeting within the department at least once a day through designated communication systems and equipment (Microsoft Teams) and daily report employees' health via the system.
3. Manage risks from the equipment, material and systems, hold training courses for all employees so they can understand the basic of the risks stemming from their working, find a way to prevent and mitigate the risks from COVID-19 infection, and ensure that all employees have a good quality of life and balance working efficiently with working happily. GGC has also taken care of the employees' health & personal wellness.
4. Ensure employees, contractors and business partners to realize and gain knowledge regarding safety through safety training as described under "Driving Business toward Sustainability"

7. Communities, Society and Environment

The Company emphasizes corporate social responsibility activities to foster confidence and trust of all stakeholders. GGC makes a weekly visit to the communities around its facilities for hearing the comments, views and problems from people in the communities. GGC has implemented a Green Heart Project to promote the PM 2.5 reduction policy, a campaign was held to save the surrounding communities from PM 2.5. For mitigating the nationwide PM 2.5 situations, GGC cooperated with all sectors and its Executives and employees together with the residents of Map Ta Phut, Ban Chang, Rayong, who planted trees in the surrounding areas. Another activity, GGC Green Health Model, under the Green Health Project, was held to promote good sanitation in schools for the students and personnel in the schools as well as an activity to promote understanding in taking good healthcare by washing hands properly.

Principle 6 : Strengthen Effective Risk Management and Internal Control

Risk Management Policy

The Board of Directors has established a risk management policy for the Company to use as guidelines for the implementation and development of risk management procedures to ensure continual efficiency of the risk management of GGC. The Board of Directors and the Risk Management Committee focused on potential risks for 2021 and agreed to divide risks into:

1. **Corporate Risks:** are risks from external factors with impacts on corporate business strategy, and risks with impacts on the efficiency of its business performance and corporate goals under the short-term and long-term corporate strategic plans. Corporate risks were identified and assessed, and mitigation measures were defined to manage the risks so that ultimately the company can achieve its goals.
2. **Operational Risks:** are risks from operational process of the organization which have in place the management process or internal control system, and clear risk owners, such as reliability of machinery risk, foreign-exchange risk, etc. Risk factors will be identified and assessed, and mitigation measures of operational level defined.

In order that GGC can efficiently monitor implementation of risk management under the Risk Mitigation Plan, and the performance under the Key Risk Indicators (KRIs) with efficiency, the Company mandated that a risk management progress report will be submitted to the Management-level Enterprise Risk Management Committee (ERMC) monthly, and to the director-level Risk Management Committee (RMC) quarterly, or as appropriate based on the risk situation at the time. Details of implementation of the risk management are as shown under “Risk Management”.

Internal Control Policy

The Board of Directors has an internal control system set up covering all GGC’s operations, such as Finance, Operations and Compliance (with applicable laws and relevant rules and regulations in line with CG principles) and assigned related units to evaluate their internal control system by annually filling out the internal control assessment form, based on the criteria of the Securities and Exchange Commission (SEC), in order to assess the adequacy of GGC’s internal control, and submit the report on the findings to the Risk Management Committee while the Audit Committee will play its role in reviewing the internal control system to ensure its efficiency and effectiveness as stated in its charter. Details of the internal control implementation are under “Internal Control” .

In addition, GGC has formulated a work plan to develop a more stringent internal control implementation throughout 2021 as follows:

1. Review the internal control policy, operation manual and procedures to align with the Company’s current operations.
2. Cooperate with GC Group in instilling internal control awareness among employees.
3. Establish a Control Self Assessment (CSA) as a means for assessing internal control of each unit in order to control the risks, starting from preparing a work plan, understanding assessment and report the results of the assessment to Management for comments and recommendations for the improvement and more efficient internal control system in the subsequent year.

Principle 7 : Ensure Disclosure and Financial Integrity

The Board of Directors recognizes the importance of the quality and disclosure of information with accuracy, completeness in a timely manner to gain the shareholders' confidence and ensure equal treatment to information access as stated in GGC's Articles of Association, laws and GGC's rules and requirements. Implementation taken were as follows:

1. Quality of Information

- **Financial Information** : Annual and quarterly financial statements have been reviewed and audit for accuracy in line with the accounting standards and approved by the Audit Committee and the Board of Directors before disclosing the information to shareholders and the public. To ensure transparency, the Board of Directors included the Responsibility for Financial Statements together with the report of the Auditor, which included connected transactions and Management Discussion and Analysis (MD&A) as well as financial risk management.
- **Non-Financial Information** : GGC disclosed GGC Group's business structure, which consists of the major shareholding structure and number of shares, institutional shareholder ratio, the free float ratio, reports on interests of Directors and Executives and of persons related to GGC Group's business and Management filed when they first took up the positions and every time when there are any changes, including monthly shareholding reports and at the year-end, internal control and risk management audit reports, the charter of each Sub-committee, declaration of independence of Independent Directors and performance reports of the Sub-committees in the previous year.
- **Performance Report** : Other information besides those required under SEC's and SET's notifications are disclosed to shareholders and the public, namely progress reports of major projects, information on GGC's operations, as well as social, community and environmental projects and activities to support the Company's sustainable development plans.

2. Channels for Information Disclosure

- **SET Link** : GGC discloses information online through the SET Link.
- **Website** : Corporate information in both Thai and English is regularly updated and completely specifies formal communication channels of each department.
- **External Communication**: GGC provides information to analysts through the Analyst Meeting, organized every quarter, and through the Company's roadshow which aims to communicate GGC's

vision, strategies, goals and performance outcomes. The Company also regularly discloses news on business progress to the press.

- **Internal Communication** : GGC held in-house activities for employees to disseminate knowledge through various communication channels, such as through the Management Committee, via email and LINE application to encourage employees to integrate all information in their functions in accordance with GGC's internal control measures and the safeguarding of confidential information.

3. Supervision of Internal Information and Safeguarding of Confidential Information

The Board of Directors values disclosure and transparency of information and has defined related guidelines in its CG Handbook as well and made them available on the Company's website for shareholders and interested parties, taking into account accuracy, completeness, sufficiency, reliability and timeliness of information, and emphasizes compliance of Directors, Executives, and employees, summarized below:

- a) Directors, Executives and employees shall safeguard internal and confidential information of the Company, especially information which is not yet public.
- b) Directors and Vice Presidents or higher who are Executives under SEC's definitions must report to the Company changes in their GGC's shareholding when they first assumed their position at GGC within three office days from such change as required by SEC, and the Corporate Secretary will report to the Board of Directors at the meetings of such changes. Information on their shareholding at the beginning of the year, compared with that at the year-end, was disclosed in the annual report.
- c) Directors, Executives and employees will receive a notice reminding them of the policy on 30-day non-trading (silent) period of securities before public disclosure of quarterly/ annual financial statements or other information that may affect the price of GGC's stocks. They must also abstain from such trading during the 24 hours after the information was publicized;
- d) Regularly communicated with Directors, Executives and employees about GGC's policy and rules concerning the use of inside information through several channels to ensure their acknowledgement.

The Company has defined guidelines for safeguarding GGC's confidential Information in its requirements on the Regulation on Human Resource Management, which stated that "Employees must protect the interests and confidential information of the Company, refrain from any actions which might pose conflicts of interest with the Company, follow up the progress of their work, and promptly report on incident which might cause potential damage to GGC's property or reputation".



4. Supervision of Information and Communication Technology

GGC encourages employees to apply Information and Communication Technology (ICT) in their operations to control the use of inside information, such as the system to prevent access by employees of different levels to GGC's significant data. To suit the responsibilities of each department, the SAP operating system was utilized in compiling and processing business data as well as ensuring the rights in performing the duties in line with the segregation of duties of GC group.

GGC also defined as its business ethics the use of inside information, safeguard of confidential information, and the use of confidential information which might have potential impacts on and influence the price of its stock, which the employees must adhere to.

In 2020, implementation concerning ICT are:

- Digital Join Meeting (D-Join) Application was used to provide Directors with access to information for the meetings of the Board of Directors and of Sub-committees. The system requires the administrator to fill in the password to access the system or update the information before sending it to Directors.
- Microsoft Form was used in preparing the questionnaire, assessment form, or employees' views. Information acquired will be compiled in one place, which made processing process more accurate and faster.
- Microsoft Teams was used for the virtual meetings of the Board to support and facilitate the Directors during the COVID-19 situation and in compliance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020).

Investor Relations

Investor Relations was set up as a center for all GGC's communication and disclosure of essential information to shareholders, institutional and retail investors, financial analysts and relevant supervisory authorities. Investor Relations ensures the quality of the financial reporting process, including material information which might impact the price of GGC's securities such as financial statements, performance reports, quarterly/annual Management Discussion and Analysis (MD&A), which represent GGC's performance and outlooks, including information disclosed to the public via SET Link to local and foreign investors alike. In addition, the "Investor Relations Code of Conduct" was instituted to define roles and good practices of Investor Relations in its treatment towards shareholders as seen in the CG Handbook and on the Company's website.

In 2020, The Company has provided information to institutional investors, minor investors, analyst and through the roadshow and other activities as shown below

Investor Meeting	
Domestic Investors Meeting	4 times
SET Opportunity Day	4 times
Financial Analyst Meeting	4 times
Meeting at the Company	-
Teleconference	42 times
Information Disclosure	
Disclosure via SET Link and GGC's Website	96 times

Due to the Coronavirus pandemic outbreak (COVID-19) in 2020, the Company didn't organized to meet with institutional investors or analysts at the company.

GGC disclosed its information via the Company's website: www.ggcplc.com to ensure equal access to information for all stakeholders, and provided the following channels for interested parties for more information:

1)

- 1) Mail Investor Relations, Global Green Chemicals Public Company Limited, 555/1 Energy Complex Building A, 4th Floor, Vibhavadi Rangsit Road, Chatuchak, Chatuchak, Bangkok 10900
- 2) Phone : +66 (0) 2558-7395, +66 (0) 2558-7345
- 3) E-Mail : ir@ggcplc.com
- 4) Fax : +66 (0) 2558-7301
- 5) Website : www.ggcplc.com

Moreover, shareholders, investors and those interested can contact the Corporate Secretary to enquire about the Company at e-mail: corporategovernance@ggcplc.com.

Corporate Communication and CSR

Corporate Communication and CSR is responsible for GGC's public relations, manages both external and internal information, disseminates news and activities related to the Company's implementation under the mission to create better understanding of the role, duties and responsibilities of the Company among all sectors, and promotes good relationship between GGC and all stakeholders to support its mission and vision to achieve its goals.

Principle 8 : Ensure Engagement and Communication with Shareholders

Shareholder's Rights

The Board of Directors recognizes the importance of the protection of shareholders' rights and equal treatment of shareholders, and clearly defined in its CG policy the rights of shareholders in receiving adequate, timely and appropriate information for the General Meeting of Shareholders for decision-making on GGC's major policies, the rights to nominate and remove Directors and approve appointments of the external auditors.

Besides the mentioned rights, other actions taken in promoting and facilitating the exercise of the rights of shareholders included:

1. Disclosed to shareholders necessary information, though not required by laws, if the Company deemed that it is of great importance for them, via GGC's website and SET Link.
2. Encouraged shareholders' participation and exercising of their voting rights in the meeting or appointing proxy and ensured that shareholders have an equal opportunity to express their opinions or to query.

Equitable Treatment of Shareholders

The 2020 Annual General Meeting of Shareholders

In 2020, the Annual General Meeting (AGM) of Shareholders was held on June 5, 2020* at 09:30 hrs. at the Synergy Hall, 6th Floor, Building C, Energy Complex, Vibhavadi-Rangsit Road, Chatuchak, Bangkok. As the AGM was held during the COVID -19 pandemic, measures and procedures to protect attending shareholders and those involved in the meeting had been imposed to protect them and to mitigate the risk from potential spread. The Company duly informed shareholders of the measures in advance of the AGM, restricted the number of attending shareholders and requested cooperation from shareholders to authorize proxies to Independent Directors instead, channels to propose any queries before the AGM were provided for as well as safety measures for the attendants, such as the COVID-19 Screening Form to be filled, 2-meter social distancing from all directions, mask-wearing throughout the meeting, and screening before entering the meeting venue. Food and refreshment were not offered to reduce the risk of the spread.

The 2020 AGM was attended by all 11 Directors, with 31 shareholders in person and 69 proxies, or a total of 100 persons, representing 772,074,194 shares or 75.42% of the total 1,023,666,700 shares issued. GGC strictly complied with applicable laws and the authorities' requirements under the COVID-19 situation as well as the AGM Checklist Criteria stipulated by the Thai Investors Association (TIA) in line with CG Principles as follows:

Remarks: * The AGM was postponed from April 2, 2020 due to the COVID-19 pandemic.

Prior to the Meeting

- Shareholders were provided with channels to send any questions concerning meeting agenda items or information in advance of the meeting in exercising their rights as well as those of minority shareholders;
- In 2020, the Corporate Governance and Sustainable Development Committee proposed to the Board of Directors seeking approval for GGC to allow minority shareholders with no less than 4% of the shares with voting rights to propose meeting agenda and nominate qualified candidates for directorship, as well as to send any queries concerning meeting agenda which needed to be answered at the AGM prior to the meeting. The criteria for the nomination with clear procedures were posted on GGC's website and the submission period was from October 1, 2019 to December 31, 2019;
- The Board of Directors at Meeting No. 2/2020, on February 14, 2020 approved the date of the 2020 Annual General Meeting (AGM). Accordingly, GGC informed the Stock Exchange of Thailand to disseminate the meeting's resolution on the date of 2020 AGM (April 2, 2020), the record date and topics of the agenda on the same day, about two months prior to the date of the AGM. However, due to the COVID-19 pandemic, the AGM was postponed and the Board at Meeting No. 6/2020 on May 5, 2020, rescheduled the AGM to June 5, 2020, and the record date as required by laws;
- Due to the COVID-19 pandemic, delivery and posting period on GGC's website of the notice of the meeting and supporting documents, both in Thai and English, was shortened from the previous 30 days before the date of the AGM to no less than 10 days. The documents included details of the date, time and venue of the meeting, agenda items with complete supporting documents for shareholders to exercise their rights in acknowledging or approving each agenda, documents which must be presented before attending the AGM and the attached proxy in the format as prescribed by the Ministry of Commerce. The Notice of the AGM together with supporting documents were delivered to shareholders at least seven days before the meeting.
- Notices of the AGM specified the names of Independent Directors for shareholders to consider as proxies in case shareholders were unable to attend the meeting in person and meeting procedures such as registration, exercise of voting rights.

On the day of the Meeting

- GGC held the 2020 Annual General Meeting (AGM) of Shareholders on June 5, 2020, at 09:30 hrs. at the Synergy Hall, 6th Floor, Building C, Energy Complex, Vibhavadi-Rangsit Road, Chatuchak, Bangkok. The venue of the AGM chosen could accommodate a restricted number of shareholders and proxies under COVID-19 prevention measures;



- Registration began over two hours before the meeting started, barcode scanning was used in the registration process for convenience and efficiency, and the meeting was conducted in strict compliance with the measures in preventing the spread of COVID-19, and in ensuring an accurate number of registration which could be verified even after the meeting has ended;
- All 11 Directors, Management and auditor attended the AGM to provide information and handle questions raised during each agenda. In addition, in attendance were legal advisors and shareholders acting as volunteers who witnessed the vote counting;
- The Chairman explicitly informed the AGM of the meeting criteria in accordance with the laws and the Company's Articles of Association, such as the number of attendees, total number of shares with voting rights, and voting and counting procedures, "Approve", "Disapprove" or "Abstain" voting cards for each agenda item were provided for, no other agenda was added other than those specified in the Notice of the AGM, meeting time was appropriately allocated to allow shareholders to express their opinions in writing under the COVID-19 measures. All the mentioned details were recorded in the minutes of the AGM;
- An independent legal consultant was present to ensure that the meeting was conducted in a transparent manner and complied with the laws and GGC's Articles of Association, such as the voting and counting procedures, collecting of the voting cards casted by attending shareholders and accuracy of the resolutions and the voting results.

After the Meeting

- GGC disclosed the resolutions passed at the 2020 Annual General Meeting of Shareholders (AGM) and the voting results of every meeting agenda through the Stock Exchange of Thailand's portal once the meeting had ended.
- GGC prepared the minutes of the AGM meeting, specifying the names of Directors and Management in attendance, as well as other relevant attendees, important explanations, a list of questions and answers and a summary of opinions expressed, and submitted to the Stock Exchange of Thailand and other related agencies within 14 days after the date of the meeting, and posted it on GGC's website.

The organization of GGC's 2020 Annual General Meeting of Shareholders was ranked "Excellent" with a full (100) score by the Thai Investors Association for the third consecutive year.

8.2 Consideration of Appropriate Guidelines to be Used in Place of CG Code

Compliance with Corporate Governance

The Board of Directors at Meeting No.2/2020 of February 10, 2020 acknowledged the CG compliance report to be disclosed in Annual Report 2020 as summarized below:

- **Independence of The Chairman :** The Chairman supports Management and oversees that they perform with efficiency. Though the Chairman may not be an Independent Director, he can freely comment on the performance of Management and must not involve himself in their day-to-day business operations.
- **Succession Plan :** GGC has a policy to development and assess the Managing Director and top Executives annually, so the results can be used in electing qualified potential candidates to fill the vacant positions left by the Managing Director or other top Executive positions.
- **Remuneration Structure:** The Board oversees and define the remuneration structure by considering the appropriated proportion of salary, short- term performance such as bonus as well as long- term performance such as employee stock ownership plan. The Company has not provided the remuneration for long-term performance yet, however, the Company will consider such matter by taking into account the Company readiness in all aspects.

8.3 Corporate Governance Compliance in Other Aspects

In 2020, GGC has thoroughly adhered to the principles of good corporate governance as stipulated by the Stock Exchange of Thailand, summarized as follows:

8.3.1 Promotion of Good Corporate Governance

Executives and employees attended training sessions to develop their understanding of good corporate governance and CG policy in performing in compliance with relevant laws, rules and regulations (Compliance Policy). The lecturers were invited from the Legal and Compliance Division and Corporate Affairs and Corporate Secretary Division. The training aims to promote and raise awareness in the implementation of Good Corporate Governance across the organization.

8.3.2 Implementation on Sustainability

In 2020, GGC implemented the DJSI Readiness to be prepared for the assessment under Dow Jones Sustainability Indices (DJSI) in 2023 and has conducted a test on DJSI assessment form, which covers 3 dimensions namely economic, environmental and social. The Company defined a strategy plan to create common understanding within the organization, created operational mechanisms to move forward to corporate goals, prepared the Gap and Gap closing in eight topics: Corporate Governance, Business Code of Conduct, Innovation Management, Product Stewardship, Labor Practice Indicators, Human Capital Development, Talent Attraction and Retention, and Occupational Health and Safety. A report on the progress of the above implementation was submitted to the Corporate Governance and Sustainable Development Committee on a quarterly basis. GGC also set a KPI for DJSI Readiness score for 2021 for all departments to be aware of and have a part in the action in moving the Company towards sustainable development of international standard together.

GGC in cooperation with Chulabhorn Royal Academy implemented the Green Health Project. Its food & pharmaceutical grade glycerin (99.5%) was used as a component in the manufacturing of healthcare products, such as gel and spray alcohol and handwashing liquid soap. These products were then distributed to the communities in Rayong, government agencies and the private sector in an effort to assist society and to promote healthcare and reduce the risk of COVID-19 spread.

Awards and certificates received and won in 2020 are SET's Sustainable Stock (THSI) 2020, Honorary Sustainability Disclosure Award 2020 from Thaipat Institute, CSR-DIW Continuous Award 2020 from the Department of Industrial Works for the sixth consecutive year, and certified Carbon Footprint Product (CFP) from Thailand Greenhouse Gas Management Organization (Public Organization).

GGC has been acclaimed by UN Global Compact of the United Nations (UN) as 1 of the 41 world leading organizations at the highest level (LEAD) for the first time as a member which conducts business in a sustainable manner, with social responsibility, and the only company in the oleochemicals products and business industrial group which has won such a high rank. The high ranking reflects GGC's determination and care in conducting business in adherence to sustainability principles throughout the past four years, taking into account all stakeholders in addressing economic, environmental and social aspects and put them in practice.

8.3.3 Governance, Risk Management and Compliance (GRC)

The Company has applied GRC, an integrated guideline for Governance, Risk Management and Compliance, to support GGC in achieving its business goals with efficiency, transparency and verifiability, and in mitigating potential risk which might impact GGC's business operations. In 2020, implementation on GRC can be summarized as follows:

- Established a GRC Committee with Executives at the department level from 1) Internal Control, 2) Corporate Affairs and Corporate Secretary, and 3) Corporate strategy, and the Managing Director who acts as the Chairman to the Committee.
- Defined the Short-Term GRC Roadmap (2019-2021) as guidelines for the GRC Working Team, which consisted of representatives from different departments in GGC in order that they can communicate and understand the GRC and the scope and responsibilities of related units, and can apply GRC guidelines to improve their work to benefit the Company.

8.3.4 Board Skill Matrix

The Board Skill Matrix in relation to Directors' knowledge and skills was reviewed to develop appropriate training programs for new as well as current Directors in line with GGC's business operations. In 2020, one Director participated in training organized by the Thai Institute of Directors Association (IOD). The details are as shown under "Training for Directors". In 2020, the Nomination and Remuneration Committee, at Meeting No.5/2020 held on

November 9, 2020 considered to improve the Board Skill Matrix in order to set criteria and ensure that the Board comprises Directors who have various skills to be in line with the criteria of DJSI and Environmental, Social and Governance (ESG).

8.3.5 Corporate Governance Roadmap and Sustainable Development Plan

The Corporate Governance and Sustainable Development Committee, at Meeting No. 5/2019 held on December 18, 2019, approved the Corporate Governance Roadmap (CG Roadmap) and a Sustainable Development Plan for 2020. Management was required to report the progress to the Committee quarterly.

8.3.6 Report of the Sub-committees

- The Charter of each Sub-committee (Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainable Development Committee, and Risk Management Committee) requires every Sub-committee to report its performance to the Board of Directors and discloses such report, signed by the Chairman of the Committee, in the Company's annual report.
- Each Sub-committee sets a meeting agenda to consider its performance and submits the report to the Board of Directors and discloses it in the annual report.

Report of the Sub-Committee

Report of the Audit Committee

Dear Shareholders,

Consisting of three Independent Directors that are experts, knowledgeable, and proficient in legal, administrative, and industrial agricultural matters, Global Green Chemicals Plc's Audit Committee has members with sufficient expertise and experience in finance and accounting to review the credibility of financial statements. The Committee commands components and qualifications required by the announcements of the Capital Market Supervisory Board and SET. Note that its Chairman does not serve on other Sub-committees. The current composition is as follows.

- | | |
|----------------------------------|---------------------------------|
| 1. Prof. Dr. Kumchai Jongjakapan | Chairman of the Audit Committee |
| 2. Ms. Kannika Ngamsopee | Director to the Audit Committee |
| 3. Mr. Apichart Jongskul | Director to the Audit Committee |

Serving as the Committee secretary is Ms. Kunakorn Witthayapaisarn, Vice President, Internal Audit.

The Committee independently executed Board-assigned and charter duties in agreement with best practices of audit committees of SEC, SET, and leading reference agencies. Its review and support ensured that GGC and subsidiaries complied with the CG Code with a focus on sustainable development, in line with relevant laws and requirements. It also ensured that GGC commanded sufficient and effective risk management and internal control practices. Finally, it valued efficient and effective internal audit of international professional standards of internal audit.

In 2020, the Committee held seven meetings, with perfect attendance each time. Below are the highlights and views.

1. Review of Financial Statements

The Committee reviewed quarterly and annual financial statements through meetings held with the external auditor, the vice president of finance and accounting Department, Management, and the vice president of Internal Audit Department to review the accuracy and comprehensiveness of financial statements along with disclosure of supplementary data and the adequacy of internal control related to financial statement preparation and observations arising from the external auditor's audits and review. Thanks to clarifications by related Executives and the external auditor, the Committee regarded GGC's financial statements of 2020 as reasonably and essentially accurate, compliant with financial report standards, adequate in information disclosure, and beneficial to users of such financial statements.

The Committee also held an exclusive meeting with the external auditor in the absence of Management and Internal Audit so as to consult the external auditor about its freedom of execution and expression of views, access to audit data, scope and plans for the annual audit, risks, internal control, internal audit, and other matters. The external auditor expressed no significant observations.



2. Review of Risk Management Processes

The Committee tracked the progress of corporate risk management for 2020 through reports of the corrective actions taken where KRIs showed a red flag. It implemented the formulated mitigation plan and took actions under the scope of risk management in assorted aspects to enable GGC to clearly and efficiently track measures and mitigation approaches. The Committee also reported its findings to the Risk Management Committee regularly as specified to enable that committee to provide recommendations so that processes may be appropriately improved to accommodate unplanned circumstances.

3. Review of Internal Control Systems

The Committee reviewed assessment findings of internal control adequacy prepared by Management under the assessment form and best practices of SEC. It also reviewed internal control practices together with Internal Audit under the risk-based audit plan project; no significant issues or deficiencies were found that could impact corporate goal achievement. In 2020, GGC particularly valued the development and upgrading of the internal control system efficiency for earnest, continual efficiency. Finally, Management valued speedy corrective actions as recommended by the Audit Committee, the external auditor, and Internal Audit.

4. Review of Corporate Governance Practices

The Committee reviewed the self-assessment form dealing with anti-corruption measures as required by Thai Institute of Directors (IOD), as CAC had certified GGC's associate membership in 2018, in pursuit of another recertification. It also reviewed the findings on complaints under Internal Audit's responsibility defined by its authority and the CG Code to foster confidence among stakeholders.

5. Supervision of Internal Audit

The Committee regularly reviewed Internal Audit's charter, taking into consideration the unit's independence and efficiency of execution while also reviewing the annual internal audit plans, which embraced key risks and supported GGC's strategies. It also monitored the execution of Internal Audit's plans quarterly and reviewed examination findings, in the process providing recommendations and tracking corrective actions to promote good governance and develop internal control efficiency. The Committee reviewed and endorsed Internal Audit's restructuring and manpower improvement for greater adequacy and suitability. Finally, it advocated continual internal auditors' competency development and reviewed the annual performance of the Vice President of Internal Audit department.

6. Review of Related Compliance Practices

The Committee commented on GGC's engagement in related transactions or those with potential conflicts of interest to ensure compliance with laws and SET's requirements so that these transactions may indeed be reasonable and in GGC's best interests and that disclosure may be thorough. It also acknowledged the external auditor's complete reporting of data on related transactions, which indicated no irregularity.

The Committee reviewed reports by Internal Audit, finding no law violation or that of regulations with potential impacts on GGC. It received no reports from the external auditor, third-party complaints, or Management's information disclosure indicating GGC's violation of business-related laws that could affect the company significantly. However, the Committee gave recommendations for compliance system development for higher efficiency.

7. Appointment of the External Auditor and Audit Fees

Deloitte Touche Tohmatsu Jaiyos Co., Ltd., was the selected external auditor for GGC Group for 2019 and in 2020, the Committee regarded this company's qualifications, competency, audit experience, and performance over the past year as satisfactory; the audit team commanded freedom under the accounting profession's code of conduct while demanding suitable audit fees. Therefore, it recommended to the Board the appointment of this external auditor together with its fees, which was later approved by the Annual Genral Meeting of Shareholders.

8. Audit Committee's Quality Assurance

Regularly reviewing its own Board-approved charter, the Committee reported its performance outcomes to the Board quarterly and annually. It conducted group and individual self-assessment for 2020, reporting the findings for the Board's acknowledgment and helpful recommendations on its execution of duties as well as for Annual Report 2020. Further, the Board acknowledged data on duties of the Audit Committee, GGC's operation, and Internal Audit in support of the Committee's efficiency.

On the whole, the Committee executed its duties and responsibilities as mandated by its charter, leveraging expertise, competency, care, prudence, and sufficient independence in addition to commenting and providing recommendations while taking into account fair treatment of stakeholders in GGC's best interests.

The Audit Committee's overall opinion is that GGC commanded financial reports prepared under generally accepted accounting principles. These reports were credible, disclosed adequate data, and benefited users of financial statements. Further, GGC complied with all business laws, corporate governance and risk management practices, and an adequate as well as effective internal control system. Internal Audit also successfully executed its plans, conformed to the international scope of the internal audit profession with commitment to the code of ethics and independence, thus enabling Internal Audit to fully support the Audit Committee's duties and generating value added for GGC.

In 2020, the Audit Committee received excellent cooperation from the Board, Management, external auditor, Internal Audit, and all related parties.

On behalf of the Audit Committee

(Signed) Prof. Dr. Kumchai Jongjakapun

(Prof. Dr. Kumchai Jongjakapun)

Chairman of The Audit Committee

Report of the Nomination and Remuneration Committee

Dear Shareholders,

The Nomination and Remuneration Committee is chaired by ACM Songtam Chokkanapitag, with Mr. Patiparn Sukorndhaman and Maj. Gen. Titawat Satiantip as members.

In executing charter and Board-assigned duties in 2020, the Committee held six meetings as highlighted below.

1. Nomination and selection of Directors, Sub-Committee members, and the Managing Director

- Nominated Directors in place of those due to retire at the 2020 AGM. To this end, it also allowed shareholders to nominate those with complete qualifications within three months, at the end of which no nomination was forthcoming. GGC therefore nominated to another term ACM Songtam Chokkanapitag, Ms. Kannika Ngamsopee, Mr. Patiparn Sukorndhaman, and Mr. Witoon Suewattanakul, all regarded as qualified, experienced, and proficient for GGC businesses. Such proposed nomination met with the AGM's approval.
- Nominated qualified candidate to replace Director who resigned. The candidate was Mr. Suwat Kamolpanus who has full understanding and experience that are helpful to his directorship.
- Nominated qualified candidate to replace Director who resigned. The candidate was Pol. Gen. Suchart Theerasawat who has full understanding and experience that are helpful to his directorship.
- Nominated Directors to serve as Sub-committee members to fill vacant posts due to term completion. To this end, the Committee reviewed components of the requirements of SEC, SET, Articles of Association, and Sub-committee charters as well as the Board's Skill Matrix for Sub-committee duties
- Nominated Mr. Suwat Kamolpanus as the Managing Director in replace of the resigned position by examining the required qualifications of SEC, SET, Articles of Association, as well as the knowledge and experience benefiting the position.

2. Directors' Remuneration

Considering and proposing the 2020 remuneration for the Board of Directors and for the Directors of each Sub-Committee to the Board of Directors and the Annual General Meeting of Shareholders (AGM) for consideration and approval. The proposed remuneration was determined based on operating results compared to the current economic situation of relevant businesses, the duties and responsibilities of the Board of Directors, the results of Board and the remunerations of Directors working at other companies of a similar size in the same industry. The amounts were presented for approval at AGM 2020.

3. Board Performance Assessment for 2020

- Put in place the 2020 Board performance assessment, the assessment results were used to determine the remuneration of the Board of Directors.
- Reviewed and improved the Committee's 2020 performance assessment forms for completeness and in accordance with current standards. The assessment outcomes were then reported to the Board of Directors.

4. Definition of the Managing Director's 2020 Performance Assessment Indices and Compensation

- Reviewed the definition of performance measurement criteria and assessment together with the Managing Director's compensation by reviewing his performance outcomes over the past year against his duties and responsibilities. The findings were submitted for the Board's approval.

5. Performance Development

- Reviewed and improved its own charter for suitability and alignment with its duties
- Reviewed and improved the Board's Skill Matrix for diversity and business suitability as well as alignment with international standards for subsequent use in Director nomination
- Reviewed and improved criteria and processes for qualified Directors' nomination for modernity and alignment with relevant laws and requirements together with international standards
- Ensured disclosure of all nomination criteria for Directors as well as their compensation figures in the annual report and at AGMs in fulfillment of CGR criteria.

The Nomination and Remuneration Committee is committed to executing its duties with prudence, transparency, and compliance with the corporate governance principles to foster confidence among shareholders and all stakeholders in GGC's best interests, which will supplement long-term value to GGC.

On behalf of the Nomination and Remuneration Committee

(Signed) ACM Songtam Chokkanapitag

(ACM Songtam Chokkanapitag)

Chairman of the Nomination and Remuneration Committee

Report of the Corporate Governance and Sustainable Development Committee

Dear Shareholders,

In 2020, The Corporate Governance and Sustainable Development Committee, chaired by Mr. Payungsak Chartsutipol, with Mr. Suphit Suwagul and Maj. Gen. Titawat Satiantip as members, executed all their charter duties and Board-assigned duties alike. Five meetings were held, with the following highlights.

1. Good Corporate Governance (CG)

- Monitored CG practices to ensure alignment with the requirements and criteria of domestic regulators, international standards, corporate strategies, and business directions. The Committee approved CG plans for 2021 so as to define GGC's concrete approach to procedures as well as monitoring and measurement of CG conduct
- Ensured that business operation commanded stewardship of and responsibility for all stakeholders (customers, suppliers, creditors, employees, society, environment, and health & safety) through report presentation by responsible agencies every quarter. Also, it advised and constantly tracked outcomes to plan responses to each stakeholder group's expectations
- Supervised the organization of the 2020 Annual General Meeting of Shareholders (AGM) under the prevailing COVID-19 to ensure a smooth, efficient meeting that aligned with the laws, AGM Checklist practices, and the CG Code. As a result, GGC earned an excellent rating (perfect score) for its AGM given by the Thai Investors Association
- Supervised the definition of a criterion allowing shareholders to propose meeting agenda and nominate Directors ahead of the 2021 AGM at least three months ahead (October 1-December 31, 2020)
- Monitored and provided advice on revised compliance with SEC's 2017 CG Code for listed companies for the Board's consideration and disclosure in Form 56-1, One Report, and the 2020 annual report
- Provided recommendation and advice on the measures to counter corrupt practices and assess corruption risks in corporate work procedures for submission to apply for a second CAC membership recertification by December 2020
- Monitored and provided advice on the preparation of GGC's self-assessment form for participation in the CGR (Corporate Governance Report) Project against the assessment criteria developed from OECD's CG Code. As a result, GGC earned "excellent" rating for a third straight year from Thai IOD.

2. Pursuit of sustainable development

- Monitored to ensure that GGC's sustainable development actions agreed with the international standard (UN Global Compact). For the first time, GGC earned the LEAD (top tier) acclaim. As for DJSI and CDP (Carbon



Disclosure Project), GGC commands action plans for certification and acceptance in the future. Also, it approved the 2021 sustainable development plan in line with its strategies, global situations, and dynamic challenges

- Supervised business operation under CG, taking into account the environment and society, resulting in the Company's garnering of SET's THSI (Thailand Sustainability Investment) award in 2020
- Advocated and valued stewardship of communities in Rayong province, GGC's production base, through CSR projects designed to resolve community problems and address community expectations. The Committee advised and monitored CSR project outcomes through report presentation and site visits. In 2020, amid COVID-19 pandemic, GGC supplied glycerine to community enterprises for making detergent production in addition to organizing hygiene promotional activities for community education and demonstration of proper handwashing techniques to community students. As a result, GGC earned a CSR-DIW Continuous Award for a sixth successive year from the Department of Industrial Works.

3. Compliance with Related Laws and Requirements

- Regularly monitored and provided advice on corporate compliance; supervised Management of complaints filed through every corporate channel to ensure conformance to the complaint-handling policy through quarterly report presentation. Also, the Committee valued awareness enhancement and understanding of the GRC (Governance, Risk Management & Internal Control, and Compliance) principle and operation plan formulation in line with the Personal Data Protection Act of B.E. 2562
- Approved the 2021 compliance plan's conformance to laws, rules, and regulations to prevent and mitigate non-compliance risks.

4. Execution of Duties and Assessment

- Scheduled the Committee's meetings at least every quarter during 2021, with additional meetings as required, to deliberate and acknowledge operation and reports, provide recommendations to the Board and Management, and review meeting agenda setting for deliberation and acknowledgment
- Reviewed its charter to ensure alignment with duties and responsibilities as well as conformance to related requirements and regulations
- Reviewed its performance assessment forms for 2020 (group and self-assessment) and acknowledged assessment outcomes to ensure complete execution of duties
- Reported performance and performance assessment outcomes (group and self-assessment) for 2020 for the Board's acknowledgment.

The Corporate Governance and Sustainable Development Committee values its duty of supervising GGC's strict compliance with the CG Policy, Business Code of Conduct, and corporate compliance policy in parallel with sustainable development. It is committed to developing GGC's and Group companies' CG practices in constant pursuit of parity with international standards. The unanimous view is that CG is key to supporting GGC's operating efficiency while promoting sustainable development, which will lead to confidence among all stakeholders and international acceptance.

On behalf of the Corporate Governance and Sustainable Development Committee

(Signed) Mr. Payungsak Chartsutipol

(Mr. Payungsak Chartsutipol)

Chairman of the the Corporate Governance and Sustainable Development Committee



Report of the Risk Management Committee

Dear Shareholders,

The Risk Management Committee (RMC) consists of three members from the Board of Directors, one of which is an Independent Director, with experience in the related industry sector, excellent knowledge of risk management. Ms. Kannika Ngamsopee serves as a Chairman of the Committee with Mr. Patiphan Sukontaman and Mr. Suwat Kamonpanus serve as members.

In 2020, the Risk Management Committee held a total of eight meetings and performed their duties in accordance with its scope of authority and responsibility as stated in the Committee's Charter and assigned by the Board of Directors. The key activities in 2020 can be summarized as follows:

1. Supervised, followed up and provided recommendations to the Management in risk management continuously for 2020 to ensure that the Company manages the corporate risk level in appropriate level. Moreover, the performance of the Committee is reported to the Board of Directors quarterly or reported once found the risk which may impact the Company significantly.

2. Considered and provided recommendations for improvements and reviewed the risk management framework in the following areas: Inventory Management Framework, Foreign Exchange Framework as well as internal control processes improvement as suggested by external experts and the Internal Audit Department.

3. Provided opinion and suggestion to develop the GGC's Business Plan and its subsidiaries to be in line with the market situation as well as help the Company conduct its business operation efficiently and competitively in the future.

4. Provided opinion and suggestion regarding risk management guidelines on three main projects by considering the market situation, economic volatility and the spread of the COVID-19 virus as follows;

- 4.1 Refined Glycerin 2: The Committee recommended that the Company has to revise impact assessment and measurement to mitigate the impact on the construction plan of Refined Glycerin Plant 2 caused by the spread of the COVID-19 as well as closely monitored to ensure the project could carry out as a reviewed plan.

- 4.2 Nakhon Sawan Biocomplex (NBC): The Committee recommended that the Company has to revise the risk assessment and risk mitigation plan by considering the Construction Plan, Feedstock preparation plan, Marketing plan and an Occupational Health Plan.

- 4.3 Palm Oil Refinery : The Committee considered and approved the risk management of the Palm Oil Refinery project

5. Provided opinions and defined Management guidelines to increase efficiency in using Shared Services Agreement.

6. Considered and approved the Corporate Risk Management for 2021 as well as recommended the Company to categorize the Risk Management into 2 groups: Corporate Risk and Operational Risk. The Committee also suggested to prepare mitigation plans and tracked the progress of corporate risk and its residual risk management in 2020.

7. Reviewed the Risk Management Policy and approved a revision of its Charter to be in line with the COSO ERM 2017 “Enterprise Risk Management”. The Committee also conducted assessments of both Entire and Self-assessment. The results of the assessment were forwarded to the Board of Directors for acknowledgement, and disclosed in the Annual Report.

The Company managed and mitigated the risk by considering external factors, strategic focus, stakeholder expectations, and residual risks from the previous year, which fosters the Company to achieve its objective and goal effectively.

On behalf of the Risk Management Committee

(Signed) Ms.Kannika Ngamsopee

(Ms.Kannika Ngamsopee)

Chairman of the Risk Management Committee



9. Internal Control and Connected Transactions

GGC values an internal control system under the international standard of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in pursuit of its objectives of efficient operation, accuracy and completeness of reports, and full compliance with relevant laws and regulations. These would ensure righteous and transparent operation of business in line with its objectives.

At Board of Directors Meeting No. 2/2021 held on February 10, 2021, the Board of Director assessed such internal control system. Consideration was given to Management's SEC's assessment findings on the adequacy of the system and the Audit Committee's report of its review on such adequacy. The Board's view was that the system was both adequate and appropriate. To elaborate, GGC had assigned a specific unit to monitor the efficiency of the system for efficient implementation as well as for accurate and credible reports so that GGC may comply with applicable laws and regulations. The other purpose is to sufficiently prevent company assets from the malfeasance of authorized officers and related parties as well as transaction engagement with parties of conflicts and connected parties. Internal Audit reviewed the corporate internal control system against its risk-based audit plans, making several recommendations for improvement. Management focused on accelerating corrective actions without finding significant deficiencies in the system that could affect GGC's ultimate objective achievement.

GGC has adopted COSO's internal control framework of five elements:

1. Control environment
2. Risk assessment
3. Control activities
4. Information and communication
5. Monitoring and reporting activities

In 2020, GGC improved its processes and systems to increase its efficiency of internal control to strengthen the governance process and to identify risks and issue efficiently and rapidly. GGC's internal control system is summarized below.

Control Environment

The Board of Directors and Management ensure that GGC operates its businesses in a righteous and ethical manner while cultivating among its personnel corporate values in support of the corporate culture that focus on integrity, ethics, and responsibility. GGC is committed to provide a good, appropriate, and efficient control environment as follows:

- To ensure the efficiency of operations, the Board works independently of management in overseeing GGC's overall business and comments on its strategic directions to guide business plans and action plans. At the same time, it regularly monitors GGC's performance and the performance of Sub-committees to ensure achievement of goals.
- The Board of Directors has reviewed and approved the corporate structure as business groups and functions with common goals in line with its growth. This allows for efficient, transparent, and uniform business implementation for the entire group including checks and balances among relevant departments resulting from segregation of duties in key functions. Duties, responsibilities, and delegation of authority are defined under the corporate structure, which is then communicated to employees to be aware of their own roles, authority, duties, and responsibilities.
- The Board of Directors has defined policies on corporate governance and compliance with laws, regulations, internal control policy, and on anti-corruption and guidelines for the Board and the employees to abide by. It also distributed the Corporate Governance and Business Code of Conduct Handbook with the communication for their acknowledgment, and the employees signed back as a pledge by all across GGC Group to accept as work guidelines under Good Corporate Governance.
- GGC has set a whistleblower policy, stating procedures for the complaint scope and adding complaint channels for diversity, including whistleblower protective measures and fair, transparent treatment of whistleblowers. These establish credibility for the whistleblower system and the complainant's confidence.
- GGC has built awareness of corporate governance, business ethics, conflicts of interest, and anti-corruption through communication channels every month. Management and employees participated in training on good corporate governance and compliance.
- GGC's corporate culture is engrained for employees' awareness of ethical business conduct and alignment with good business practice guideline through emphasis on good practices and illustrate good behavior across the corporation to guide all employees.
- GGC's human resource management process has defined the qualifications of each job position in line with the criteria for personnel recruitment and selection. The Company also provided knowledge and skills development for staff, with close monitoring and fair, transparent appraisal of their performances.
- Strict compliance with GGC's internal control policy is required from the Board, Management, and other employees in performing their duties to achieve GGC's objectives and goals.



Risk Assessment

GGC focuses on promoting the corporate risk management culture by taking a part of employees' responsibilities and values the linkage between risk assessment and the strategic plan formulation, and short-term and long-term business plans. Appointed by the Board of Directors, the Risk Management Committee (RMC) sets and reviews policies, objectives, risk management scope, monitors and evaluates of compliance with the scope, and provides opinions and recommendations on GGC's corporate risk management and project risk. The Enterprise Risk Management Committee (ERMC), chaired by the Managing Director, ensures that GGC manages its risks efficiently, leading to the achievement of business goals. Below are GGC's risk management approaches:

- The Board of Directors and the RMC focus on promoting the corporate risk management culture by defining the risk management policy requiring everyone to become aware of and understand risk management as part of the culture, comply with the risk management policy, and make risk management everyone's mandate.
- GGC promotes the knowledge and understanding of risk management by training with experts on enterprise risk management, involving the Board, Management, and other employees by setting risk management as part of everyone's job description.
- GGC defines clear objectives and goals linking to its vision and mission.
- GGC manages enterprise risks under the ISO 31000 - Risk Management scope and COSO Enterprise Risk Management guidelines and institutes a risk management policy for all.
- GGC carries out the risk profiling process of identifying, analyzing, assessing and managing risks at the corporate and unit levels that could compromise enterprise goal achievement, embracing year-round risks, and specifies risk mitigations plans to systematically manage risks.
- GGC assesses risks by recognizing in external factors and emerging risks, monitors the management of GGC's risks against GGC's risk appetite, and defines key risk indicators (KRIs) to early warning any changes that may hinder the achievement of objectives, which report monthly to ERMC for acknowledgment and reports to the Board and RMC every quarter.

Control Activities

In place are control activities spanning all major processes, including risk management, to mitigate risks that may hinder the achievement of objectives:

- GGC has designed its control activities with due regard for sound internal control principles. These include the segregation of duties and systematic authorization of approval to groups of employees for checks and balances. In place are policies and good practices for conflicts of interest transactions. In addition, GGC's

business has been conducted in a transparent, fair and auditable manner. The transactions have been approved by taking into account GGC's utmost benefit.

- GGC established written rules and regulations, requirements, corporate policies, and job manuals, which define the scope of power and duties of the Managing Director, Executives, and employees by level along with clear work procedures as guidelines for their job performance. GGC also regularly reviews to ensure that business has been conducted in compliance with the Articles of Association, corporate policy, regulations, and job manuals.
- GGC specified preventive and detective mitigation plans in line with risk assessment outcomes to manage risks at GGC's risk appetite level. It monitors and reports the implementation of these plans to the RMC and the Board for acknowledgment regularly.
- GGC commands internal control of processes, both by the processes set out in the manual control and by automated control in order to greater efficiency in business operations and conduct more carefully and accuracy in every functions, including Inventory and Warehouse management process to manage feedstock and product inventory together with a system to record and report inventory items. Both controls represent preventive control and detective control.
- GGC reviews IT-based control activities, including an authorization matrix, meaning the management of access to information safely and the ability to efficiently keep critical data. GGC also revises requirements on the IT security policy to ensure that the IT system as a whole is appropriate, efficient, and secure, without interruption.
- GGC put in place processes to supervise its invested affiliates in individual businesses so that subsidiaries and associates may have compatible business guidelines that comply with GGC's policies, guidelines, and strategic directions while being able to track the work of these subsidiaries and associates regularly and continually.
- In 2020, GGC relentlessly improved its internal control system embracing key processes across the corporation by clearly assigning responsible parties and developing an improvement plans. Internal Control has also closely monitored these improvement steps and regularly reported updates to Sub-committees as seen fit. In addition, the integration of Governance Risk Management, Internal control and Compliance taskforce implemented the plans for communication on the significance of these integration to drive GGC's governance development, raise the efficiency of planning, monitoring, and assessment under sufficient internal control to achieve strategic goals.

Since GGC is an affiliate of GC Group, it was directed to follow the GC Way of Conduct, which is GC's guidance for conduct and affiliate supervision. GGC would define its own GGC Way of Conduct and deploy to its affiliates.

Information and Communication

GGC values the quality of information and communication. Internal and external channels are provided for employees to access the information required for their efficient operation as follows:

- GGC prepares various reports for submission to the Board of Directors including analysis of relevant data from internal and external sources, showing changes, trends, sales performance, production outputs, and inventory in support of presentations, including financial statements and performance reports. The Company prepares supporting adequate information for the Board's decision-making; besides, meeting documents are sent ahead of Board meetings for their analysis and decision-making. The Board can request additional information from applicable units in support of their deliberation.
- Diverse elements of the internal communication process are provided, by taking into account their compatibility with the types of data and communication objectives. GGC's business directions, goals, and key policies are communicated through the MD Town Hall, cross-functional team meetings, site visits, the intranet, and e-mail.
- GGC disseminates its information to stakeholders through various channels, including communication through its website. Investor Relations and Managerial Accounting Division, and Corporate Communication and CSR Division are responsible for information dissemination.

Monitoring and Reporting Activities

In ensuring the adequacy and efficiency of internal control, GGC undertakes the following monitoring and assessment processes:

- GGC assigns a unit to take in charge of managing internal control to support the management's assessment, development, implementation, and review of the adequacy of the system, and provide opinions about overall company's internal control (the 2nd line of defense). The outcomes of internal control assessment are reported to the Management Committee to ensure efficient internal control.
- Internal Audit, reporting direct to the Audit Committee, performs audit duties independently to ensure sufficiency, suitability, and consistently practiced internal control. To this end, Internal Audit audits and assesses internal control under various activities in accordance with the audit plan approved by the Audit Committee, which conforms to GGC's strategic directions and key risks affecting operation. At the same time, it provides recommendations for high efficiency of internal control. Jointly with Management, it defines guidelines for internal control improvement. Internal Audit reports its findings to the Audit Committee each quarter. Assessment findings on accounting and finance are provided by the external auditor, who presents its findings and reviews to the Audit Committee quarterly and annually.

- GGC secured the membership status of CAC (Private Sector Collective Action against Corruption) and must review its status every three years to report its assessment findings, which is signed by the Audit Committee to guarantee the existence of policies, guidelines, and measures for risk assessment and corruption prevention. GGC's mandate is to conduct its business in line with CAC's corporate governance code.

Besides finding no significant shortcomings either in GGC's internal control system or in transactions or items that may involve conflicts of interest, the assessment in 2020 of all the five components indicated no potential conflicts of interest, corrupt practices, or violation of laws on securities and exchange, SET regulations, or other applicable laws.

9.2 Connected Transaction

For Fiscal Year 2020, GGC conducted business transactions with its subsidiaries and related companies with common shareholders or Directors. Connected transactions with the other entities of potential conflicts of interest are based on market or contractual prices if there are no reference market prices. Details of the relationship with these companies are as follows:

Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
PTT Public Company Limited (PTT)	<ul style="list-style-type: none"> Major Shareholder of GC holds 47.68 % of the shares in GC Director who is PTT Executive 1. Mr. Kongkrapan Intarajang Sale/purchase transactions of products and services 	Statement of Income Items			
		Sales of Goods or Services	2,333	102	-
		Purchases of Goods or Services	2,134	757	1
		Other Income	49	21	-
		Other Expenses	4	51	5
		Statement of Financial Position Items			
		Other receivables - related parties	4	-	-
		Trade payables - related parties	65	-	-
		Other payables – related parties	3	1	3
PTT Global Chemical Public Company Limited (GC)	<ul style="list-style-type: none"> Major Shareholder of GGC holds 72.29 % of the shares of GGC Common Director 1. Mr. Kongkrapan Intarajang Directors who are GC Executives 1. Mr. Kongkrapan Intarajang 2. Mr. Patiparn Sukorndhaman 3. Mr. Suwat Kamolpanus Sale/purchase transactions of products and services 	Statement of Income Items			
		Sales of Goods and Services	947	1,012	1,574
		Purchases of Goods and Services	220	232	186
		Other Income	8	18	-
		Other Expenses	96	104	80
		Interest Paid	-	-	11
		Statement of Financial Position Items			
		Trade receivables - related parties	21	112	109
		Other receivables - related parties	23	19	16
		Right of Use Assets - related parties	-	-	300
		Trade payables - related parties	25	3	9
		Other payables – related parties	39	65	24
		Payable to contractor-related parties	-	-	1
		Current portion of lease liabilities-related parties	-	-	19
		Finance lease liabilities-related parties	-	-	286

Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
Thai Eastern Top Seeds Oil Company Limited (TETSO)	<ul style="list-style-type: none"> GGC holds 30 % of the shares of TETSO Executives who are TETSO Directors <ol style="list-style-type: none"> Mr. Ekaphong Govitgoongrai Mr. Passakorn Srisastra Sale/purchase transactions of products and services 	Statement of Income Items			
		Purchases of Goods and Services	249	252	5
		Statement of Financial Position Items			
		Trade payables - related parties	4	7	-
Thai Ethoxylate Company Limited (TEX)	<ul style="list-style-type: none"> GGC holds 50% of the shares Common Director <ol style="list-style-type: none"> Mr. Suwat Kamolpanus Executive who serves as both Director and Executive at TEX <ol style="list-style-type: none"> Mr. Piya Suri Sales and purchase transactions of products and services 	Statement of Income Items			
		Sales of goods or services	1,743	1,095	1,268
		Other income	5	5	6
		Statement of Financial Position Items			
		Trade receivables – related parties	305	165	304
		Other receivables – related parties	2	1	2
GGC KTIS Bioindustrial Company Limited (GKBI)	<ul style="list-style-type: none"> GGC Bio holds 50% of the shares Common Director <ol style="list-style-type: none"> Mr. Suwat Kamolpanus Executives who serve as both Director and Executive in GKBI <ol style="list-style-type: none"> Mr. Suwat Kamolpanus Mr. Dumrong Putiput Service Transactions 	Statement of Income Items			
		Other Income	-	6	14
		Statement of Financial Position Items			
		Other receivables – related parties	-	6	2
GC Glycol Company Limited (GC Glycol)	<ul style="list-style-type: none"> GC holds 100% of the shares Sales and purchase transactions of products and services 	Statement of Income Items			
		Sales of goods or services	-	4	-
		Other expenses	11	11	2
		Statement of Financial Position Items			
		Right of Use Assets - related parties	-	-	28
		Other payables – related parties	1	2	1
		Current portion of lease liabilities-related parties	-	-	9
		Finance lease liabilities– related parties	-	-	20



Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
Solution Creation Company Limited (SUN)	<ul style="list-style-type: none"> GC holds 100% of the shares Common Director <ol style="list-style-type: none"> Mr. Patiparn Sukorndhaman Sales and purchase transactions of products 	Statement of Income Items			
		Sales of goods or services	33	25	30
		Statement of Financial Position Items			
		Trade receivables – related parties	6	5	6
Global Power Synergy Public Company Limited (GPSC)	<ul style="list-style-type: none"> PTT holds 22.81%, GC holds 22.73% of the shares, and Thai Oil Power Company Limited (TOP holds 74% and PTT holds 26% of the shares) holds 20.78% of the shares Common Directors <ol style="list-style-type: none"> Mr. Payungsak Chartsutipol Mr. Kongkrapan Intarajang Service transactions 	Statement of Income Items			
		Purchases of goods or services	520	499	481
		Statement of Financial Position Items			
		Trade payables – related parties	101	34	40
GC Maintenance and Engineering Company Limited (GCME)	<ul style="list-style-type: none"> GC holds 100% of the shares Service transactions 	Statement of Income Items			
		Purchases of goods or services	20	56	62
		Statement of Financial Position Items			
		Trade receivables – related parties	-	-	-
		Other payables – related parties	8	21	23
		Payable to contractor – related parties	3	6	9
GC Logistics Solutions Company Limited (GCL)	<ul style="list-style-type: none"> GC holds 99% of the shares while SUN holds 1% of the shares Service transactions 	Statement of Income Items			
		Other expenses	14	19	17
		Statement of Financial Position Items			
		Other payables – related parties	2	5	3
Thai Tank Terminal Company Limited (TTT)	<ul style="list-style-type: none"> GC holds 51% of the shares Service transactions 	Statement of Income Items			
		Sales of goods of services	19	6	-
		Statement of Financial Position Items			
		Other payables – related parties	1	-	-
PTT Digital Solutions Company Limited (PTT Digital)	<ul style="list-style-type: none"> GC holds 40%, PTT holds 20%, TOP holds 20%, and PTTEP holds 20% of the shares 	Statements of Income Items			
		Other expenses	7	5	7
		Statement of Financial Position Items			

Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
	• Service transactions	Other payables – related parties	1	1	2
		Payables to contractor – related parties	3	-	-
Eastern Fluid Transport Company Limited (EFT)	• GC holds 15% and TTT holds 15% of the shares • Service transactions	Statements of Income Items			
		Purchases of goods or services	-	-	-
NPC Safety and Environmental Service Company Limited (NPC S&E)	• GC holds 100% of the shares • Service transactions	Statements of Income Items			
		Purchases of goods or services	9	16	19
		Other expenses	3	2	-
		Statement of Financial Position Items			
		Other payables – related parties	3	5	4
Dhipaya Insurance Public Company Limited (DHIPAYA)	• PTT holds 13.33% of the shares • Service transactions	Statements of Income Items			
		Purchases of goods or services	16	16	21
		Other Income	-	-	2
		Statement of Financial Position Items			
		Other receivables – related parties	12	14	22
		Other payables – related parties	1	-	-
Thai Oil Public Company Limited (TOP)	• PTT holds 45.03% of the shares • Sales and purchase transactions of products and services	Statement of Income Items			
		Sales of goods or services	998	1,070	1,813
		Other income	5	2	-
		Statement of Financial Position Items			
		Trade receivables – related parties	8	100	146
		Other receivables – related parties	39	-	-
		Other payables – related parties	-	3	-
PTT Oil and Retail Business Public Company Limited (PTTOR)	• PTT holds 100% of the shares • Sales/purchase transactions of products	Statement of Income Items			
		Sales of goods or services	2,143	4,293	6,465
		Purchase of goods or services	43	74	58
		Other incomes	5	-	-
		Statement of Financial Position Items			
		Trade receivables – related parties	262	447	342
		Trade payables – related parties	(9)	6	8



Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
		Payables to contractor – related parties	21	-	-
Energy Complex Company Limited (ENCO)	<ul style="list-style-type: none"> • PTT holds 50% and PTTEP (PTT holds 64.79%) holds 50% of the shares • Service transactions 	Statements of Income Items			
		Other expenses	11	11	8
		Statement of Financial Position Items			
		Right of Use Assets - related parties	-	-	3
		Other payables – related parties	3	-	
		Current portion of lease liabilities-related parties	-	-	3
IRPC Public Company Limited (IRPC)	<ul style="list-style-type: none"> • PTT holds 47.55% of the shares • Sales/purchase transactions of products and services 	Statements of Income Items			
		Sales of goods or services	227	212	562
		Statement of Financial Position Items			
		Trade receivables – related parties	36	64	39
		Other receivables – related parties	26	-	-
Business Services Alliance Company Limited (BSA)	<ul style="list-style-type: none"> • PTT holds 100% of the shares • GC holds 25% of the preferred stock • Service transactions 	Statements of Income Items			
		Purchases of goods or services	2	2	2
		Other expenses	8	8	11
		Statement of Financial Position Items			
		Other payables – related parties	3	2	3
TOP Solvent Company Limited (TS)	<ul style="list-style-type: none"> • TOP (PTT holds 45.03% of the shares) holds 100% of the shares • Product services 	Statements of Income Items			
		Purchases of goods or services	2	-	-
NPC S&E Security Guard Company Limited (NPCSG)	<ul style="list-style-type: none"> • NPC S&E holds 100% of the shares • Service transactions 	Statement of Income Items			
		Purchases of goods or services	4	6	7
		Other expenses	2	1	1
		Statement of Financial Position Items			
		Other payables – related parties	1	1	1
Advanced Biochemical (Thailand) Company	<ul style="list-style-type: none"> • VNT (GC holds 24.98% of the shares) holds 100% of the shares 	Statement of Income Items			
		Sales of goods or services	466	272	344

Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
Limited (Advanced Biochemical)	<ul style="list-style-type: none"> Sales and purchase transactions of products and services 	Trade receivables — related parties	33	20	30
PTT International Trading Pte. Ltd (PTTT)	<ul style="list-style-type: none"> PTT holds 100% of the shares Sales transactions 	Statement of Income Items			
		Sales of goods or services	-	46	33
		Statement of Financial Position Items			
		Trade payables – related parties	-	15	-
Emery Oleochemicals (M) Sdn. Bhd. (EOM)	<ul style="list-style-type: none"> GC holds 50% of the shares Sales and purchase transactions of products 	Statement of Income Items			
		Purchase of goods or services	2	19	-
GC Polyols Company Limited (GCP)	<ul style="list-style-type: none"> GC holds 82.1% of the shares Sales and purchase transactions of product Common Director 1. Mr. Patiparn Sukorndhaman 	Statement of Income Items			
		Sales of goods or services	-	-	7
		Statement of Financial Position Items			
		Trade receivables — related parties	-	-	2
Emery Oleochemicals LLC (EOMUSA)	<ul style="list-style-type: none"> Emery Oleochemicals (M) Sdn.Bhd (GC hold 50%) holds 100% 	Statement of Income Items			
		Purchase of goods or services	-	-	11
		Statement of Financial Position Items			
		Trade receivables — related parties	-	-	4
PTT Phenol Company Limited (PPCL)	<ul style="list-style-type: none"> GC holds 100% of the shares Sales and purchase transactions of products 	Statement of Income Items			
		Purchase of goods or services	-	-	-
		Other Income	-	-	-
GC Estate Company Limited (GCEC)	<ul style="list-style-type: none"> GC holds 100% of the shares Sales and purchase transactions of products 	Statement of Income Items			
		Other Expenses	-	-	1
		Statement of Financial Position Items			



Company	Relationship (As of December 31, 2020)	Connected Transaction	2018	2019	2020
(Million THB)					
	● Service transactions	Right of Use Assets - related parties	-	-	9
		Current portion of lease liabilities- related parties	-	-	3
		Finance lease liabilities- related parties	-	-	7

Necessity and Reasonableness of Connected Transactions

GGC's connected transactions for the fiscal year ended on December 31, 2020 were undertaken in the course of normal businesses in line with the general business terms, as reasonable people would do with contractual partners under similar circumstances on the Arm's Length Basis.

Measures and Approval Procedures for Connected Transactions

To engage in transactions with related parties, GGC reviews the suitability of all transactions and set prices and terms on an Arm's Length Basis.

When GGC or its subsidiaries have engaged in connected transactions with applicable Stock Exchange of Thailand (SET) and Securities and Exchange Commission (SEC) announcements on information disclosure and actions by listed companies on related transactions, the Board of Directors strictly ensures such actions are in line with the criteria, provisions, and procedures of the announcements. The Board of Directors also discloses the transactions in Form 56-1 One Report to ensure transparency of related transactions and eliminate conflicts of interest.

Apart from the approval of the Board of Directors, if engagement of GGC or that of its subsidiaries in related transactions or actions result in the acquisition or sale of their significant assets, under the criteria of SEC announcements on related transactions of listed companies or the acquisition or sale of assets of listed companies, GGC or its subsidiaries (or both) must conform to the rules and procedures under such announcements.

The Audit Committee must express its views on the measures or procedures for the engagement in connected transactions. If the Committee has a dissenting opinion, they must state it.

The Company has control measures over any connected transactions in order to control, audit and execute random checks of actual transactions' conformance to contracts, policies or terms. Any transactions with related parties must be undertaken for regular businesses. To this end, the volumes of goods or feedstock traded, or services received by GGC from such related parties must match its needs and business operation. In addition, the prices, as

well as the giving or acceptance of services by related parties, must conform to contractual provisions and benefit the businesses of both GGC and the related parties without siphoning off of such benefits or any irregular items. Moreover, the Internal Audit Department also closely monitors the movements to ensure that the Company has already set such connected transactions in alignment with the regulations and in accordance with the Internal Audit Plan. The progress is regularly reported to the Audit Committee.

Policy or Trends of Connected Transactions

If GGC wishes to engage in transactions with related parties, related transactions or connected transactions with GGC group or parties perceived conflicts of interest or parties with vested interests, GGC must strictly conform to the above-mentioned policy, measures, and procedures. To this end, the Audit Committee regularly reviews the legality of connected transactions and the conformance to the SET requirements to ensure the reasonableness and maximum benefit for the Company.



10. Update on Inventory Shortfall Incident

Regarding the Inventory Shortfall Incident, GGC disclosed relevant information in the annual reports of 2018 and 2019, as well as periodic reports made later, of feedstock inventory discrepancy, where a substantial discrepancy was found between the actual inventory and the reported inventory in GGC's system which had arisen from conspiracy between some suppliers and employees of related units. In 2020, GGC still valued more efficient internal control processes by relentlessly and earnestly improving internal controls encompassing all key corporate processes while monitoring to ensure that such control system is strictly complied with. Internal Audit closely followed up on this implementation and regularly reported the updates on system improvement efforts to various committees.

Litigation updates on this case are detailed under "Legal Disputes" page 75.

In addition, for efficient and sustainable actions on risk management, governance, compliance, and internal control, GGC has taken GRC (Governance, Risk Management and Compliance) actions to integrate these key components for work efficiency on a broader scale. To this end, it has communicated with employees through various channels like the GRC Roadshow, GRC News on email, and MD Townhall. It also established a practical GRC approach (GRC model) and database with pilot project implementation before developing the model for further rollout in GGC's key work processes. For details on this, please read Section 9 : Internal Control and Connected Transactions, page 154.



3

Financial Statements

Independent Auditor's Report

REPORT OF THE INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

TO THE SHAREHOLDERS AND BOARD OF DIRECTORS
GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED

Opinion

We have audited the consolidated financial statements of Global Green Chemicals Public Company Limited and its subsidiaries (the "Group") and the separate financial statements of Global Green Chemicals Public Company Limited (the "Company") which comprise the consolidated and separate statements of financial position as at December 31, 2020, and the related consolidated and separate statements of profit or loss, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Global Green Chemicals Public Company Limited and its subsidiaries and of Global Green Chemicals Public Company Limited as at December 31, 2020, and financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards ("TFRSs").

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated and separate financial statements of the current period. This matter was addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Key Audit Matter	Audit Responses
<p>The measurement of inventories valuation</p> <p>Inventories of the Group are significant balance to the consolidated and separate financial statements. The raw material and finished goods are commodities that contain intense price volatility. This volatility may lead to valuation of inventories at the end of reporting period as inventories are measured at the lower of cost or net realizable value.</p> <p>The accounting policy of inventories valuation of the Group and the detail of inventories are disclosed in notes to the financial statements no. 3.7 and 9, respectively.</p>	<p>Key audit procedures included:</p> <ul style="list-style-type: none"> Gaining understanding and performing test of design and implementation as well as operating effectiveness of the relevant controls over inventories valuation measurement process. Assessing the appropriateness of the methodology used to calculate the net realizable value of inventories at the reporting period, considering the reasonableness of the market price used by reference to the expected selling price of commodity, and testing the accuracy of the calculation. If the net realizable value is lower than the cost, considering to propose the adjustment of allowance for diminution in value of inventories in the consolidated and separate financial statements. Assessing the adequate disclosure in relation to the estimation of allowance for diminution in value of inventories in notes to the financial statements.

Other Information

Management is responsible for the other information. The other information comprise the information included in the annual report, but does not include the consolidated and separate financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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 or to cease operations, or has no realistic alternative but to do so.

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

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

Our 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 our 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, we exercise professional judgment and maintain professional skepticism throughout the audit. We 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 our 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 we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our 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. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We 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 we identify during our audit.

We also provide those charged with governance with a statement that we 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 our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we 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. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Mongkol Somphol
Certified Public Accountant (Thailand)
Registration No. 8444

BANGKOK
February 10, 2021

DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.

Statements of Financial Position

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2020

Unit : Baht

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		As at December 31, 2020	As at December 31, 2019	As at December 31, 2020	As at December 31, 2019
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	5	1,742,488,151	2,310,817,087	1,001,739,926	1,756,779,617
Temporary investments	6	-	1,000,000,000	-	1,000,000,000
Current investments in financial assets	6	400,000,000	-	400,000,000	-
Trade receivables	7	1,637,042,972	1,425,856,642	1,735,561,147	1,347,690,556
Other receivables	8	286,495,332	286,721,013	283,691,080	309,020,110
Value-added tax receivable		25,469,359	12,130,850	-	-
Inventories	9	2,002,715,732	1,596,174,222	1,591,773,323	1,352,307,127
Other current assets		32,939,893	80,175,230	31,853,481	77,490,665
Total Current Assets		6,127,151,439	6,711,875,044	5,044,618,957	5,843,288,075
NON-CURRENT ASSETS					
Investments in subsidiaries	10	-	-	2,734,890,000	2,210,350,000
Investments in an associate	11	-	28,172,298	-	66,600,000
Investments in joint ventures	11	1,622,949,586	1,087,291,177	690,500,000	690,500,000
Plant and equipment	12	4,576,475,846	4,763,982,211	4,283,940,809	4,422,865,770
Right-of-use assets	13	589,139,247	-	556,303,905	-
Intangible assets	14	68,713,302	69,242,980	35,079,223	35,591,301
Deferred tax assets	15	228,320,155	243,640,838	227,714,443	224,330,063
Other non-current assets		26,423,878	27,129,463	26,423,878	27,129,463
Total Non-current Assets		7,112,022,014	6,219,458,967	8,554,852,258	7,677,366,597
TOTAL ASSETS		13,239,173,453	12,931,334,011	13,599,471,215	13,520,654,672

Notes to the financial statements form an integral part of these statements

Statements of Financial Position

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION (CONTINUED)

AS AT DECEMBER 31, 2020

Unit : Baht

		Consolidated financial statements		Separate financial statements	
	Notes	As at December 31, 2020	As at December 31, 2019	As at December 31, 2020	As at December 31, 2019
LIABILITIES AND SHAREHOLDERS' EQUITY					
CURRENT LIABILITIES					
Trade payables	18	813,658,538	953,428,751	801,671,951	945,610,949
Other payables	19	262,457,832	343,785,802	219,779,803	288,735,119
Payables to contractors		110,980,083	105,972,636	110,199,732	105,319,936
Current portion of long-term borrowings from financial institutions	16	565,843,310	439,840,141	565,843,310	439,840,141
Current portion of lease liabilities	17	133,440,145	5,679,261	123,656,657	5,679,261
Total Current Liabilities		1,886,379,908	1,848,706,591	1,821,151,453	1,785,185,406
NON-CURRENT LIABILITIES					
Long-term borrowings from financial institutions	16	763,970,775	1,329,814,084	763,970,775	1,329,814,084
Lease liabilities	17	482,752,836	14,243,528	458,482,366	14,243,528
Provision for employee benefits	20	112,942,319	89,521,425	112,942,319	89,521,425
Other non-current liabilities		-	905,000	-	905,000
Total Non-current Liabilities		1,359,665,930	1,434,484,037	1,335,395,460	1,434,484,037
TOTAL LIABILITIES		3,246,045,838	3,283,190,628	3,156,546,913	3,219,669,443
SHAREHOLDERS' EQUITY					
SHARE CAPITAL		21			
Authorized share capital					
1,023,666,700 ordinary shares of Baht 9.50 each		9,724,833,650	9,724,833,650	9,724,833,650	9,724,833,650
Issued and paid-up share capital					
1,023,666,700 ordinary shares of Baht 9.50 each		9,724,833,650	9,724,833,650	9,724,833,650	9,724,833,650
Share premium		89,240,250	89,240,250	89,240,250	89,240,250
Difference arising from business combination under common control		(4,134,457)	(4,134,457)	-	-
RETAINED EARNINGS (DEFICIT)					
Appropriated					
Legal reserve	22	49,799,000	32,024,000	49,799,000	32,024,000
Unappropriated (Accumulated deficit)		133,389,172	(193,820,060)	579,051,402	454,887,329
TOTAL SHAREHOLDERS' EQUITY		9,993,127,615	9,648,143,383	10,442,924,302	10,300,985,229
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		13,239,173,453	12,931,334,011	13,599,471,215	13,520,654,672

Notes to the financial statements form an integral part of these statements

Statements of Profit or Loss

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF PROFIT OR LOSS

FOR THE YEAR ENDED DECEMBER 31, 2020

Unit : Baht

	Notes	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Revenues from sales		18,202,525,601	13,054,743,726	17,803,999,334	12,405,971,394
Cost of sales		(16,860,030,001)	(12,296,909,204)	(16,828,715,868)	(12,016,216,480)
Gross profit		1,342,495,600	757,834,522	975,283,466	389,754,914
Interest income and dividend income		19,146,807	49,994,149	81,375,173	661,159,617
Other income		40,175,160	67,514,668	74,828,312	101,816,477
Selling and distribution expenses	28	(346,695,499)	(387,189,784)	(198,214,180)	(220,245,636)
Administrative expenses	29	(481,431,595)	(451,602,613)	(451,790,423)	(421,299,953)
Reversal of expense from raw materials derogation	4	-	232,483,965	-	232,483,965
Loss from impairment of investment		(9,451,454)	-	(66,600,000)	-
Net foreign exchange gain (loss)		8,933,195	(19,969,081)	3,935,946	6,716,821
Net derivatives gain (loss)		8,396,853	16,668,745	346,830	(432,376)
Finance costs	31	(69,019,247)	(67,982,852)	(67,525,959)	(67,982,852)
Share of loss of investments in an associate	11	(18,720,844)	(19,906,650)	-	-
Share of profit of investments in joint ventures	11	81,171,447	49,362,655	-	-
Profit before income tax income (expense)		575,000,423	227,207,724	351,639,165	681,970,977
Income tax income (expense)	15	(14,858,423)	(133,185,483)	3,846,639	(41,510,408)
PROFIT FOR THE YEAR		560,142,000	94,022,241	355,485,804	640,460,569
PROFIT ATTRIBUTABLE TO:					
Owners of the parent		560,142,000	94,022,241	355,485,804	640,460,569
Profit for the year		560,142,000	94,022,241	355,485,804	640,460,569
BASIC EARNINGS PER SHARE (BAHT)	26	0.55	0.09	0.35	0.63

Notes to the financial statements form an integral part of these statements



Statements of Comprehensive Income

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2020

Unit : Baht

	Notes	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
PROFIT FOR THE YEAR		560,142,000	94,022,241	355,485,804	640,460,569
Other comprehensive income (loss)					
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Losses on remeasurements of defined benefit plans	20	(8,814,411)	-	(8,814,411)	-
Share of other comprehensive loss of investment in joint ventures	11	(1,611,037)	-	-	-
Total items that will not be reclassified subsequently to profit or loss		(10,425,448)	-	(8,814,411)	-
Other comprehensive loss for the years, net of tax		(10,425,448)	-	(8,814,411)	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>549,716,552</u>	<u>94,022,241</u>	<u>346,671,393</u>	<u>640,460,569</u>
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:					
Owners of the parent		549,716,552	94,022,241	346,671,393	640,460,569
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>549,716,552</u>	<u>94,022,241</u>	<u>346,671,393</u>	<u>640,460,569</u>

Notes to the financial statements form an integral part of these statements

Statement of Changes in Shareholders' Equity

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2020

	Notes	Consolidated financial statements					Total shareholders' equity
		Issued and paid-up share capital	Share premium	Difference arising from business combination under common control	Retained (Deficit) earnings		
					Legal reserve	Unappropriated (Accumulated deficit)	
Balance as at January 1, 2019		10,236,667,000	219,066,911	(4,134,457)	245,621,000	(989,550,072)	9,707,670,382
Dividends paid	23	-	-	-	-	(153,549,240)	(153,549,240)
Profit for the year		-	-	-	-	94,022,241	94,022,241
Legal reserve	22	-	-	-	32,024,000	(32,024,000)	-
Share capital reduction	24	(511,833,350)	(129,826,661)	-	(245,621,000)	887,281,011	-
Other comprehensive income (loss)		-	-	-	-	-	-
Balance as at December 31, 2019		9,724,833,650	89,240,250	(4,134,457)	32,024,000	(193,820,060)	9,648,143,383
Balance as at January 1, 2020		9,724,833,650	89,240,250	(4,134,457)	32,024,000	(193,820,060)	9,648,143,383
Dividends paid	23	-	-	-	-	(204,732,320)	(204,732,320)
Legal reserve	22	-	-	-	17,775,000	(17,775,000)	-
Profit for the year		-	-	-	-	560,142,000	560,142,000
Other comprehensive income (loss)		-	-	-	-	(10,425,448)	(10,425,448)
Balance as at December 31, 2020		9,724,833,650	89,240,250	(4,134,457)	49,799,000	133,389,172	9,993,127,615

Unit : Baht

Notes to the financial statements form an integral part of these statements

Statement of Changes In Shareholders' Equity

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2020

		Separate financial statements					Unit : Baht
		Retained (Deficit) earnings			Total shareholders' equity		
		Issued and paid-up share capital	Share premium	Legal reserve	Unappropriated (Accumulated deficit)		
Notes							
	Balance as at January 1, 2019	10,236,667,000	219,066,911	245,621,000	(887,281,011)	9,814,073,900	
23	Dividends paid	-	-	-	(153,549,240)	(153,549,240)	
	Profit for the year	-	-	-	640,460,569	640,460,569	
22	Legal reserve	-	-	32,024,000	(32,024,000)	-	
24	Share capital reduction	(511,833,350)	(129,826,661)	(245,621,000)	887,281,011	-	
	Other comprehensive income (loss)	-	-	-	-	-	
	Balance as at December 31, 2019	9,724,833,650	89,240,250	32,024,000	454,887,329	10,300,985,229	
	Balance as at January 1, 2020	9,724,833,650	89,240,250	32,024,000	454,887,329	10,300,985,229	
23	Dividends paid	-	-	-	(204,732,320)	(204,732,320)	
22	Legal reserve	-	-	17,775,000	(17,775,000)	-	
	Profit for the year	-	-	-	355,485,804	355,485,804	
	Other comprehensive income (loss)	-	-	-	(8,814,411)	(8,814,411)	
	Balance as at December 31, 2020	9,724,833,650	89,240,250	49,799,000	579,051,402	10,442,924,302	

Notes to the financial statements form an integral part of these statements

Statements of Cash Flows

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2020

Unit : Baht

	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES				
Profit for the years	560,142,000	94,022,241	355,485,804	640,460,569
Adjustments for				
Depreciation and amortization	683,254,156	513,640,122	633,678,145	475,522,467
Interest income and dividend income	(19,146,807)	(49,994,149)	(81,375,173)	(661,159,617)
Finance costs	69,019,247	67,982,852	67,525,959	67,982,852
Unrealised (gain) loss on derivatives	(1,767,743)	524,902	86,122	(154,455)
Unrealised (gain) loss on exchange rate	1,689,947	(12,848,347)	1,155,087	(4,805,128)
(Reversal) of loss on inventories devaluation	(16,084,547)	12,178,152	-	(3,906,395)
Reversal of expenses from raw materials derogation	-	(232,483,965)	-	(232,483,965)
Loss on written off of raw materials	4,385,818	1,318,771	2,505,768	244,672
Loss on inventories devaluation	13,422,840	721,083	13,422,840	721,083
Gain on written off of right of use assets	(80,081)	-	-	-
Loss on written off of plant and equipment	18,842,711	128,725	6,211,198	128,725
Provision for employee benefits	12,803,609	27,538,728	12,803,609	27,538,728
Actuarial loss	2,339,690	-	2,339,690	-
Loss on impairment of investment	9,451,454	-	66,600,000	-
Share of loss on investments in an associate	18,720,844	19,906,650	-	-
Share of profit on investments in joint ventures	(81,171,447)	(49,362,655)	-	-
Income tax expense (income)	14,858,423	133,185,483	(3,846,639)	41,510,408
Profit from operations before changes in				
operation assets and liabilities	1,290,680,114	526,458,593	1,076,592,410	351,599,944
Changes in operating assets and liabilities				
Trade receivables	(212,102,095)	(175,968,702)	(387,835,136)	13,885,770
Other receivables	(487,580)	913,886	22,908,754	(7,473,075)
Value-added tax receivable	(13,338,509)	22,968,442	-	-
Inventories	(443,627,095)	126,348,368	(290,756,276)	80,193,722
Other current assets	(38,828,060)	(124,266,106)	(40,431,103)	(122,822,549)
Other non-current assets	(40,499)	(8,980,912)	(40,499)	(8,980,912)
Trade payables	(104,463,268)	201,343,519	(108,631,585)	218,981,697
Other payables	(82,766,361)	59,310,963	(71,102,059)	59,041,712
Other non-current liabilities	(905,000)	-	(905,000)	-
Cash paid for provision for employee benefits	(74,556)	(629,426)	(74,556)	(629,426)
Net cash received from operation	394,047,091	627,498,625	199,724,950	583,796,883
Income taxes paid	(2,360,517)	(2,749,388)	(2,318,831)	(2,744,601)
Net cash provided by operating activities	391,686,574	624,749,237	197,406,119	581,052,282

Notes to the financial statements form an integral part of these statements

Statements of Cash Flows

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOWS (CONTINUED)

FOR THE YEAR ENDED DECEMBER 31, 2020

Unit : Baht

	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
CASH FLOWS FROM INVESTING ACTIVITIES				
Interest received	20,438,554	50,868,639	16,269,941	41,751,803
Dividend received	66,402,000	222,604,921	66,402,000	620,104,921
Decrease in temporary investments	-	400,000,000	-	300,000,000
Decrease in current investments in financial assets	600,000,000	-	600,000,000	-
Cash paid for acquisition of plant and equipment	(320,939,599)	(293,217,893)	(318,421,632)	(273,810,977)
Cash received from sale of plant and equipment	6,680,100	-	6,680,100	-
Cash paid for acquisition of intangible assets	(2,355,763)	-	(2,355,763)	-
Cash paid for investment in a subsidiary	-	-	(524,540,000)	(524,350,000)
Cash paid for investment in a joint venture	(522,500,000)	(523,750,000)	-	-
Net cash provided by (used in) investing activities	(152,274,708)	(143,494,333)	(155,965,354)	163,695,747
CASH FLOWS FROM FINANCING ACTIVITIES				
Finance cost paid	(46,178,522)	(66,713,606)	(46,178,522)	(66,713,606)
Dividends paid	(204,732,320)	(153,549,240)	(204,732,320)	(153,549,240)
Repayments of lease liabilities	(114,875,519)	(5,293,518)	(103,916,946)	(5,293,518)
Repayments of long-term borrowings from financial institutions	(441,000,000)	(337,500,000)	(441,000,000)	(337,500,000)
Net cash used in financing activities	(806,786,361)	(563,056,364)	(795,827,788)	(563,056,364)
Net increase (decrease) in cash and cash equivalents, before effect of exchange rates	(567,374,495)	(81,801,460)	(754,387,023)	181,691,665
Effect of exchange rate changes on cash and cash equivalents	(954,441)	5,611,437	(652,668)	220,111
Net increase (decrease) in cash and cash equivalents	(568,328,936)	(76,190,023)	(755,039,691)	181,911,776
Cash and cash equivalents at the beginning of the years	2,310,817,087	2,387,007,110	1,756,779,617	1,574,867,841
Cash and cash equivalents at the end of the years	<u>1,742,488,151</u>	<u>2,310,817,087</u>	<u>1,001,739,926</u>	<u>1,756,779,617</u>

Notes to the financial statements form an integral part of these statements

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

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Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

1. THE COMPANY'S OPERATIONS AND GENERAL INFORMATION

Global Green Chemicals Public Company Limited, (the "Company"), was registered on May 2, 2017 in accordance with Public Company Limited Act, B.E. 2535. The Board of Governors of the Stock Exchange of Thailand, ("the SET"), approved the listing of the Company on the day that the Registrar accepted the registration on May 2, 2017 and has its registered offices as follows:

Head Office	: 555/1, Energy Complex, Building A, 4 th Floor, Vibhavadi-rangsit Road, Chatuchak Sub-District, Chatuchak District, Bangkok, Thailand
Branch 1	: 8, I-8 Road, Mab Ta Phut Industrial Estate, Tambon Map Ta Phut, Amphur Mueang Rayong, Rayong, Thailand
Branch 2	: 8 Soi G12, Pakorn Songkhrao-Rat Road, Tambon Map Ta Phut, Amphur Mueang Rayong, Rayong, Thailand
Branch 3	: 199/1 Moo 2, Tambon Khao Sok, Amphur Nong Yai, Chonburi, Thailand

The parent and ultimate parent companies are PTT Global Chemical Public Company Limited and PTT Public Company Limited, respectively. Both are incorporated in Thailand.

The principal activities of the Company are production, distribution and transportation of Oleochemicals products. The Company's major products are Methyl ester, Fatty alcohol, Fatty acid, Fatty Amine, other Alcohol's ester, and other By products.

Coronavirus Disease 2019 Pandemic

The coronavirus disease 2019 ("COVID-19") pandemic is continuing to evolve, resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment. The Company and its subsidiaries (the "Group") management considered that there is no financial impact in respect of valuation of assets, provisions and contingent liabilities. However, the Group's management will continue to monitor the ongoing situation.

2. BASIS FOR PREPARATION AND PRESENTATION OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

- 2.1 The Group maintains its accounting records in Thai Baht and prepares its statutory financial statements in the Thai language in conformity with Thai Financial Reporting Standards (TFRS) and accounting practices generally accepted in Thailand.
- 2.2 The Group's financial statements have been prepared in accordance with the Thai Accounting Standard (TAS) No. 1 "Presentation of Financial Statements", which was effective for financial periods beginning on or after January 1, 2020 onward, and the Regulation of The Stock Exchange of Thailand (SET) dated October 2, 2017, regarding the preparation and submission of financial statements and reports for the financial position and results of operations of the listed companies B.E. 2560 and the Notification of the Department of Business Development regarding "The Brief Particulars in the Financial Statements (No.3) B.E. 2562" dated December 26, 2019.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

- 2.3 The financial statements have been prepared under the historical cost convention except as disclosed in the significant accounting policies.
- 2.4 An English version of the financial statements have been prepared from the financial statements that are in the Thai language under law. In the event of a conflict or a difference in interpretation between the two languages, the Thai language financial statements shall prevail.
- 2.5 The consolidated financial statements included the accounts of the Group, after elimination of intercompany transactions, of which the percentage of shareholding as at December 31, 2020 and 2019, is as follows:

Name of the entity	Type of business	Country of incorporation	Ownership interest (%)	
			2020	2019
<i>Subsidiaries</i>				
Thai Fatty Alcohols Co., Ltd.	Manufacturing and distributing biochemical products	Thailand	100	100
GGC Biochemical Co., Ltd.	Holding and operating local business	Thailand	100	100
<i>Associate</i>				
Thai Eastern Top Seeds Oil Co., Ltd.	Manufacturing and distributing crude palm kernel oil	Thailand	30	30
<i>Joint venture</i>				
Thai Ethoxylate Co., Ltd.	Manufacturing and distributing chemical and ethoxylate product	Thailand	50	50
<i>Indirect joint venture</i>				
GGC KTIS Bioindustrial Co., Ltd.	Manufacturing and distributing biofuel	Thailand	50	50

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

2.6 Thai Financial Reporting Standards affecting the presentation and disclosure in the current period financial statements.

During the year, the Group has adopted the revised and new financial reporting standards and guidelines on accounting issued by the Federation of Accounting Professions which become effective for fiscal years beginning on or after January 1, 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, with most of the changes directed towards revision of wording and terminology, and provision of interpretations and accounting guidance to users of standards. The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements, except the following financial reporting standards:

Group of Financial Instruments Standards

Thai Accounting Standards ("TAS")

TAS 32 Financial Instruments: Presentation

Thai Financial Reporting Standards ("TFRS")

TFRS 7 Financial Instruments: Disclosures

TFRS 9 Financial Instruments

Thai Financial Reporting Standard Interpretations ("TFRIC")

TFRIC 16 Hedges of a Net Investment in a Foreign Operation

TFRIC 19 Extinguishing Financial Liabilities with Equity Instruments

The Group's management has assessed the impact of such Financial Instruments Standards for the classification of financial assets as follows:

	Consolidated and separate financial statements			Unit : Million Baht
	(i) TAS 105 Carrying amount as of December 31, 2019	(ii) Reclassifications	(iii) = (i)+(ii) TFRS 9 Carrying amount as of January 1, 2020	Category
Assets				
Current				
Temporary investments	1,000	(1,000)	-	Financial asset measured at amortised cost
Current investments in financial assets	-	1,000	1,000	

Besides, other financial assets and liabilities can be classified as follows:

- Cash equivalents, trade receivables and other receivables are classified as financial assets measured at amortised cost.
- Trade payables, other payables, payables to contractors, long-term borrowings from financial institutions, and lease liabilities are classified as financial liabilities measured at amortised cost.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Thai Financial Reporting Standards No. 16 “Leases”

This TFRS provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors and supersedes the relating to lease Standards and Interpretations upon its effective date, which are Thai Accounting Standard No.17 “Leases”, Thai Accounting Standard Interpretation No.15 “Operating Lease - Incentives”, Thai Accounting Standard Interpretation No.27 “Evaluating the Substance of Transactions involving the Legal Form of a Lease” and Thai Financial Reporting Standard Interpretation No.4 “Determining whether on Arrangement contains a Lease”.

This TFRS does not significantly change the lease accounting for lessor.

For lessee accounting, there are significant changes to lease accounting in this TFRS by removing the distinction between operating and finance leases under TAS 17 and requiring a lessee to recognise a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets. However, the lessor accounting treatment continues to require a lessor to classify a lease either as an operating lease or a finance lease, using the same concept as TAS 17. Details of these new requirements are described in Note 3.10. The impact of the adoption of TFRS 16 on the Group’s consolidated financial statements is described below.

The date of initial application of TFRS 16 “Leases” is January 1, 2020.

The Group’s management adopt this TFRS as following:

- Recognise lease liability at the date of initial application for all lease previously classified as operating lease under TAS 17. The lessee measure the lease liability at the present value of the remaining lease payment, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate at the date of initial application.
- Recognise right-of-use asset at the date of initial application for all lease previously classified as operating lease under TAS 17. The lessee measure the right-of-use asset by lease contract at the lease liability value, adjusted by the amount of any prepaid or accrued lease payments correspondent to the lease contract recognised in the financial statements before the date of initial application.
- The Group has applied a single discount rate to a portfolio of leases with reasonably similar characteristics.
- The Group elected not to recognise right-of-use assets and lease liabilities to leases for which the lease term is not over 12 months from the date of initial application, which recognises the lease payments as operating expense on a straight-line basis over the term of the lease.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Financial impact of the initial application of TFRS 16 “Leases” (“TFRS 16”)

The Group applied TFRS 16 using the cumulative effect and did not restate the comparative information according to TAS 17.

The following table presented the operating lease commitments disclosed by applying TAS 17 as at December 31, 2019, using the discounted rate implicit in the lease and the lease liabilities recognised in the statement of financial position at the date of initial application.

	Unit : Million Baht	
	Consolidated financial statements	Separate financial statements
Operating lease commitments as at December 31, 2019	615	608
Effect of discounting the above amounts	(133)	(132)
Lease liabilities recognised as at January 1, 2020	482	476
Right-of-use assets recognised as at January 1, 2020	482	476
Reclassified to be right-of-use assets:		
Prepaid expenses	4	4
Plant and equipment (see Note 12)	16	16
Right-of-use assets as at January 1, 2020 (see Note 13)	502	496

The discount rate used in the lease liabilities assessment recognised in the statement of financial position is 3.46% per annum.

The Group disclosed the new accounting policies in Notes 3.4 and 3.10.

2.7 Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective

The Federation of Accounting Professions has issued the Notification regarding Thai Financial Reporting Standards (TFRSs) that will be effective for the financial statements for the period beginning on or after January 1, 2021 onwards, which has been announced in the Royal Gazette on September 17, 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, with most of the changes directed towards revisions to references to the Conceptual Framework in TFRSs, the amendment for definition of business, the amendment for definition of materiality and accounting requirements for interest rate reform.

The Group’s management will adopt the relevant TFRSs in the preparation of Group’s financial statements when they become effective. Also, the Group’s management has assessed the impact of these TFRSs and considered that the adoption of these TFRSs does not have any significant impact on the financial statements of the Group in the period of initial application.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Thai Financial Reporting Standard No.16 “Leases” (“TFRS 16”) has been amended for the Rent Concessions related to COVID-19, which is effective from June 1, 2020 with earlier application permitted. The amendment permits lessees, as a practical expedient, not to assess whether rent concessions that occur as a direct consequence of the COVID-19 pandemic and meet specified conditions are lease modifications and, instead, to account for those rent concessions as if they were not lease modifications. In addition, the revised TFRS 16 also added the requirements for the temporary exception arising from interest rate benchmark reform, which an entity shall apply these amendments for the reporting periods beginning on or after January 1, 2022 with earlier application permitted. This revised TFRS 16 has been announced in the Royal Gazette on January 27, 2021. The Group’s management will adopt the relevant TFRSs in the preparation of the Group’s financial statements when they become effective. Also, the Group’s management is on evaluating process to access the impact of these TFRSs on the financial statements of the Group in the period of initial application.

3. SIGNIFICANT ACCOUNTING POLICIES

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

3.1 Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries and the Group’s interests in joint ventures and associates.

Business combinations

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

The Group recognises goodwill at the acquisition date measured as the excess of (1) over (2) as:

- (1) The aggregate of:
 - the fair value of the consideration transferred;
 - the recognised amount of any non-controlling interests in the acquiree; and
 - if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree.
- (2) The net fair value of the identifiable assets acquired and liabilities assumed.

If value of (1) is less than (2), difference is contributed to gain on bargain purchase and recognised immediately in the statements of profit or loss.

The consideration transferred is recognised at fair value at the acquisition date.

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.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

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 recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

Acquisitions from entities under common control

Business combination under common control are accounted for using a method similar to the pooling of interest method. Under that method the acquirer recognizes assets and liabilities of the acquired businesses at their carrying amounts in the consolidated financial statements of the ultimate parent company at the moment of the transaction. The difference between the carrying amount of the acquired net assets and the consideration transferred is recognized as surplus or discount from business combinations under common control in shareholder's equity. The surplus or discount will be transferred to retained earnings upon divestment of the businesses acquired.

The results from operations of the acquired businesses will be included in the consolidated financial statements of the acquirer from the beginning of the comparative period or the moment the businesses came under common control, whichever date is later, until control ceases.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it 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 subsidiaries 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 joint ventures and an associate.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

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 the rights to its assets and obligations for its liabilities. Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.

Interests in joint ventures and associates are accounted for using the equity method. They are recognised initially at cost. 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 joint control or significant influence ceases.

Transactions eliminated on consolidation

Intra-group balances and transactions and any unrealised income or expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements. Unrealised gains and losses arising from transactions with joint ventures and associates are eliminated against the investment to the extent of the Group's interest in the investee.

3.2 Foreign currencies

Foreign currency transactions

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

Monetary assets and liabilities denominated in foreign currencies at the reporting date 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 arising on retranslation are generally recognised as income or an expense in the statement of profit or loss.

3.3 Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid current investments exclude bank deposits used as collateral (if any).

3.4 Financial instrument

Policies applicable from January 1, 2020

The Group shall recognise a financial asset or a financial liability in its statement of financial position only when the Group becomes party to the contractual provisions of the instrument.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Recognition, Measurement and Classification of financial assets

Regular way of purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised only when the rights to receive cash flows from the financial assets have expired or when the Group has transferred the financial assets which transferred substantially all the risks and rewards of ownership of the financial assets.

At initial recognition, the Group measures a financial asset as follows:

- A financial asset measured at amortised cost and a financial asset measured at fair value through other comprehensive income are measured at their fair value, plus transaction costs that are directly attributable to the acquisition or issuance of the financial assets.
- A financial asset measured at fair value through profit or loss is measured at its fair value. Transaction costs are expensed in profit or loss.

Subsequent measurement of financial assets depends on the Group's business model for managing the financial asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Group classifies its financial assets:

- Amortised cost - A financial asset will be measured at amortised cost when the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows. In addition, the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Interest income from these financial assets is using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and impairment losses are presented in profit or loss.
- Fair value through other comprehensive income (FVTOCI) - A financial asset will be measured at FVTOCI when it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets. In addition, the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment losses and interest income using effective interest rate method. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified to profit or loss or retained earnings.
- Fair value through profit or loss (FVTPL) - A financial asset that does not meet the criteria for amortised cost or FVTOCI are measured at FVTPL.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Impairment

The Group assesses on a forward-looking basis the expected credit loss associated with its financial assets carried at amortised cost and investments in debt instruments that are measured at FVTOCI. The Group applies general or simplified approach for credit-impaired consideration which depends on the significant of credit risk.

In determining allowance of expected credit loss, the financial asset is considered to have low credit risk and no significant incremental of credit risk since initial recognition. The Group will not recognize any allowance of expected credit loss.

Policies applicable prior to January 1, 2020 for impairment of financial asset and calculation of recoverable amount

When a decline in the recoverable amount of financial assets is objective evidence that the value of the asset is impaired, The amount of loss that is recognised in profit or loss is the difference between the acquisition cost and the recoverable amount.

Calculation of the recoverable amount

The recoverable amount of a financial asset is the value-in-use of assets or fair value of assets less cost to sell whichever is higher. In assessing the value-in-use of assets to estimated the future cash flows discounted before tax is taken to their present value using an appropriate discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Reversals 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.

Derecognition of financial assets

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.



Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Recognition, Measurement and Classification of financial liabilities and equities

Financial instruments issued by the Group must be classified as financial liabilities or equity instruments by considering contractual obligations.

- Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity and is unable to deny or avoid the settlement of the obligation indefinitely, it is considered a financial liability.
- Where the Group has no contractual obligation or has an unconditional right to avoid the settlement of the obligation, it is considered an equity instrument.

At initial recognition, the Group measures financial liabilities, which are not measured at FVTPL, at fair value minus transaction costs that are directly attributable to the acquisition or issuance of the financial assets. The Group classifies all financial liabilities as subsequently measured at amortised cost, except for some financial liabilities.

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

Policies applicable prior to January 1, 2020

Derivatives

Derivatives are used to manage exposure to foreign exchange arising from operating activities. Derivatives are not used for trading purposes. However, derivatives that do not qualify for hedging instruments are accounted for as trading instruments.

Derivatives are recognised initially at fair value; attributable transaction costs are recognised in profit or loss when incurred. Subsequent to initial recognition, they are remeasured at fair value. The gain or loss on remeasurement is recognised immediately in profit or loss.

The fair value of forward exchange contracts is based on their listed market price as the reporting date, if available. If the listed market price is not available, then fair value is estimated by forward contract with the same nature and maturity date at the reporting date.

3.5 Current investments in financial assets

Current investments in financial assets consist of time deposits with a maturity term of over 3 months up to 12 months without obligations.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

3.6 Trade and other receivables

Policies applicable from January 1, 2020

Trade and other receivables are stated at their invoice value less allowance for expected credit losses.

The allowance for expected credit losses is disclosed in Note 3.4.

Policies applicable prior to January 1, 2020

Trade and other receivables are stated at their invoice value less allowance for doubtful accounts.

The allowance for doubtful accounts is assessed primarily on analysis of overdue aging and future expectations of customer payments. Bad debts are written off when incurred.

3.7 Inventories

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

Cost is calculated using the weighted average cost principle, and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

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

Provision is made for obsolete and slow-moving of finished goods, raw materials, factory supplies and spare parts based on the items that are obsoleted and expected to be unsalable.

3.8 Investments

Investments in subsidiaries, joint ventures and an associate

Investments in subsidiaries, joint ventures and an associate in the separate financial statements of the Company are accounted for using the cost method and accumulated impairment losses (if any). Investments in joint ventures and an associate in the consolidated financial statements are accounted for using the equity method less allowance of impairment (if any).

Disposal of investments

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

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

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

3.9 Plant and equipment

Recognition and measurement

Owned assets

Plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses (if any).

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

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

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

Subsequent costs

The cost of replacing a part of an item of 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 plant and equipment are recognised in the statement of 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 plant and equipment. The estimated useful lives are as follows:

Plant, machinery, equipment and factory tools	5 - 25	years
Buildings and buildings improvement	5 - 25	years
Land improvement	5 - 20	years
Furniture, fixtures and office equipment	3 - 5	years
Vehicles	5	years

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

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

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

3.10 Leases

Policies applicable from January 1, 2020

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and corresponding lease liability with respect to all lease arrangements in which it is the lease, except for short-term leases with a lease term of 12 months or less and leases of low value assets, in which the lease payments are recognised as operating expense on a straight-line basis over the lease term and presents as an expense in the statement of income.

The lease liability is initially measured at the present value of the lease payments that are not paid at that date, discounted by using the interest rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable by the lease under residual value guarantees;
- Exercise price of purchase options, if the lease is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

The lease liability is subsequently measured using the effective interest method and by reducing the carrying amount to reflect the lease payments made. The Group recognises interest from lease liability in the statement of income.

The Group remeasures the lease liability and makes a corresponding adjustment to the related right-of-use asset whenever:

- The lease term has been changed resulting in a change in the assessment of exercise of a purchase option to purchase the underlying asset, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments have been changed due to changes in an index or a rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate.
- A lease contract is modified and the lease modification that is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

The right-of-use assets comprise the initial measurement of the corresponding lease liability, including lease payments made at or before the commencement day, any initial direct costs, less any lease incentives received. They are subsequently measured at cost less accumulated depreciation and accumulated impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset and the Group expects to exercise a purchase option, the related right-of-use is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease. In addition, the right-of-use assets are assessed for impairment in accordance with TAS 36 "Impairment of assets".

The Group as lessor

Leases for which the Group is a lessor are classified as operating leases.

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight line basis over the lease term.

Policies applicable prior to January 1, 2020

Leased assets

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 are capitalised at the lower of their 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.

Operating leases

Payments made under operating leases are recognised in profit or loss on a straight line basis over the term of the lease.

Contingent lease payments which the lease adjustment is confirmed are accounted for by revising the minimum lease payments over the remaining term of the lease.

3.11 Intangible assets

Goodwill

Goodwill that arises upon the acquisition of businesses is included in intangible assets. Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses (if any).

Goodwill in investment in joint ventures and associates is included in the carrying amount of the investment in joint ventures and associates, impairment loss on such an investment is deducted directly in investment in joint ventures and associates.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Production license fees and other intangible assets

Production license fees and 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 (if any).

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure which cannot generate the future economic benefits, including expenditure on internally generated goodwill and brands, are recognised in the statement of profit or loss as incurred.

Amortisation

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

Amortisation is recognised in the statement of profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill and trademark, 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:

Production licence fees	20	years
Other intangible assets	3-15	years

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

3.12 Impairment

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 the statement of profit or loss.

Calculation of recoverable amount

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



Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Reversals 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 the statement of profit or loss.

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.

3.13 Interest-bearing liabilities

Interest-bearing liabilities are recognised initially at fair value less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in profit or loss over the period of the borrowings on an effective interest basis.

3.14 Trade and other payables

Trade and other payables are stated at cost.

3.15 Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution plans are expensed as the related service is provided. 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 the minimum rate as required by law not exceeding 15% of their basic salaries and the Group contributes at the minimum rate as required by law not exceeding 15% 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.

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 every 3 years by a qualified actuary using the projected unit credit method.

Remeasurements of the defined benefit liability, actuarial gain or loss are recognised immediately in Other comprehensive income. The Group determines the interest expense on the 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. Interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

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.

Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

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 recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the 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.

3.16 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 on provisions is recognised as finance cost.

3.17 Revenue

Revenue excludes value added taxes and is arrived at after deduction of trade discounts.

Revenues from sale of goods

Revenues from sale of goods is recognized when control of the goods has transferred to the customer, being at the point the goods are delivered to the customer.

Investment income

Investment income consists of dividend income and interest income from investments and bank deposits.

Dividend income is recognised in profit or loss on the date the Group's right to receive payments is established. Interest income is recognised on a time basis, based on the principal outstanding and the applicable interest rate.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Other income

Other income is recognised on an accrual basis.

3.18 Finance costs

Finance costs is recognised using the effective interest method and comprise interest expense on borrowings, unwinding of the discount on provisions and contingent consideration.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

3.19 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 are related to the items recognised in equity are recognised in the statement of comprehensive income.

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

Deferred tax is recognised in respect of temporary differences between the carrying amounts and taxable value of assets and liabilities, using tax rates enacted or substantively enacted to the temporary differences when they reverse.

Deferred tax is not recognised for the following temporary differences:

- the initial recognition of goodwill and related transactions
- the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting associated and joint venture nor taxable profit or loss
- differences relating to investments in subsidiaries, an associate 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.

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.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Deferred tax assets and liabilities on different tax entities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority.

A deferred tax asset is recognised to the extent that it is probable that deferred tax assets can be utilised as future tax benefit. 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.

3.20 Basic earnings (losses) per share

Basic earnings (losses) per share (“EPS”) is calculated by dividing net profit or loss for the year attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for treasury shares.

3.21 Segment reporting

Segment results that are reported to the Group’s Management Committee (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

3.22 Measurement of fair values

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 measuring the fair value of an asset or liability, the Company uses market observable data as far as possible. Fair values are categorised into different levels in fair value hierarchy based on the inputs to valuation techniques used as follows;

Level 1: inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

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 not based on observable market data (unobservable inputs).

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.

3.23 Use of management’s judgments

The preparation of financial statements in conformity with TFRS requires the Company’s management to exercise judgments in order to determine the accounting policies, estimates and various assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the end of the reporting period and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management’s reasonable consideration of current events, actual results may differ from these estimates. The significant accounting estimations are as follows:

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

3.23.1 Fair value measurements and valuation processes

Some of the Group's assets and liabilities are measured at fair value for financial reporting purposes.

In estimating the fair value of an asset or liability, the Group uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group uses other observable information either directly or indirectly or other unobservable information according to level of fair value respectively.

Information about valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 33.

3.23.2 Calculation of recoverable amount

In the calculation of recoverable amount, the Group's management estimated the future cash flows discounted to their present value using an appropriate 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.

3.23.3 Impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value-in-use calculation requires the Group's management to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value where the actual future cash flows are less than expected, an impairment loss may arise.

3.23.4 Impairment of investment in subsidiaries, associate and joint ventures

Determining whether investment in subsidiaries, associate and joint ventures is impaired requires an estimation of the recoverable amount. The value-in-use calculation requires the Group's management to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value where the actual future cash flows are less than expected, an impairment loss may arise.

3.23.5 Recognition of deferred tax assets

The recognition of deferred tax assets is based upon whether it is probably that sufficient taxable profits will be available in the future against which the reversal of temporary differences can be deducted which involves judgement regarding the future financial performance of the Group.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

4. EXPENSES FROM RAW MATERIALS DEROGATION AND RELEVANT LAWSUIT

As the raw materials used in the production process are the volatile commodity materials, the Company has policy to manage inventory to be at an appropriate level in order to mitigate the impacts from raw material price volatility. During second quarter of 2018, the Company found that the quantity of raw materials recorded in the system was higher than actual quantity stored at the suppliers' facilities. In addition, this also includes the case that the Company delivered the raw materials to the supplier for refining, however, the supplier neither returned back the refining products according to the contract nor the raw materials to the Company.

The Company conducted an in-depth investigation and found the misconduct among certain suppliers and some employees in the relevant functions of the Company, in which certain suppliers are related. The Company had already taken legal actions against involved parties (both external and internal) as well as the disciplinary actions against every involved employee.

In consequence, the Company recognized expenses from raw materials derogation in the consolidated and separate statements of profit or loss for the year ended December 31, 2018 amounting to Baht 2,004 million. However, the Company is legally entitled to claim from those involved.

On January 31, 2019, the Company has entered into the settlement agreements with some suppliers in order to get compensate from those suppliers for the raw materials derogation which requires suppliers to deliver the pending quantity of raw materials under the period specified in the agreements. Consequently, the suppliers gradually delivered the pending raw materials to the Company during the year 2019 amounting to Baht 16 million. In addition, such suppliers registered a mortgage on land to the Company with fair value of Baht 217 million. Consequently, the Company reviewed the provision for expenses from raw materials derogation and reversed such provision amounting to Baht 233 million in the consolidated and separate statements of profit or loss for the year ended December 31, 2019. (2020 : Nil).

Relevant lawsuits arising from raw materials derogation

For the case that the Company was informed by third party who received the transfer of the right to claim from the supplier for the payment of raw materials, which the supplier borrowed from third party to purchase raw materials to sell to the Company and the Company had to pay for the raw materials to that third party under the transfer of right for the payment of raw materials. The Company reviewed the documents provided and the Company informed to such third party that these documents are not in the Company's system and there was no evidence regarding the delivery of raw materials as prescribed in the documents. Subsequently, on August 20, 2018, that third party filed a civil lawsuit against such supplier and the Company as joint defendants for violation of loan agreement and transfer of the right to claim, with damage claimed amounting to Baht 308.75 million with interest rate at 15% per annum amounting to Baht 15.90 million, totaling Baht 324.65 million. The Company's legal advisor considered the fact and the relevant evidence and provided opinion that the Company is not liable for allegation. Therefore, the Company appointed the lawyer and filed a statement of defense. Subsequently, on June 10, 2020, the First Instance issued its judgement, and stipulated that the Company shall pay damages of approximately Baht 289.56 million, including interest at the rate of 15 percent per annum from the default date to that third party, and that the Company and the supplier shall jointly pay court fees by assigning a lawyer fee of Baht 1 million. However, the case is not yet settled, and the Company and legal advisor of the Company have considered the relevant facts and evidence and still confident on the Company's ground of defenses for this case. Therefore, the Company filed an appeal on November 25, 2020. Currently, it is in the process of court proceedings, therefore the Company has not recorded any provision against any losses from such case.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Civil lawsuit from financial institution

On February 27, 2019, a financial institution filed a civil lawsuit against the supplier, director of supplier and the Company as joint defendants for violation of credit limit agreement, sale of promissory notes, transfer of money, guarantee and forced mortgage, with damage claimed amounting to Baht 55.95 million and interest amounting to Baht 3.49 million, totaling Baht 59.44 million. On October 28, 2019, the plaintiff submitted the motion for permission to withdraw the pliant for the Company and the Court granted such permission and struck the case out of the Case-List of the Court.

Civil lawsuit from a former supplier of the Company

In addition, a former supplier of the Company, filed lawsuit against the Company in 3 cases as follows:

- 1) On September 8, 2020, the Company received a summons and a copy of a Civil Court plaintiff, in which such company filed a civil lawsuit against the Company regarding the breach of agreements concerning the reclaiming of purchase price on raw materials and claiming damages in the amount of Baht 470.03 million with interest at the rate of 7.5% per annum on the principal, totaling Baht 595.10 million starting from the date of the lawsuit until the date of completion of payment.
- 2) On November 8, 2020, the Company received a summons and a copy of a Civil Court plaintiff, in which such company filed a civil lawsuit against the Company as the first defendant and two other companies as joint defendants regarding the breach of agreements, agent and claiming damages in the amount of Baht 92.29 million with interest at the rate of 7.5% per annum on the principal, totalling Baht 109.42 million starting from the date of the lawsuit until the date of completion of payment.
- 3) On December 25, 2020, the Company received a summons and a copy of a Civil Court plaintiff, in which such company filed a civil lawsuit against a supplier and the Company as the second defendant regarding the breach of agreements concerning the reclaiming of purchase price on raw materials and claiming damages in the amount of Baht 305.26 million with interest at the rate of 7.5% per annum on the principal, totaling Baht 364.71 million starting from the date of the lawsuit until the date of completion of payment.

The Company's legal advisor has considered relevant facts and evidence in all three cases and provided the opinion that the Company has not breached the agreements and has no obligation to pay as claimed. Therefore, the Company has appointed a lawyer and will file testimony with defense in accordance with the applicable law. Therefore, the Company has not recorded any provision against any losses from such case.

5. CASH AND CASH EQUIVALENTS

5.1 Cash and cash equivalents as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Cash at banks - current accounts	6	4	6	4
Cash at banks - savings accounts	1,555	2,120	953	1,737
Cash at banks - foreign currency accounts	181	187	43	16
Total	1,742	2,311	1,002	1,757

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

5.2 Non-cash transactions:

Reconciliation of liabilities arising from financing activities

The table below details changes in the liabilities arising from financing activities, including both cash and non-cash changes.

As at December 31, 2020

Unit : Million Baht

	Balance as at January 1, 2020	Net financing cash flows	Interest expense	Consolidated financial statements				Others*	Balance as at December 31, 2020
				Amortisation of deferred financing fees	Increase in finance lease liabilities	Amortisation of deferred interest of finance lease	Effect from first-time adoption of new accounting policy		
Accrued interest expense	-	(46)	45	-	-	-	-	1	-
Finance lease liabilities	20	(115)	-	-	215	22	482	(8)	616
Long-term borrowings from financial institutions	1,770	(441)	-	1	-	-	-	-	1,330
Total	1,790	(602)	45	1	215	22	482	(7)	1,946

*Changes from modification and termination of leases.

As at December 31, 2019

Unit : Million Baht

	Balance as at January 1, 2019	Net financing cash flows	Interest expense	Consolidated financial statements				Others	Balance as at December 31, 2019
				Interest expense capitalized as part of fixed assets	Amortisation of deferred financing fees	Increase in finance lease liabilities	Amortisation of deferred interest of finance lease		
Accrued interest expense	1	(67)	69	(3)	-	-	-	-	-
Finance lease liabilities	15	(5)	-	-	-	9	1	-	20
Long-term borrowings from financial institutions	2,106	(337)	-	-	1	-	-	-	1,770
Total	2,122	(409)	69	(3)	1	9	1	-	1,790

As at December 31, 2020

Unit : Million Baht

	Balance as at January 1, 2020	Net financing cash flows	Interest expense	Separate financial statements				Others*	Balance as at December 31, 2020
				Amortisation of deferred financing fees	Increase in finance lease liabilities	Amortisation of deferred interest of finance lease	Effect from first-time adoption of new accounting policy		
Accrued interest expense	-	(46)	45	-	-	-	-	1	-
Finance lease liabilities	20	(104)	-	-	167	21	476	2	582
Long-term borrowings from financial institutions	1,770	(441)	-	1	-	-	-	-	1,330
Total	1,790	(591)	45	1	167	21	476	3	1,912

*Changes from modification and termination of leases.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

As at December 31, 2019

Unit : Million Baht

Unit : Million Baht									
	Separate financial statements								
	Non-cash changes								
	Balance as at January 1, 2019	Net financing cash flows	Interest expense	Interest expense capitalized as part of fixed assets	Amortisation of deferred financing fees	Increase in finance lease liabilities	Amortisation of deferred interest of finance lease	Others	Balance as at December 31, 2019
Accrued interest expense	1	(67)	69	(3)	-	-	-	-	-
Finance lease liabilities	15	(5)	-	-	-	9	1	-	20
Long-term borrowings from financial institutions	2,106	(337)	-	-	1	-	-	-	1,770
Total	2,122	(409)	69	(3)	1	9	1	-	1,790

6. CURRENT INVESTMENTS IN FINANCIAL ASSETS

Current investments in financial assets as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Time deposits with maturity of more than 3 months but not more than 1 year (interest rate of 0.65% to 1.65% per annum)	400	1,000	400	1,000
Total	400	1,000	400	1,000

Temporary investment were classified to Current investments in financial assets as at December 31, 2020.

7. TRADE RECEIVABLES

Trade receivables as at December 31, 2020 and 2019 consist of :

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Related parties (see Note 25)	982	912	1,365	1,069
Other parties	655	514	371	279
Total	1,637	1,426	1,736	1,348
Less Allowance for credit loss/ Allowance for doubtful accounts	-	-	-	-
Net	1,637	1,426	1,736	1,348

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Trade receivables as at December 31, 2020 and 2019 are classified by aging and Lifetime ECL as follows:

Unit : Million Baht

CONSOLIDATED FINANCIAL STATEMENTS						
	Not past due	Trade receivables Days past due				Total
		Less than 3 months	more than 3 months but not later than 6 months	more than 6 months but not later than 12 months	Over than 12 months	
As at December 31, 2020						
Expected credit loss rate	0%	0%	0%	0%	0%	
Expected total gross carrying amount at default						
- Related parties	980	2	-	-	-	982
- Other parties	628	27	-	-	-	655
Lifetime ECL	-	-	-	-	-	-
Total	1,608	29	-	-	-	1,637
As at December 31, 2019						
Trade receivables						
- Related parties	912	-	-	-	-	912
- Other parties	482	32	-	-	-	514
Allowance for doubtful accounts	-	-	-	-	-	-
Total	1,394	32	-	-	-	1,426

Unit : Million Baht

SEPARATE FINANCIAL STATEMENTS						
	Not past due	Trade receivables Days past due				Total
		Less than 3 months	more than 3 months but not later than 6 months	more than 6 months but not later than 12 months	Over than 12 months	
As at December 31, 2020						
Expected credit loss rate	0%	0%	0%	0%	0%	
Expected total gross carrying amount at default						
- Related parties	1,365	-	-	-	-	1,365
- Other parties	364	7	-	-	-	371
Lifetime ECL	-	-	-	-	-	-
Total	1,729	7	-	-	-	1,736
As at December 31, 2019						
Trade receivables						
- Related parties	1,069	-	-	-	-	1,069
- Other parties	271	8	-	-	-	279
Allowance for doubtful accounts	-	-	-	-	-	-
Total	1,340	8	-	-	-	1,348

The normal credit term granted by the Group ranges from 15 days to 75 days.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

8. OTHER RECEIVABLES

Other receivables as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Prepaid expenses	254	248	250	245
Accrued income	4	4	3	3
Other receivables	18	25	21	51
Others	11	10	9	10
Total	287	287	283	309

9. INVENTORIES

Inventories as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Finished goods	855	744	535	516
Work in progress	84	59	84	59
Raw materials	574	467	564	467
Spare parts and factory supplies	354	316	327	288
Goods in transit	150	26	96	22
Total	2,017	1,612	1,606	1,352
Less Allowance for inventories devaluation	(14)	(16)	(14)	-
Net	2,003	1,596	1,592	1,352

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Inventories recognised as an expense and included in cost of sales of good account				
- Cost of sales	16,876	12,285	16,829	12,020
- Write-down to net realisable value	(16)	12	-	(4)
Total	16,860	12,297	16,829	12,016

10. INVESTMENTS IN SUBSIDIARIES

Transaction movement of investments in subsidiaries for the periods end December 31, is as follows:

	Unit : Million Baht Separate financial statements	
	2020	2019
As at January 1,	2,210	1,686
Acquisition	525	524
As at December 31,	2,735	2,210

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Investments in subsidiaries as at December 31, 2020 and 2019 and dividend income for years ended December 31, 2020 and 2019 are as follows:

	Ownership interest 20202019		Paid-up capital 20202019		Separate financial statements				Unit: Million Baht	
					Cost		Impairment			
					2020	2019	2020	2019		
	2020	2019	2020	2019	2020	2019	2020	2019	Dividend income 20202019	
Subsidiaries										
Thai Fatty Alcohols Co., Ltd.	100	100	1,060	1,060	1,685	1,685	1,685	1,685	-398	
GGC Biochemical Co., Ltd.	100	100	1,050	525	1,050	525	1,050	525	-	
Total					2,735	2,210	2,735	2,210	-398	

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Change in investment in subsidiary

On November 27, 2018, the Board of Directors' Meeting of the Company passed a resolution to approve to establish GGC Biochemical Co., Ltd. for investing in sugarcane and sugar businesses for operating in Nakhonsawan Biocomplex Project which is 100% owned by the Company. Subsequently on December 18, 2018, GGC Biochemical Co., Ltd. registered the initial authorized share capital of Baht 1 million and fully received such payment. During 2019, the subsidiary passed a resolution to additionally invest and called for paid-up share capital of Baht 525 million. Then, in 2020, the subsidiary additionally called for paid-up share capital as follows:

No.	Number of Share (shares)	Baht per Share	Amount (Baht)	Payment date
1.	340,000	6	2,040,000	February 14, 2020
2.	9,500,000	16	152,000,000	May 8, 2020
3.	9,500,000	12	114,000,000	July 10, 2020
4.	9,500,000	18	171,000,000	September 11, 2020
5.	9,500,000	9	85,500,000	November 25, 2020
Total			524,540,000	

As at December 31, 2020, the subsidiary had paid-up share capital in amount of Baht 1,050 million.

11. INVESTMENT IN AN ASSOCIATE AND JOINT VENTURES

Transaction movement of investments in an associate and joint ventures for the years ended December 31, 2020 and 2019 is as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Associate				
As at January 1,	28	48	67	67
Acquisition	-	-	-	-
Share of net losses of investments in an associate	(19)	(20)	-	-
Allowance for impairment investment	(9)	-	(67)	-
As at December 31,	-	28	-	67
Joint venture				
As at January 1,	584	737	691	691
Share of net profits of investments in a joint venture	86	70	-	-
Share of other comprehensive loss of investments in a joint venture	(2)	-	-	-
Dividend income	(66)	(223)	-	-
As at December 31,	602	584	691	691

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Indirect joint venture				
As at January 1,	503	-	-	-
Acquisition	523	524	-	-
Share of net loss of investments in a joint venture	(5)	(21)	-	-
As at December 31,	1,021	503	-	-
Total investment in joint venture and indirect joint venture	1,623	1,087	691	691
Total movements of investment in an associate and joint ventures				
As at January 1,	1,115	785	758	758
Acquisition	523	524	-	-
Share of net profits of investments in an associate and joint ventures	62	29	-	-
Share of other comprehensive loss of investments in a joint venture	(2)	-	-	-
Dividend income	(66)	(223)	-	-
Allowance for impairment investment	(9)	-	(67)	-
As at December 31,	1,623	1,115	691	758

Impairment loss on investment in an associate

During the year ended December 31, 2020, the Company recognised impairment loss on the investment in Thai Eastern Top Seeds Oil, Ltd. in the consolidated financial statements and separate financial statements as amount by Baht 9.45 million and Baht 66.60 million, respectively. As the recoverable amount of investment in such company was less than its carrying amount.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Investments in an associate and joint ventures as at December 31, 2020 and 2019 and dividend income for the years ended as at December 31, 2020 and 2019 are as follows:

	Ownership interest 2020		Paid-up capital 2020		Cost 2020		Consolidated financial statements						Dividend income 2020	
							Equity method 2020		Impairment 2020		Equity method - net 2020			
	(%)	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	
Associate														
Thai Eastern Top Seeds Oil Co., Ltd.	30	30	222	222	67	67	9	28	(9)	-	-	-	-	
Total investment in an associate					67	67	9	28	(9)	-	-	-	-	
Joint venture														
Thai Ethoxylate Co., Ltd.	50	50	420	420	691	691	602	584	-	-	602	66	223	
Indirect Joint venture														
GGC KTIS Bioindustrial Co., Ltd.	50	50	2,093	1,048	1,046	524	1,021	503	-	-	1,021	-	-	
Total investment in joint venture and indirect joint venture					1,737	1,215	1,623	1,087	-	-	1,623	66	223	
Total					1,804	1,282	1,632	1,115	(9)	-	1,623	66	223	

Unit : Million Baht

Unit : Million Baht

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Ownership interest 2020	2019 (%)	Paid-up capital 2020	2019	Separate financial statements				Unit : Million Baht	
					Cost	Impairment	Cost - net	Dividend income		
					2020	2019	2020	2019	2020	2019
Associate										
Thai Eastern Top Seeds Oil Co., Ltd.	30	30	222	222	67	67	-	67	-	-
					<u>67</u>	<u>67</u>	<u>-</u>	<u>67</u>	<u>-</u>	<u>-</u>
Joint venture										
Thai Ethoxylate Co., Ltd.	50	50	420	420	691	-	691	691	66	223
					<u>691</u>	<u>-</u>	<u>691</u>	<u>691</u>	<u>66</u>	<u>223</u>
Total					<u>758</u>	<u>(67)</u>	<u>691</u>	<u>758</u>	<u>66</u>	<u>223</u>

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Associate and Joint ventures

The following table summarises the financial information of the associate and joint ventures as included in their own financial statements are as follows:

	Thai Ethoxylate Co., Ltd.		Thai Eastern Top Seed Oil Co., Ltd.		Unit : Million Baht GGC KTIS Bioindustrial Co., Ltd.	
	2020	2019	2020	2019	2020	2019
<i>For the years ended December 31,</i>						
Statements of income						
Revenue	3,978	3,494	483	548	-	-
Profit (loss)	182	133	(62)	(66)	(9)	(43)
Other comprehensive income (loss)	(3)	-	-	-	-	-
Total comprehensive income (loss) (100%)	179	133	(62)	(66)	(9)	(43)
Total comprehensive income (loss) of the Group's interest	89	66	(19)	(20)	(5)	(21)
Elimination of unrealised profit (loss)	(5)	4	-	-	-	-
The Group's share of total comprehensive income (loss)	84	70	(19)	(20)	(5)	(21)

	Thai Ethoxylate Co., Ltd.		Thai Eastern Top Seed Oil Co., Ltd.		Unit : Million Baht GGC KTIS Bioindustrial Co., Ltd.	
	2020	2019	2020	2019	2020	2019
<i>As at December 31,</i>						
Statements of financial position						
Current assets	1,652	1,329	24	84	211	194
Non-current assets	426	398	332	325	5,399	1,615
Current liabilities	(800)	(521)	(189)	(217)	(165)	(640)
Non-current liabilities	(61)	(34)	(136)	(98)	(3,403)	(163)
Net assets (100%)	1,217	1,172	31	94	2,042	1,006
Ownership interest (%)	50	50	30	30	50	50
The Group's share of net assets	608	586	9	28	1,021	503
Elimination of unrealised profit (loss)	(6)	(2)	-	-	-	-
Allowance for impairment investment	-	-	(9)	-	-	-
Carrying amount of investments in associate and joint ventures	602	584	-	28	1,021	503

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Thai Ethoxylate Co., Ltd.		Thai Eastern Top Seed Oil Co., Ltd.		Unit : Million Baht GGC KTIS Bioindustrial Co., Ltd.	
	2020	2019	2020	2019	2020	2019
Remark:						
a. Includes:						
- depreciation and amortisation	49	47	38	34	2	-
- interest expenses	2	2	12	9	-	-
- income tax expense	51	20	-	-	(2)	-
b. Includes cash and cash equivalents	653	565	1	1	16	98
c. Includes current financial liabilities (excluding trade and other payables and provisions)	9	3	102	149	9	24
d. Includes non-current financial liabilities (excluding trade and other payables and provisions)	22	4	135	98	3,402	162

Change in investment in indirect joint venture

On December 19, 2018, the Board of Directors' Meeting of GGC Biochemical Company Limited, the Company's subsidiary, passed a resolution to approve to establish GGC KTIS Bioindustrial Company Limited as a joint venture company. The purpose of the joint venture company is planned to invest in Nakhonsawan Biocomplex Project. GGC Biochemical Co., Ltd. will hold 50% of the issued and paid-up capital of GKBI while the remaining 50% of shares will be held by KTIS Bioethanol Company Limited. During 2019, the indirect joint venture registered to increase share capital and called for paid-up capital from the Company's subsidiary amount of Baht 524 million. Then, in 2020, the indirect joint venture additionally called for paid-up share capital as follows:

No.	Number of Share (shares)	Baht per Share	Amount (Baht)	Payment date
1.	9,500,000	16	152,000,000	May 11, 2020
2.	9,500,000	12	114,000,000	July 13, 2020
3.	9,500,000	18	171,000,000	September 14, 2020
4.	9,500,000	9	85,500,000	November 26, 2020
Total			522,500,000	



Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

12. PLANT AND EQUIPMENT

Plant and equipment as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements						Unit : Million Baht
	Plant, machinery, factory tools and equipment	Buildings and buildings improvement	Land improvement	Furniture, fixtures and office equipment	Vehicles	Assets under construction	Total
Cost							
As at January 1, 2019	7,502	717	47	17	27	1,733	10,043
Additions	32	-	-	6	5	55	98
Transfers	1,499	23	3	-	-	(1,525)	-
Disposals	-	-	-	(5)	-	-	(5)
As at December 31, 2019 and January 1, 2020	9,033	740	50	18	32	263	10,136
Effect from first-time adoption of new accounting policy (see Note 2.6)	-	-	-	(8)	(22)	-	(30)
Additions	11	-	-	4	-	310	325
Transfers	365	64	12	-	-	(441)	-
Disposals	(30)	-	-	-	-	(6)	(36)
As at December 31, 2020	9,379	804	62	14	10	126	10,395
Depreciation							
As at January 1, 2019	(4,505)	(368)	(28)	(10)	(17)	-	(4,928)
Depreciation charge for the year	(402)	(38)	(2)	(3)	(4)	-	(449)
Disposals	-	-	-	5	-	-	5
As at December 31, 2019 and January 1, 2020	(4,907)	(406)	(30)	(8)	(21)	-	(5,372)
Effect from first-time adoption of new accounting policy (see Note 2.6)	-	-	-	3	11	-	14
Depreciation charge for the year	(429)	(38)	(3)	(2)	-	-	(472)
Disposals	11	-	-	-	-	-	11
As at December 31, 2020	(5,325)	(444)	(33)	(7)	(10)	-	(5,819)

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Consolidated financial statements						Unit : Million Baht
	Plant, machinery, factory tools and equipment	Buildings and buildings improvement	Land improvement	Furniture, fixtures and office equipment	Vehicles	Assets under construction	Total
<i>Net book value</i>							
As at January 1, 2019							
Owned assets	2,997	349	19	4	1	1,733	5,103
Assets under finance leases	-	-	-	3	9	-	12
	<u>2,997</u>	<u>349</u>	<u>19</u>	<u>7</u>	<u>10</u>	<u>1,733</u>	<u>5,115</u>
As at December 31, 2019 and January 1, 2020							
Owned assets	4,126	334	20	5	-	263	4,748
Assets under finance leases	-	-	-	5	11	-	16
	<u>4,126</u>	<u>334</u>	<u>20</u>	<u>10</u>	<u>11</u>	<u>263</u>	<u>4,764</u>
As at December 31, 2020							
Owned assets	4,054	360	29	7	-	126	4,576
Assets under finance leases	-	-	-	-	-	-	-
	<u>4,054</u>	<u>360</u>	<u>29</u>	<u>7</u>	<u>-</u>	<u>126</u>	<u>4,576</u>

The gross amount of the Group's fully depreciated plant and equipment that was still in use as at December 31, 2020 amounted to Baht 1,288 million (2019: Baht 1,246 million).



Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Cost	Separate financial statements						Unit : Million Baht
	Plant, machinery, factory tools and equipment	Buildings and buildings improvement	Land improvement	Furniture, fixtures and office equipment	Vehicles	Assets under construction	Total
As at January 1, 2019	6,768	626	46	17	27	1,730	9,214
Additions	18	-	-	6	5	50	79
Transfers ⁽¹⁾	1,494	23	3	-	-	(1,520)	-
Disposals	-	-	-	(5)	-	-	(5)
As at December 31, 2019 and January 1, 2020	8,280	649	49	18	32	260	9,288
Effect from first-time adoption of new accounting policy (see Note 2.6)	-	-	-	(8)	(22)	-	(30)
Additions	11	-	-	4	-	308	323
Transfers ⁽²⁾	361	64	12	-	-	(437)	-
Disposals	(16)	-	-	-	-	(6)	(22)
As at December 31, 2020	8,636	713	61	14	10	125	9,559
Depreciation							
As at January 1, 2019	(4,083)	(322)	(27)	(10)	(17)	-	(4,459)
Depreciation charge for the year	(368)	(33)	(3)	(3)	(4)	-	(411)
Disposals	-	-	-	5	-	-	5
As at December 31, 2019 and January 1, 2020	(4,451)	(355)	(30)	(8)	(21)	-	(4,865)
Effect from first-time adoption of new accounting policy (see Note 2.6)	-	-	-	3	11	-	14
Depreciation charge for the year	(396)	(33)	(2)	(2)	-	-	(433)
Disposals	9	-	-	-	-	-	9
As at December 31, 2020	(4,838)	(388)	(32)	(7)	(10)	-	(5,275)

(1) On April 5, 2019, the Company's Methyl ester Plant 2 project where is located at Thai Eastern Industrial Land, Ampoe Nong Yai, Chonburi has commenced the commercial operation with name plate capacity 200,000 tons per year.

(2) On December 1, 2020, the Company's Refined Glycerine 2 project where is located at Thai Eastern Industrial Land, Ampoe Nong Yai, Chonburi has commenced the commercial operation with name plate capacity 20,000 tons per year.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Separate financial statements						Unit : Million Baht
	Plant, machinery, tools and equipment	Buildings and buildings improvement	Land improvement	Furniture, fixtures and office equipment	Vehicles	Assets under construction	Total
<i>Net book value</i>							
As at January 1, 2019							
Owned assets	2,685	304	19	4	1	1,730	4,743
Assets under finance leases	-	-	-	3	9	-	12
	<u>2,685</u>	<u>304</u>	<u>19</u>	<u>7</u>	<u>10</u>	<u>1,730</u>	<u>4,755</u>
As at December 31, 2019 and January 1, 2020							
Owned assets	3,829	294	19	5	-	260	4,407
Assets under finance leases	-	-	-	5	11	-	16
	<u>3,829</u>	<u>294</u>	<u>19</u>	<u>10</u>	<u>11</u>	<u>260</u>	<u>4,423</u>
As at December 31, 2020							
Owned assets	3,798	325	29	7	-	125	4,284
Assets under finance leases	-	-	-	-	-	-	-
	<u>3,798</u>	<u>325</u>	<u>29</u>	<u>7</u>	<u>-</u>	<u>125</u>	<u>4,284</u>

The gross amount of the Company's fully depreciated plant and equipment that was still in use as at December 31, 2020 amounted to Baht 1,161 million (2019: Baht 1,122 million).



Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

13. RIGHT-OF-USE ASSETS

Right of use asset as at December 31, 2020 consist of:

	Consolidated financial statements					Unit : Million Baht
	Land	Buildings	Plant, machinery, factory tools and equipment	Furniture, fixtures and office equipment	Vehicles	Total
Cost						
As at January 1, 2020	-	-	-	-	-	-
Effect from first-time adoption of new accounting policy (see Note 2.6)	166	7	307	8	27	515
Additions	14	10	184	-	7	215
Termination	-	-	(11)	(1)	-	(12)
Modification	-	-	2	-	-	2
As at December 31, 2020	180	17	482	7	34	720
Depreciation						
As at January 1, 2020	-	-	-	-	-	-
Effect from first-time adoption of new accounting policy (see Note 2.6)	-	-	-	(2)	(11)	(13)
Depreciation charge for the year	(8)	(5)	(96)	(3)	(9)	(121)
Termination	-	-	2	1	-	3
As at December 31, 2020	(8)	(5)	(94)	(4)	(20)	(131)
Net book value						
As at January 1, 2020	-	-	-	-	-	-
As at December 31, 2020	172	12	388	3	14	589

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Separate financial statements					Unit : Million Baht
	Land	Buildings	Plant, machinery, factory tools and equipment	Furniture, fixtures and office equipment	Vehicles	Total
Cost						
As at January 1, 2020	-	-	-	-	-	-
Effect from first-time adoption of new accounting policy (see Note 2.6)	161	7	306	8	27	509
Additions	14	10	137	-	7	168
Termination	-	-	-	(1)	-	(1)
Modification	-	-	2	-	-	2
As at December 31, 2020	175	17	445	7	34	678
Depreciation						
As at January 1, 2020	-	-	-	-	-	-
Effect from first-time adoption of new accounting policy (see Note 2.6)	-	-	-	(2)	(11)	(13)
Depreciation charge for the year	(8)	(5)	(85)	(3)	(9)	(110)
Termination	-	-	-	1	-	1
As at December 31, 2020	(8)	(5)	(85)	(4)	(20)	(122)
Net book value						
As at January 1, 2020	-	-	-	-	-	-
As at December 31, 2020	167	12	360	3	14	556

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Amount recognised in profit and loss for the year ended December 31, 2020 are as follows:

	Consolidated financial statements 2020	Unit : Million Baht Separate financial statements 2020
Depreciation expense on right-of-use assets	121	110
Interest expense on lease liabilities	22	21
Expense relating to short-term leases	20	17
Expense relating to leases of low value assets	1	1
Expense relating to variable lease payments not include in the measurement of the lease liability	4	2

The maturity analysis of lease liabilities is presented in Note 17.

14. INTANGIBLE ASSETS

Intangible assets as at December 31, 2020 and 2019 consist of:

	Unit : Million Baht Consolidated financial statements			
	Production license fees	Goodwill	Other intangible assets	Total
Cost				
As at January 1, 2019	88	33	12	133
Additions	-	-	-	-
Disposals	-	-	-	-
As at December 31, 2019 and January 1, 2020	88	33	12	133
Additions	-	-	5	5
Disposals	-	-	-	-
As at December 31, 2020	88	33	17	138
Amortisation				
As at January 1, 2019	(52)	-	(7)	(59)
Amortisation charge for the year	(4)	-	(1)	(5)
Disposals	-	-	-	-
As at December 31, 2019 and January 1, 2020	(56)	-	(8)	(64)
Amortisation charge for the year	(4)	-	(1)	(5)
Disposals	-	-	-	-
As at December 31, 2020	(60)	-	(9)	(69)
Net book value				
As at January 1, 2019	36	33	5	74
As at December 31, 2019 and January 1, 2020	32	33	4	69
As at December 31, 2020	28	33	8	69

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
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	Unit : Million Baht		
	Separate financial statements		
	Production license fees	Other intangible assets	Total
Cost			
As at January 1, 2019	88	12	100
Additions	-	-	-
Disposals	-	-	-
As at December 31, 2019 and January 1, 2020	88	12	100
Additions	-	5	5
Disposals	-	-	-
As at December 31, 2020	88	17	105
Amortisation			
As at January 1, 2019	(52)	(7)	(59)
Amortisation charge for the year	(4)	(1)	(5)
Disposals	-	-	-
As at December 31, 2019 and January 1, 2020	(56)	(8)	(64)
Amortisation charge for the year	(4)	(1)	(5)
Disposals	-	-	-
As at December 31, 2020	(60)	(9)	(69)
Net book value			
As at January 1, 2019	36	5	41
As at December 31, 2019 and January 1, 2020	32	4	36
As at December 31, 2020	28	8	36

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

15. INCOME TAX (INCOME) EXPENSES AND DEFERRED TAX

Income tax (income) expenses

Income tax (income) expenses for the years ended December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
<i>Current tax (income) expense</i>				
Current year	-	-	-	-
Under provided in prior year	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Deferred tax (income) expense</i>				
Movements in temporary differences	15	133	(4)	41
Total	<u>15</u>	<u>133</u>	<u>(4)</u>	<u>41</u>

Reconciliation of effective tax rate

	Consolidated financial statements		Unit : Million Baht	
	2020		2019	
	Rate (%)		Rate (%)	
Profit before income tax expense		575		227
Income tax using the Thai corporation tax rate	20.00	115	20.00	45
Income not subject to tax		(78)		(13)
Expenses deductible at a greater amount		(41)		(149)
Utilisation tax losses		(35)		(17)
Expenses not deductible for tax purposes		54		122
Share of net profits of investments in an associate and joint ventures		(12)		(6)
Temporary difference				
- Loss carry forward		35		92
- Others		(20)		41
Others		(3)		18
Income tax expenses	2.61	<u>15</u>	58.59	<u>133</u>

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Unit : Million Baht			
	Separate financial statements			
	2020		2019	
	Rate (%)		Rate (%)	
Profit before income tax expense		352		682
Income tax using the Thai corporation tax rate	20.00	70	20.00	136
Income not subject to tax		(76)		(124)
Expenses deductible at a greater amount		(33)		(146)
Utilisation tax losses		(17)		-
Expenses not deductible for tax purposes		56		114
Temporary difference				
- Loss carry forward		17		-
- Others		(21)		41
Others		-		20
Income tax (income) expenses	-	(4)	6.01	41

Deferred tax

Movements in total deferred tax assets and liabilities during the years are as follows:

	Unit : Million Baht			
	Consolidated financial statements			
	(Charged) / credited to:			
	As at January 1, 2020	Profit or loss	Other comprehensive income	As at December 31, 2020
<i>Deferred tax assets</i>				
Provision for employee benefits	18	5	(1)	22
Plant and equipment	15	5	-	20
Tax loss carry forward	259	(35)	-	224
Allowance for impairment of investment	-	13	-	13
Others	-	1	-	1
Total	292	(11)	(1)	280
<i>Deferred tax liabilities</i>				
Plant and equipment	(5)	(3)	-	(8)
Provision for expenses from raw materials derogation	(43)	-	-	(43)
Other	-	(1)	-	(1)
Total	(48)	(4)	-	(52)
Net	244	(15)	(1)	228

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Unit : Million Baht			
Consolidated financial statements			
	(Charged) / credited to:		
	Profit or	Other	
As at	loss	comprehensive	As at
January 1,		income	December 31,
2019			2019
Deferred tax assets			
Provision for employee benefits	13	5	18
Plant and equipment	19	(4)	15
Tax loss carry forward	351	(92)	259
Total	383	(91)	292
Deferred tax liabilities			
Plant and equipment	(6)	1	(5)
Provision for expenses from raw materials derogation	-	(43)	(43)
Total	(6)	(42)	(48)
Net	377	(133)	244

Unit : Million Baht			
Separate financial statements			
	(Charged) / credited to:		
	Profit or	Other	
As at	loss	comprehensive	As at
January 1,		income	December 31,
2020			2020
Deferred tax assets			
Provision for employee benefits	18	5	22
Plant and equipment	15	5	20
Tax loss carry forward	239	(17)	222
Allowance for impairment of investment	-	13	13
Others	-	1	1
Total	272	7	278
Deferred tax liabilities			
Plant and equipment	(4)	(3)	(7)
Provision for expenses from raw materials derogation	(43)	-	(43)
Total	(47)	(3)	(50)
Net	225	4	228

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Unit : Million Baht		
	Separate financial statements (Charged) / credited to:		
	As at January 1, 2019	Profit or loss	Other comprehensive income
	As at December 31, 2019		
Deferred tax assets			
Provision for employee benefits	13	5	-
Plant and equipment	18	(3)	-
Tax loss carry forward	239	-	-
Total	270	2	-
Deferred tax liabilities			
Plant and equipment	(4)	-	-
Provision for expenses from raw materials derogation	-	(43)	-
Total	(4)	(43)	-
Net	266	(41)	-

16. BORROWINGS

Borrowings as at December 31, 2020 and 2019 which are as follows:

	Unit : Million Baht	
	Consolidated financial statements	Separate financial statements
	2020	2019
Current		
Current portion of long-term borrowings from financial institutions		
Unsecured	567	441
Less Current portion of deferred financing service fee	(1)	(1)
Current portion of long-term borrowings	566	440
Total current borrowing	566	440
Non-current		
Long-term borrowings from financial institutions		
Unsecured	765	1,332
Less Deferred financing service fee	(1)	(2)
Long-term borrowings	764	1,330
Total non-current borrowing	764	1,330
Total	1,330	1,770



Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

The periods to maturity of borrowings from financial institutions excluding finance lease liabilities, as at December 31, 2020 and 2019 are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Within one year	566	440	566	440
After one year but within five years	764	1,330	764	1,330
Total	1,330	1,770	1,330	1,770

Details of the Group's loans with 3 financial institutions as at December 31, 2020 and 2019 were as follows:

Currency	Facilities (in million)	Interest Rates (%) p.a	Repayment Terms
Baht	900	FDR 6 M plus margin	Principal is repayable on semi-annual basis, in 14 installment commencing from April 2016.
Baht	900	FDR 6 M plus margin	Principal is repayable on semi-annual basis, in 14 installment commencing from May 2016.
Baht	900	FDR 6 M plus margin	Principal is repayable on semi-annual basis, in 12 installment commencing from May 2017.

As at December 31, 2020, the Group had unutilised credit facilities totalling Baht 400 million (2019: Baht 100 million).

The Company is required to comply with certain covenants pertaining to maintenance of certain financial ratios, percentage of share held by the major shareholder and other conditions as specified in each agreement.

17. LEASE LIABILITIES

The periods to maturity of lease liabilities, as at December 31, 2020 and 2019 are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Within one year	152	6	141	6
After one year but within five years	245	7	224	7
After five years	349	8	344	8
	746	21	709	21
<u>Less</u> Deferred interest expense	(130)	(1)	(127)	(1)
Total	616	20	582	20
Classification				
- Current portion of lease liabilities	133	6	124	6
- Lease liabilities	483	14	458	14
	616	20	582	20

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

18. TRADE PAYABLES

Trade payables as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Related parties (see Note 25)	57	64	49	59
Other parties	756	889	753	887
Total	813	953	802	946

19. OTHER PAYABLES

Other payables as at December 31, 2020 and 2019 consist of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Other payables	181	237	149	191
Accrued operating expenses	50	35	47	31
Advances received for goods	16	14	9	9
Value-added tax payable	5	47	5	47
Others	10	11	10	11
Total	262	344	220	289

20. PROVISIONS FOR EMPLOYEE BENEFITS

Provision for employee benefits as at December 31, 2020 and 2019 consists of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Post-employment benefits	95	76	95	76
Other long-term employee benefits	18	14	18	14
Total	113	90	113	90

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
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	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
As at January 1,	90	63	90	63
Recognised in profit or loss:				
Current service costs	10	9	10	9
Interest on obligations	3	2	3	2
Past service cost	2	17	2	17
	15	28	15	28
Others				
Benefit paid by the plan	-	(1)	-	(1)
	-	(1)	-	(1)
As at December 31,	105	90	105	90
Recognised in other comprehensive income				
Actuarial losses	8	-	8	-
	8	-	8	-
As at December 31,	113	90	113	90

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
For the years ended December 31,				
Recognised in profit or loss:				
Post-employment benefits	11	26	11	26
Other long-term employee benefits	2	2	2	2
Actuarial (gains) losses	2	-	2	-
Total	15	28	15	28

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

The expense is recognised in the following line items in the statement of profit or loss:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Cost of sales	4	13	4	13
Selling and distribution and administrative expenses	11	15	11	15
Total	15	28	15	28

Actuarial assumptions

Principal actuarial assumptions at the reporting date as at December 31, 2020 and 2019 (expressed as weighted averages) consists of:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
		(%)		
Discount rate	1.5	2.9	1.5	2.9
Future salary increases	5.0	7.0	5.0	7.0
Resignation rate	0 - 6.0	0 - 3.0	0 - 6.0	0 - 3.0
Retirement age	60 Years	60 Years	60 Years	60 Years

Assumptions regarding future mortality have been based on published statistics and mortality tables.

As at December 31, 2020, the weighted-average duration of the defined benefit obligation is 10 years (2019: 18 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 are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	Increase	Decrease	Increase	Decrease
As at December 31, 2020				
Discount rate (1% movement)	(16)	19	(16)	19
Future salary growth (1% movement)	16	(13)	16	(13)
As at December 31, 2019				
Discount rate (1% movement)	(14)	17	(14)	17
Future salary growth (1% movement)	14	(12)	14	(12)

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Although the analysis does not take into account the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

The Labor Protection Act (No. 7) B.E. 2562 has been announced in the Royal Gazette on April 5, 2019, which will be effective after 30 days from the date announced in Royal Gazette. This Labor Protection Act stipulates additional legal severance pay rates for employees who have worked for an uninterrupted period of twenty years or more. Such employees are entitled to receive compensation of not less than 400 days at the employees' latest wage rate. This change is considered an amendment to post-employment benefits plan. The Group has already reflected the effect of such change by recognising past service cost as an expense in the consolidated and separate statements of profit or loss for the year ended December 31, 2019.

Provident fund contributions for their employees and recorded as expense in the statements of profit or loss for the years ended December 31, are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Provident fund expense	14	11	14	11

21. SHARE CAPITAL

Share capital as at December 31, 2020 and 2019 consists of :

	2020			2019		
	Par value per share (in Baht)	Number (in million shares / million Baht)	Amount	Par value per share (in Baht)	Number (in million shares / million Baht)	Amount
<i>Authorised</i>						
As at January 1,						
- ordinary shares	9.5	1,024	9,725	10	1,048	10,483
As at December 31,						
- ordinary shares	9.5	1,024	9,725	9.5	1,024	9,725
<i>Issued and paid-up</i>						
As at January 1,						
- ordinary shares	9.5	1,024	9,725	10	1,024	10,237
As at December 31,						
- ordinary shares	9.5	1,024	9,725	9.5	1,024	9,725

22. LEGAL RESERVE

Section 116 of the Public Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), 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.

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GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

23. DIVIDENDS PAID

At the Board of Directors' meeting held on February 14, 2020, the Board approved to set aside a legal reserve and to submit dividend payment approval for the year 2019 to the Annual General Meeting ("AGM") of the Shareholders at the rate of Baht 0.35 per share amounting to Baht 358.3 million, of which Baht 0.15 per share amounting to Baht 153.55 million was paid in October 2019. Thus, the remaining dividend will be at the rate of Baht 0.20 per share amounting to Baht 204.73 million to the shareholders entitled to receive dividends. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on April 2, 2020. Due to the Coronavirus Disease (COVID-19) Epidemic and the Bangkok Metropolitan Administration's announcement ordering the temporary closure of Meeting Facilities from March 28, 2020 to April 30, 2020, the Board of Directors at its meeting held on March 27, 2020 passed the resolutions to approve the postponement of the 2020 AGM of the Company indefinitely which was originally scheduled on April 2, 2020 to June 5, 2020 and approve the payment of interim dividends. Interim rate was paid to the shareholders who were listed on the record date on Friday, February 28, 2020. Such rate and such record date is the same as previously notified to the shareholders. The Company paid interim dividend on April 23, 2020.

24. REDUCTION OF AUTHORIZED AND PAID-UP SHARE CAPITAL, TRANSFER OF SHARE PREMIUM AND LEGAL RESERVE TO COMPENSATE FOR ACCUMULATED DEFICIT

On April 2, 2019, the Annual General Shareholders' Meeting of the Company passed a resolution to approve the reduction of authorized share capital of unissued authorized share capital of 24,666,600 shares (par value of shares Baht 10 each) in which the new authorized capital will be Baht 10,236,667,000 and the number of authorized shares will be 1,023,666,700 shares at par value of Baht 10 each. The Company had completed the registration of this capital reduction at the Ministry of Commerce on April 17, 2019.

In addition, the Company transferred the legal reserve of Baht 245,621,000 and share premium of Baht 219,066,911, totaling Baht 464,687,911 to compensate for the accumulated deficit of Baht 887,281,011 and the Company reduced authorized and paid-up capital by reducing the par value of shares from Baht 10 to Baht 9.50 each, which resulted to the decrease of registered capital by Baht 511,833,350 whereby the remaining capital reduction of Baht 89,240,250 will be recorded as share premium, which the new authorized capital will be Baht 9,724,833,650 and the number of authorized shares will be 1,023,666,700 shares at par value of Baht 9.50 each. The Company had completed the registration of this capital reduction at the Department of Business Development of the Ministry of Commerce on June 27, 2019.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

25. TRANSACTION WITH RELATED PARTIES

A related party is as follows:

- An individual or an entity which has the ability, directly or indirectly, to control or joint control or exercise significant influence over the Group in making financial and operating decisions or;
- An individual or an entity which is subject to common control or common significant influence with the Group or
- The Group has the ability, directly or indirectly, to control or joint control or exercise significant influence over an individual or an entity in making financial and operating decisions.

Relationships with related parties are as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationships
PTT Plc.	Thailand	Ultimate parent company and the Company's directors as managements
PTT Global Chemical Plc.	Thailand	Parent and the Company's directors as managements
Thai Fatty Alcohols Co., Ltd.	Thailand	Subsidiary, 100% shareholding, some common directors and the Company's management as a director
GGC Biochemical Co., Ltd.	Thailand	Subsidiary, 100% shareholding, some common directors and the Company's management as a director
Thai Eastern Top Seeds Oil Co., Ltd.	Thailand	Associate, 30% shareholding and the Company's management as a director
Thai Ethoxylate Co., Ltd.	Thailand	Joint venture, 50% shareholding and the Company's management as a director
GGC KTIS Bioindustrial Co., Ltd.	Thailand	Indirect joint venture, 50% shareholding and the Company's management as a director
GC Glycol Co., Ltd.	Thailand	Other related party, shareholding by parent company and some common directors
Solution Creation Co., Ltd.	Thailand	Other related party, shareholding by parent company and some common directors
Global Power Synergy Plc.	Thailand	Other related party, shareholding by parent company and some common directors
GC Maintenance & Engineering Co., Ltd.	Thailand	Other related party, shareholding by parent company
GC Logistics Solutions Co., Ltd.	Thailand	Other related party, shareholding by parent company
GC Estate Company Limited	Thailand	Other related party, shareholding by parent company

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Name of entities	Country of incorporation/ nationality	Nature of relationships
GC Polyols Co., Ltd.	Thailand	Other related party, shareholding by parent company
PTT Phenol Company Limited	Thailand	Other related party, shareholding by parent company
Thai Tank Terminal Limited	Thailand	Other related party, shareholding by parent company
PTT Digital Solutions Co., Ltd.	Thailand	Other related party, shareholding by parent company
Eastern Fluid Transport Co., Ltd.	Thailand	Other related party, shareholding by parent company
NPC Safety and Environmental Service Co., Ltd.	Thailand	Other related party, shareholding by parent company
Dhipaya Insurance Plc.	Thailand	Other related party, shareholding by the ultimate parent company
Thai Oil Plc.	Thailand	Other related party, shareholding by the ultimate parent company
PTT Oil and Retail Business Plc.	Thailand	Other related party, shareholding by the ultimate parent company
Energy Complex Co., Ltd.	Thailand	Other related party, shareholding by the ultimate parent company
IRPC Plc.	Thailand	Other related party, shareholding by the ultimate parent company
Business Services Alliance Co., Ltd.	Thailand	Other related party, shareholding by the ultimate parent company and parent company
NPC S&E Security Guard Co., Ltd.	Thailand	Other related party, indirect shareholding by parent company
Advance Biochemical (Thailand) Co., Ltd.	Thailand	Other related party, indirect shareholding by parent company
Emery Oleochemicals (M) Sdn. Bhd.	Malaysia	Other related party, indirect shareholding by parent company
PTT International Trading Pte. Ltd.	Singapore	Other related party, shareholding by ultimate parent company
Emery Oleochemicals LLC	United States of America	Other related party, indirect shareholding by parent company

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GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

The pricing policies for particular types of transactions are explained further below:

Transactions	Pricing policies
Sale of goods	Contract price / Contract price determined based on reference market price
Rendering of services	Contract price
Purchase of goods / raw materials / services	Contract price / Market price
Interest on loan	Average cost of fund / Contractually agreed rate
Director allowance (Allowance/Bonus)	Approve by Board of director and Shareholder

Significant transactions for the years ended December 31, 2020 and 2019 with related parties are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Ultimate parent				
Sales of goods or rendering of services	-	102	-	102
Purchases of goods or receiving of services	1	757	1	757
Other income	-	21	-	21
Other expense	5	51	5	51
Parent				
Sales of goods	1,574	1,012	1,574	1,012
Purchases of goods or receiving of services	186	232	174	221
Other income	-	18	-	18
Interest expense	11	-	11	-
Other expense	80	104	75	97
Dividend paid	148	111	148	111
Expense capitalised to fixed assets	1	-	-	-
Subsidiary				
Sales of goods	-	-	3,391	3,093
Purchases of goods or receiving of services	-	-	1	13
Other income	-	-	35	36
Dividend income	-	-	-	398
Associate				
Purchases of goods or receiving of services	5	252	5	252
Joint ventures				
Sales of goods	1,268	1,095	-	-
Other income	20	10	20	10
Dividend income	-	-	66	223

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GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2020

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Other related parties				
Sales of goods	9,232	5,874	9,220	5,874
Purchases of goods or receiving of services	683	740	575	612
Other income	2	2	2	2
Interest expense	1	-	-	-
Other expense	47	58	38	40
Expense capitalised to fixed assets	27	29	27	29
Key management personnel				
Key management personnel compensation				
Short-term benefits	86	56	86	56

Balances as at December 31, 2020 and 2019 with related parties are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Trade receivables - related parties				
Parent	109	112	110	112
Subsidiaries	-	-	691	321
Joint ventures	304	164	-	-
Other related parties	569	636	564	636
Total	982	912	1,365	1,069
<u>Less</u> Allowance for credit loss/ Allowance for doubtful accounts	-	-	-	-
Net	982	912	1,365	1,069
Other receivables - related parties				
Parent	16	19	16	19
Subsidiaries	-	-	4	27
Joint ventures	4	7	4	7
Other related parties	22	14	19	12
Total	42	40	43	65
<u>Less</u> Allowance for credit loss/ Allowance for doubtful accounts	-	-	-	-
Net	42	40	43	65
Investments in subsidiaries (see Note 10)	-	-	2,735	2,210
Investments in an associate (see Note 11)	-	28	-	67
Investments in joint ventures (see Note 11)	602	584	691	691
Investments in indirect joint ventures (see Note 11)	1,021	503	-	-
Right-of-use asset - related parties				
Parent	300	-	295	-
Other related parties	40	-	13	-
Total	340	-	308	-

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GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2020

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Trade payables - related parties				
Parent	9	3	9	3
Associate	-	7	-	7
Other related parties	48	54	40	49
Total	57	64	49	59
Other payables - related parties				
Ultimate parent	3	1	3	1
Parent	24	65	22	62
Other related parties	37	40	30	30
Total	64	106	55	93
Payables to contractor - related parties				
Parent	1	-	1	-
Other related parties	9	6	9	6
Total	10	6	10	6
Current portion of lease liabilities - related parties				
Parent	19	-	18	-
Other related parties	15	-	6	-
Total	34	-	24	-
Lease liabilities - related parties				
Parent	286	-	281	-
Other related parties	27	-	7	-
Total	313	-	288	-

Significant agreements with related parties

The Group has significant agreements with related parties as at December 31, 2020 as follows:

Methyl Ester Purchase and Sales Agreements

The Company has 5 Methyl Ester Purchase and Sales Agreements with parent company and 4 related parties. Selling prices are determined based on B100 price announced by government and the adjustment as specified in each agreement. These agreements are for the periods from 2 months to 1 year commencing from the effective date as specified in each agreement and expiring in December 2020 and March 2021. These agreements are renewable until either party terminates the agreement.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Fatty Alcohols Agreements

The Company has a Fatty alcohols Sales Agreements with a subsidiary. Selling prices are determined based on Average Fatty Alcohols Prices published by ICIS and the adjustment as specified in an agreement. These agreements are for the period of 5 years commencing from the effective date as specified in agreement and expiring in December 2023.

The Group has a Fatty alcohols Sales Agreements with a joint venture. Selling prices are determined based on Average Fatty Alcohols Prices published by ICIS and the adjustment as specified in each transportation types. These agreements are for a year commencing from the effective date as specified in agreement and expiring in October 2021.

Glycerine Sales Agreements

The Company has a Glycerine Sales Agreements with a related party. Selling prices are determined based on Average Drum Refined Glycerine FOB SEA Weekly Spot Prices published by ICIS pricing Glycerine (Asia Pacific). These agreements are for the period of 3 years commencing from the effective date as specified in each agreement and expiring in December 2020. These agreements are renewable until either party terminates the agreement.

Utilities Purchase and Sales Agreements and Other Services Agreements

The Company has Hydrogen Purchase and Sales Agreement with parent company. Selling price is determined based on Natural Gas price for the industry. This agreement is for the period of 9 years 6 months, commencing from the effective date as specified in the agreement and expiring in December 2028.

The Group has 3 Utilities Purchase Agreements covering steam, electricity and water with a related party at the agreed quantities and prices as stipulated in the agreement. These agreements are for the period 15 years, commencing from the effective date as specified in each agreement and expiring in June 2023.

The Company has Tank Farm Storage and Service Agreement with parent company covering tank storage, utilities for product warehouse and transportation of Methanol. This agreement is for the period of 15 years, commencing from the effective date as specified in each agreement and expiring in March 2034, with the service charge as stipulated in the agreement.

The Company has Pipe rack Maintenance Agreement with a related party. The agreement is for the period of 15 years, commencing from the effective date as specified in agreement and expiring in August 2022, with the service charge as stipulated in the agreement.

The Company has Right to use pipe rack Agreements with ultimate parent company and parent company. These agreements are for the periods of 15 years, commencing from the effective date as specified in each agreement and expiring in April 2022 and August 2022, respectively, with the service charge as stipulated in each agreements.

The Company's subsidiary has Tank Farm Storage and Service Agreement with a related party covering tank storage, utilities for product warehouse and transportation of Fatty Alcohol. This agreement is for the period of 5 years, commencing from the effective date as specified in each agreement and automatically renew for every 5 years unless otherwise terminated by manually agreed of both parties, with the service charge as stipulated in the agreement.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Service Agreements

The Group has Share Service Agreements with parent company for the provision of administration office, lab and quality service and general services. This agreement is for the period of 1 year, commencing from the effective date as specified in the agreement and expiring in December 2020, with the service charge as stipulated in the agreement. The company is in the process of renewing a new contract.

The Group has Building Maintenance Services Agreement with a related party. These agreements are for the periods 5 years, commencing from the effective date as specified in the agreement and expiring in June 2023 with the service charge as stipulated in each agreements.

The Company has Security and Fire Protection Agreement with a related party for receiving security and fire protection service to assets, employees, and visitors in the Company location. The agreement is for the period of 2 years, commencing from the effective date as specified in the agreement and expiring in December 2020, with the service charge as stipulated in the agreement. The company is in the process of renewing a new contract.

The Company has Safety Inspector Agreement with a related party. The agreement is to inspect during working and in the Company location. The agreement is for the period of 2 years, commencing from the effective date as specified in the agreement and expiring in December 2020, with the service charge as stipulated in the agreement. The company is in the process of renewing a new contract.

The Company has 2 Emergency Control and Management Agreement with a related party for consulting and safety training, occupational health & safety and environment, and set up emergency control centre. The agreement is for the period of 3 years, commencing from the effective date as specified in the agreement and expiring in December 2020 and March 2022, with the service charge as stipulated in the agreement. The company is in the process of renewing a new contract.

The Company has agreement with related party for Manpower rescue team during plant shutdown to have manpower rescue team and equipment. The period for this agreement is 3 years, commencing from the effective date as specified in the agreement to January 2022, with the service charge stipulated in the agreement.

The Company has Fire Fighting water agreement with related party for Fire Fighting Water, Fire Fighting Facility and Maintenance of Fire Fighting at Plant 1. The period for this agreement is 15 years, commencing from the effective date as specified in the agreement to December 2034, with the service charge stipulated in the agreement.

Rental Agreement

The Group has Land Lease Agreements with parent company, for the period of 30 years, commencing from the effective date as specified in each agreement and expiring in July 2036 with rental rate as stipulated in the agreements. The agreements can be extendable for another 20 years by providing not less than 1 year prior written notice to the lessor.

The Company has Office Rental and Service agreement with 2 related companies. The agreement is for the period of 3 years and will expire in September 2021 and August 2023 with rental and service rate and conditions as stipulated in the agreement.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Borrowing and Lending Agreements

The Company has an uncommitted and unsecured short-term borrowing and lending agreement with a subsidiary with the borrowing and lending credit facility of Baht 500 million and Baht 200 million, respectively. The agreement is for the period of 3 years and will expire in December 2020 and the company is in the process of renewing a new contract in 2021. This facility bears interest based on market rate referenced to BIBOR plus margin.

26. BASIC EARNINGS PER SHARE

The calculations of basic earnings per share for the years ended December 31, 2020 and 2019 were based on the profit for the period attributable to ordinary shareholders of the Company and the number of weighted average number of ordinary shares outstanding during the years.

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Profit attributable to ordinary shareholders of the Company (basic) (million Baht)	560	94	355	640
Weighted average number of ordinary shares outstanding (million shares)	1,024	1,024	1,024	1,024
Basic earnings per share (Baht)	0.55	0.09	0.35	0.63

27. FINANCIAL INFORMATION BY SEGMENT

The Group has significant business segments which offer different products and services, and are managed separately. For each of the business segments, the chief operating decision maker (CODM) reviews internal management reports on at least a quarterly basis. The operations in each of the Group's reportable segments have 2 reportable segments as described below.

Segment 1	Methyl ester
Segment 2	Fatty alcohols
Other	Other segment

Other operations in 2020 and 2019, none of these segments meets the quantitative thresholds for determining additional reportable segments.

Performance information of each reportable segment is measured based on segment profit (loss) before interest expense, tax, depreciation and amortisation which as included in the internal management reports that are reviewed by the Group's CODM. Management believes that using profit (loss) before interest expense, tax, depreciation and amortisation to measure performance is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Information about reporting segments for the year ended December 31, 2020

	Methyl ester	Fatty alcohols	Other	Unit : Million Baht Total
External revenues				
- At a point in time	14,278	3,925	-	18,203
Total segment revenues	14,278	3,925	-	18,203
Cost of sales	(12,799)	(3,418)	-	(16,217)
Selling and distribution expenses and administrative expenses	(512)	(275)	(1)	(788)
Profit (loss) before interest expense, income tax, depreciation and amortisation	1,007	231	(1)	1,237
Interest income	7	12	-	19
Finance costs	(47)	(22)	-	(69)
Depreciation and amortisation	(361)	(322)	-	(683)
Share of profit (loss) of investments in an associate and joint ventures	-	67	(5)	62
Allowance for impairment investment	-	(9)	-	(9)
Others	1	17	-	18
Profit (loss) before tax	607	(26)	(6)	575
Net profit (loss) for reportable segment	614	(48)	(6)	560

Information about reporting segments for the year ended December 31, 2019

	Methyl ester	Fatty alcohols	Other	Unit : Million Baht Total
External revenues				
- At a point in time	9,261	3,794	-	13,055
Total segment revenues	9,261	3,794	-	13,055
Cost of sales	(8,815)	(2,982)	-	(11,797)
Selling and distribution expenses and administrative expenses	(275)	(318)	(2)	(595)
Profit (loss) before interest expense, income tax, depreciation and amortisation	226	508	(2)	732
Interest income	19	31	-	50
Finance costs	(36)	(32)	-	(68)
Depreciation and amortisation	(237)	(276)	-	(513)
Share of profit (loss) of investments in an associate and joint ventures	-	50	(21)	29
Others	3	(6)	-	(3)
Profit (loss) before tax	(25)	275	(23)	227
Net profit (loss) for reportable segment	(72)	189	(23)	94

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

	Methyl ester	Fatty alcohols	Other	Unit : Million Baht Elimina- tion	Total
As at December 31, 2020					
Investments in associate and joint ventures	-	602	1,021	-	1,623
Segment assets	6,763	5,421	1,021	34	13,239
Change in non-current assets	486	(97)	518	-	907
Segment liabilities	2,262	984	-	-	3,246
As at December 31, 2019					
Investments in associate and joint ventures	-	613	502	-	1,115
Segment assets	6,806	5,588	504	34	12,932
Change in non-current assets	(211)	(309)	502	-	(18)
Segment liabilities	2,420	862	1	-	3,283

Geographical segments

In presenting information on the basis of geographical segments, segment sales and service revenues are based on the geographical location of customers. Segment non-current assets (exclude derivatives and deferred tax) are based on the geographical location of the assets.

Geographical information

	Unit : Million Baht Revenues	
	2020	2019
Thailand	15,558	10,219
The People's Republic of China	681	778
India	441	583
Korea	222	212
Other countries	1,301	1,263
Total	18,203	13,055

The Group is managed and operates principally in Thailand and no assets located in foreign countries.

Major customers

The Group's sales and service revenues for the years ended December 31, 2020 mainly comprise of revenue from a customer of Methyl ester segment represents Baht 6,465 million (2019: amounting to Baht 4,293 million).

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

28. SELLING AND DISTRIBUTION EXPENSES

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Distribution expense	334	372	197	218
Promotional expense	13	15	2	2
Total	347	387	199	220

29. ADMINISTRATIVE EXPENSES

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Personnel expense	157	120	157	120
Secondment fee	43	64	43	64
Share service fees	38	37	32	31
Depreciation and amortisation	19	10	19	10
Professional and consultancy fee	33	59	33	58
Others	191	161	168	138
Total	481	451	452	421

30. EXPENSES BY NATURE

The statements of income include an analysis of expenses by function. Expenses by nature disclosed in accordance with the requirements of various TFRS are as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Changes in inventories of finished goods and work in progress	(136)	(158)	(44)	(186)
Raw materials and consumables used	15,644	11,198	15,583	11,035
Depreciation and amortisation	683	513	633	475
Employee benefit expenses	372	289	372	289
Distribution expenses	312	372	186	218
Expenses (Reversal) from raw materials derogation	-	(232)	-	(232)
Others	813	921	749	826
Total cost of sales of goods, selling and distribution expenses and administrative expenses	17,688	12,903	17,479	12,425

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

31. FINANCE COSTS

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
<i>Interest expense:</i>				
Bank loans	45	69	45	69
Lease liabilities	22	1	21	1
Total interest expense	67	70	66	70
Other finance costs	2	1	2	1
Total	69	71	68	71
<i>Less</i> amounts included in the cost of plant and equipment under construction	-	(3)	-	(3)
Net	69	68	68	68

32. PROMOTIONAL PRIVILEGES

By virtue of the provisions of the Industrial Investment Promotion Act of B.E. 2520, the Company has been granted privileges by the Board of Investment relating to production and distribution of Methyl ester, Fatty alcohols, Glycerin and Potassium sulfate. The privileges granted include:

- Exemption from payment of import duty and tax on machinery approved by the Board of Investment;
- Exemption from payment of income tax for net income of certain operations which total amount is not over than investment excluded land and working capital for a period of eight years from the date on which the income is first derived from such operations and;
- A 50% reduction in the normal income tax rate on the net profit derived from certain operations for a period of five years, commencing from the expiry date in (b) above.

As promoted companies, the Company must comply with certain terms and conditions prescribed in the promotional certificates.

Summary of revenues from promoted and non-promoted businesses:

	Unit : Million Baht					
	Separate financial statements					
	2020			2019		
	Promoted Businesses	Non- promoted businesses	Total	Promoted businesses	Non- promoted businesses	Total
Export sales	64	272	336	164	190	354
Local sales	5,592	11,876	17,468	2,307	9,745	12,052
Total revenue	5,656	12,148	17,804	2,471	9,935	12,406

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

33. FINANCIAL INSTRUMENTS

Financial risk management policies

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.

Risk management is integral to the whole business of the Group. The management continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved.

Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor, partners and other stakeholders. In addition, the Board monitors the return on capital, and the level of dividends to ensure business sustainability.

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 because the Group's loan interest rates for their operations. The Group has managed this risk to ensure the appropriateness to the business operation.

The interest rates of interest-bearing liabilities as at December 31, 2020 and 2019 and the periods in which those liabilities mature or re-price were disclosed in Note 16.

Interest rate sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to interest rates for financial liabilities at the reporting date. For floating rate liabilities, the analysis is prepared assuming the amount of liability outstanding at the reporting date was outstanding for the whole year and using an increase or decrease rate by considering the reasonably possible change in interest rates.

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	Increase	Decrease	Increase	Decrease
As at December 31, 2020				
Interest rates change by 1%				
Finance costs	17	(5)	17	(5)

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2020

Foreign currency risk

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 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.

As at December 31, the Group and the Company were exposed to foreign currency risk in respect of financial assets and liabilities denominated in the following currencies:

	Consolidated financial statements		Unit: Million Baht Separate financial statements	
	2020	2019	2020	2019
USD				
Cash and cash equivalents	181	187	43	15
Trade accounts receivable	233	215	5	9
Trade accounts payable	(96)	(99)	(96)	(99)
Other payables	(4)	(10)	(1)	(5)
Payable to contractor	(13)	(12)	(13)	(12)
Gross statement of financial position exposure	301	281	(62)	(92)
Currency forwards	(136)	(9)	-	(9)
Euro				
Trade accounts payable	(15)	(14)	(15)	(14)
Other payables	(1)	(9)	-	(9)
Payable to contractor	(19)	(10)	(20)	(10)
Gross statement of financial position exposure	(35)	(33)	(35)	(33)
Currency forwards	2	(6)	2	(6)

As at December 31, 2020, the Company had sold forward contracts of USD 4.50 million equivalent to Baht 136.07 million and EUR 0.05 million equivalent to Baht 1.81 million (2019: USD 0.29 million equivalent to Baht 8.74 million and EUR 0.18 million equivalent to Baht 6.18 million). However, the Group does not use hedge accounting for such financial instruments.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Foreign currency sensitivity analysis

The following table details the Group's sensitivity to an increase and decrease in THB currency against USD currency. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and foreign exchange forward contracts applied cash flow hedges accounting for USD currency at the reporting date and using an increase or decrease rate by considering the reasonably possible change in foreign exchange rates.

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	Strengthens	Weakens	Strengthens	Weakens
As at December 31, 2020				
Exchange rate change by 10%				
Net gain (loss) on foreign exchange rate	(17)	7	6	(6)

The Group performs foreign currency risk management on assets and liabilities held in USD. The Group has net liabilities under USD currency. The Group manages net USD liabilities by naturally hedged USD portion of net profit to minimise the impact from fluctuations in foreign currency to the Group's performance.

Credit risk

Credit risk is risk of failure from a customer or a counterparty to settle its obligations to the Group as and when they fall due.

Management has a policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. At the reporting date, there were no significant credit risk and the concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. However, the majority of the customers are on the long-term contracted commitment and parts of them are the Company's shareholders which the company has consistently collected from them. For the customers who do not have the long-term contracted commitments, the Group monitors the risk on an ongoing basis and would do the business only with the credible customers by limiting the credit lines and requesting the guarantee on some cases. For the export, the credit of counterparty will be considered. The Group will demand a payment on a case to case basis and also has commercial credit insurance. Management anticipates no material losses from its debt collection.

- For trade receivables, the Group apply simplified approach in accordance with TFRS 9 to measure lifetime expected credit loss. The Group consider expected credit loss by using trade receivables provision table which estimate historical credit loss. The overdue circumstance adjusted to reflect current situation of receivables and the future economic conditions were taken into account. Therefore, credit risk of these financial assets is presented by consideration of overdue status in provision by aging table set out in note 7.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

- The Group has deposits and investments in financial assets with financial institutions and companies which are rated at investment grade. The Group constantly assesses the financial status and stability of those financial institutions and companies to manage risks from deposit and investing.

Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following tables detail the Group's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.

Unit : Million Baht						
Consolidated financial statements						
	Notes	Less than 1 year	1 - 2 years	2 - 5 years	Over 5 years	Total
As at December 31, 2020						
Trade payables	18	813	-	-	-	813
Other payables		232	-	-	-	232
Payables to contractors		111	-	-	-	111
Long-term borrowings from financial institutions	16	566	764	-	-	1,330
Lease liabilities	17	133	99	99	285	616

Unit : Million Baht						
Separate financial statements						
	Notes	Less than 1 year	1 - 2 years	2 - 5 years	Over 5 years	Total
As at December 31, 2020						
Trade payables	18	802	-	-	-	802
Other payables		197	-	-	-	197
Payables to contractors		110	-	-	-	110
Long-term borrowings from financial institutions	16	566	764	-	-	1,330
Lease liabilities	17	124	89	87	282	582

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

The following table details the Group's liquidity analysis for its derivative financial instruments based on contractual maturities. The table has been drawn up based on the undiscounted net cash inflows and outflows on derivative instruments.

	Consolidated financial statements				Unit : Million Baht
	Less than 1 year	1 - 2 years	2 - 5 years	Over 5 years	Total
As at December 31, 2020					
Cash inflows from					
Foreign exchange forward contracts	140	-	-	-	140
Cash outflows from					
Foreign exchange forward contracts	(137)	-	-	-	(137)

	Separate financial statements				Unit : Million Baht
	Less than 1 year	1 - 2 years	2 - 5 years	Over 5 years	Total
As at December 31, 2020					
Cash inflows from					
Foreign exchange forward contracts	2	-	-	-	2
Cash outflows from					
Foreign exchange forward contracts	(2)	-	-	-	(2)

Fair values of financial assets and liabilities

Carrying amount of cash and cash equivalents, Current investments in financial assets, Trade receivables, Other receivables, Trade payables, Other payables and payables to contractors are reasonable approximation of fair value due to the short maturity period.

Carrying amounts of long-term borrowings from financial institutions with floating interest rate and lease liabilities are approximate of fair value.

As at December 31, 2020 and December 31, 2019, the Group primarily utilises forward exchange contracts. The Group recognised financial assets and liabilities denominated in the consolidated and the separate statements of financial position fair value level 2.

Measurement of fair values

Level 2 fair values for simple over-the-counter derivatives are based on broker quotes. Those quotes are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar instrument at the measurement date. Fair values reflect the credit risk of the instrument and include adjustments to take account of the credit risk of the Company and counterparty as appropriate.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

34. COMMITMENTS AND CONTINGENT LIABILITIES WITH NON-RELATED PARTIES

34.1 Commitments

As at December 31, 2020 and 2019, the Company and its subsidiaries had commitments with non-related parties as follows:

	Consolidated financial statements		Unit : Million Baht Separate financial statements	
	2020	2019	2020	2019
Capital commitments				
Contracted but not provided for plant, machinery and equipment	22	206	22	206
Total	22	206	22	206
Non-cancellable operating lease commitments				
Within one year	-	37	-	37
After one year but within five years	-	68	-	68
After five years	-	97	-	97
Total	-	202	-	202
Other commitments				
Unused letters of credits	1	3	1	3
Bank guarantees	53	20	53	20
Other agreements	24	7	19	6
Total	78	30	73	29

Utilities and Other Services Agreements with minimum purchase quantity

The Company has 1 Utility and other services agreements which have minimum purchase quantity with a party. These agreements are for the periods from November 1, 2007 to October 31, 2022. The minimum purchase quantity, the selling price of products and the renewal of the contract will be subject as specified in the agreements.

34.2 Contingent Liabilities

On June 5, 2020, the Company received a summons and a copy of a civil complaint, in which a company filed a lawsuit against the Company with the Civil Court regarding breach of agreements, tort and claiming damages in the amount of Baht 22.94 million with interest at the rate of 7.5% per annum. The Company's legal advisor considered relevant facts and evidence and provided the opinion that the Company has no obligation to pay such claims including the plaintiff's claims are precluded by prescription. Therefore, the Company appointed a lawyer and submitted a file testimony with its defense including a counterclaim regarding undue enrichment, amounting to Baht 8.29 million, which the witness hearing will be held between April 27, 2021 to April 30, 2021. Therefore, the Company has not recorded any provision against any losses from such case.

Notes to the Financial Statements

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

35. EVENTS AFTER THE REPORTING PERIOD

- 35.1 At the Board of Directors' meeting held on February 10, 2021, the Board approved to set aside a legal reserve and to submit for dividend payment approval for the year 2020 to the Annual General Meeting of the Shareholders at the rate of Baht 0.35 per share amounting to Baht 358.28 million to the shareholders entitled to receive dividends. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on April 2, 2021.
- 35.2 On January 22, 2021, the Company was called for paid-up capital in GGC Biochemicals Co., Ltd. totalling Baht 60.86 million which comprised of 0.85 million shares at Baht 70 per share in total amount of Baht 59.50 million according to the Board of Directors' Meeting of the Company resolution on August 2, 2019 and 0.34 million shares at Baht 4 per share in total amount of Baht 1.36 million according to the Board of Directors' Meeting of the Company resolution on November 27, 2018.

36. RECLASSIFICATION

Certain reclassifications were made to the consolidated and separate statements of financial position as at December 31, 2019 to conform to the classifications used in the consolidated and separate statements of financial position as at December 31, 2020 as follows:

Transaction	Previous classifications	Current classifications	Unit: Million Baht	
			Consolidated financial statements	Separate financial statements
Current portion of deferred financing service fee	Long-term borrowings from financial institutions	Current portion of Long-term borrowings from financial institutions	1,159,859	1,159,859

37. APPROVAL OF THE FINANCIAL STATEMENTS

These financial statements have been approved for issue by the Board of Directors of the Company on February 10, 2021.

Appendix



Appendix 1

Details of the Board of Directors, Management, Controllers, assigned
Top Executives of the finance and accounting function, assigned
personnel directly in charge of account preparation
and Company Secretary

The Board of Directors (As of 31 December 2020)

Mr. Kongkrapan Intarajang **Age : 53**
Chairman

Date of Appointment :

6 November 2019

21 October 2020 (Appointed as Chairman of the Board of Directors)

Education / Training :

- Doctor of Philosophy (Ph.D.) in Chemical Engineering, University of Houston, U.S.A.
- Bachelor of Engineering (Chemical Engineering) (Second-Class Honors), Chulalongkorn University
- Executive Development Training Program, The Royal Thai Police
- Capital Market Leader Program (Class 30), Capital Market Academy
- Leadership Development Program (LDP 3) Class 4, PTT Leadership and Learning Institute
- The Executive Program in Energy Literacy for a Sustainable Future, Class 14, Thailand Energy Academy (TEA)
- Diploma, National Defence College, The National Defence Course Class 60, National Defence College of Thailand (NDC)
- Breakthrough Program for Senior Executives, IMD Business School

Director Training :

- Role of the Chairman Program (RCP) Class 21/2009, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) Class 119/2009, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 4

- Chairman, Global Green Chemicals Public Company Limited
- Senior Executive Vice President reporting to Chief Operating Officer, Downstream Petroleum Business Group, PTT Public Company Limited
- Director and Secretary to the Board of Directors / Director to the Risk Management Committee and Chief Executive Officer, PTT Global Chemical Public Company Limited
- Director and Member of the Risk Management Committee, Global Power Synergy Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 4

- Chairman, PTTGC International Private Limited
- Chairman, GC International Corporation
- Chairman, PTTGC America Corporation
- Chairman, PTTGC America LLC

Positions in Other Company / Organization / Institution / Remarkable Positions : 11

- Director, Association of Capital Market Academy Alumni
- Advisor of the Member Relations, the Federation of Thai Industries
- Director, the Federation of Thai Industries
- Committee Member of Sustainable Energy Foundation
- Vice President, Thailand Swimming Association

- Honorary Member of Vidyasirimedhi Institute Council
- Member of Trustee, The Petroleum Institute of Thailand (PTIT)
- Council of Trustee, Thailand Business Council of Sustainable Development (TBCSD)
- Executive Director, Thailand Energy Academy
- Director, Kamnoetvidya Science Academy (KVIS)
- Co-Chairman, France-Thailand Business Forum

Work Experience (in the Last 5 Years) :

- 31 Oct 2019 – 31 Aug 2020 Director, GC International Corporation
- 9 Sep 2008 – 31 Aug 2020 Director, PTTGC International Private Limited
- 6 Nov 2019 – 20 Oct 2020 Director, Global Green Chemicals Public Company Limited
- May 2017 – Jan 2020 Director, Thai Tank Terminal Limited
- Apr 2017 – Sep 2019 Chief Operating Officer - Upstream Petrochemical Business, PTT Global Chemical Public Company Limited
- Jul 2015 – Sep 2019 Director and President & CEO, PTTGC America Corporation
- Apr 2015 – Sep 2019 Director, PTTGC Innovation America Corporation
- Feb 2015 – Sep 2019 Director, PTTGC International (Netherlands) B.V.
- Jan 2015 – Sep 2019 Director, Vencorex Holding
- Nov 2008 – Sep 2019 Director, Emery Oleochemicals (M) Sdn. Bhd.
- Nov 2008 – Sep 2019 Director, Emery Specialty Chemicals Sdn. Bhd
- Sep 2014 – Dec 2018 Director, NatureWorks LLC
- Sep 2014 – Dec 2018 Director, GC International (USA) Inc.
(former PTTGC International (USA) Inc.)
- Oct 2014 – Mar 2017 Executive Vice President - International Business Operations, PTT Global Chemical Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Prof. Dr. Kumchai Jongjakapun Age : 60

Chairman of Independent Directors / Chairman of The Audit Committee

Date of Appointment :

17 February 2016

2 April 2019 (1st re-elected)

Education / Training :

- Ph.D. King's College London (KCL), University of London, United Kingdom
- LL.M. in International Business Law (with Merit), University College London (UCL), University of London, United Kingdom
- LL.B., Second-Class Honors, Thammasat University
- B.A. (Political Science), Ramkhamheang University
- Barrister-at-law, The Thai Bar under the Royal Patronage
- Diploma, National Defence College (The Joint State-Private Sector Class 20, The National Defence Course Class 50), National Defence College of Thailand (NDC)
- Juridical Executives Program (National Juridical Academy Class 15), Juridical Training Institute
- Capital Market Academy Leadership Program (Class 9), Capital Market Academy
- Corporate Governance Program for Directors and Executive of State Enterprises and Public Organizations (Class 12), King Prajadhipok's Institute, State Enterprise Policy Office and Office of the Public Sector Development Commission

Director Training :

- Role of the Chairman Program (RCP) Class 34/2014, Thai Institute of Directors Association (IOD)
- Audit Committee Program (ACP) Class 38/2012, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) Class 128/2010, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Chairman of Independent Directors / Chairman of Audit Committee, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Positions in Other Company / Organization/Insitution / Remarkable Positions : 3

- Chairman, Pearl S. Buck Foundation (Thailand)
- Legal Sub-committee, Electronic Transactions Development Agency (ETDA)
- Member of the Committee of Council of State, Office of the Council of State

Work Experience (in the Last 5 Years) :

- 2014 – 2015 Legal Expert Director, Securities and Exchange Commission
- 2011 – 2014 Chairman, Audit Committee, Expressway Authority of Thailand

Shareholding : 15,000 shares held by Spouse

(accounting for 0.0014653% of the total shares as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mrs. Kannika Ngamsopee

Age : 64

Independent Director / Director to Audit Committee / Chairman of Risk Management Committee

Date of Appointment :

17 February 2016

21 March 2017 (1st re-elected)

5 June 2020 (2nd re-elected)

Education / Training :

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- M.Acc. (Accounting), Thammasat University
- LL.B. (Law), Thammasat University
- BBA (Accounting), Second-Class Honors, Thammasat University
- Capital Market Academy Leadership Program (Class 3), Capital Market Academy
- Diploma, National Defence College, The National Defence Course (Class 52), National Defence College of Thailand (NDC)
- Administration of Public and Private Management Program (Class 1), Royal Thai Police
- Advanced Strategic Management, IMD, Swiss Confederation (2012)
- Certified Public Accountant Licence No. 3156
- Certificate of International Trade Law (Class 1), The Thai Bar Association under the Royal Patronage
- Certification Course in Good Governance for Medical Executives, Class 8, King Prajadhipok's Institute and The Medical Counsel of Thailand

Director Training :

- Director Certification Program (DCP) Class 21/2002, Thai Institute of Directors Association (IOD)
- Risk Management Program for Corporate Leaders (RCL) Class 13/2018, Thai Institute of Directors Association (IOD)
- Board Nomination and Compensation Program (BNCP) Class 7/2019, Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program (AACP) Class 36/2020, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 4

- Independent Director / Director to Audit Committee / Chairman of Risk Management Committee, Global Green Chemicals Public Company Limited
- Independent Director / Chairman to Audit Committee / Chairman of the Nomination, Remuneration and Corporate Governance Committee / Director to Risk Management Committee, Scan Inter Public Company Limited
- Independent Director / Chairman to Audit Committee, Thonburi Healthcare Group Public Company Limited
- Independent Director / Director to Audit Committee, Siam Makro Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 1

- Independent Director, Thonburi Wellbeing Company Limited (An affiliate of Thonburi Healthcare Group)

Positions in Other Company/Organization/Insitution / Remarkable Positions : 8

- Member, Finance and Property Management Committee, Chulabhorn Royal Academy

- Chairman to Audit Committee, Honorary Director, Digital Government Development Agency (Public Organization) (DGA)
- Member, Finance and Budget Sub-Committee, Equitable Education Fund
- Director, Aryu International Hospital, Republic of the Union of Myanmar
- Sub-Committee Member, Audit and Assessment of Public Sector Administrative Work, Office of Public Sector Development Commission
- Member, Asset Management Committee, Vajiravudh College
- Director, Audit Committee, Social Security Office
- Honorary Member, Financial Institutions Policy Committee, Bank of Thailand

Work Experience (in the Last 5 Years) :

- 2019 Sub-Committee member, Audit and Corporate Governance, Thai Arbitration Institute
- 2017 – 2019 Independent Director, Bumrungruang Plaza Limited
(an affiliate of Thonburi Healthcare Group)
- 2017 Independent Director / Director to Audit Committee / Director to Corporate Governance and CSR Committee, Thai Credit Guarantee Corporation
- 2016 – 2017 Advisor, Internal Control Improvement, Siam Commercial Bank Public Company Limited
- 2015 – 2016 Director / Director to Audit Committee, Sukhumvit Asset Management Company Limited
- 2015 – 2016 First Executive Vice President, Head of Audit Group,
Siam Commercial Bank Public Company Limited

Shareholding : 20,000 shares held by Spouse

(accounting for 0.0019538% of the total shares as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

**ACM Songtam Chokkanapitag****Age : 66****Independent Director / Chairman of Nomination and Remuneration Committee****Date of Appointment :**

17 February 2016

21 March 2017 (1st re-elected)5 June 2020 (2nd re-elected)**Education/Training :**

- Air Command and Staff College (Class 35), Air War College
- Royal Thai Air Force Academy (Class 21)
- Armed Forces Academies Preparatory School (Class 14)
- Diploma, National Defence College, The National Defence Course Class 50, National Defence College of Thailand (NDC)

Director Training :

- Director Certification Program (DCP) Class 227/2016, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Independent Director / Chairman of Nomination and Remuneration Committee, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None**Positions in Other Company / Organization / Institution / Remarkable Positions : 1**

- Member, the National Legislative Assembly

Work Experience (in the Last 5 Years) :

- 2013 – 2015 Deputy Permanent Secretary for Defence, Office of the Permanent Secretary of Defence

Shareholding : None**Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None**

Mr. Payungsak Chartsutipol

Age : 68

Independent Director / Chairman of Corporate Governance and Sustainable Development Committee

Date of Appointment :

6 January 2017

5 April 2018 (1st re-elected)

Education / Training :

- Honorary Doctorate Degree in Engineering (Manufacturing Engineering), Suranaree University of Technology
- Honorary Doctorate Degree in Philosophy, Organization Development Administration, Chaopraya University
- B.Eng. (Electrical Engineering), Chulalongkorn University
- Certificate of Management Development Program, North Western University, U.S.A.
- Top Executives in the Energy Education Program (Class 1), Thailand Energy Academy
- Phumpalung Phandin for Top Executives Program (Class 1), 2012, Chulalongkorn University
- Administrative Justice Program for Top Executives (Class 2), Administrative Court Office
- Capital Market Academy Leadership Program (Class 11), Capital Market Academy
- Top Executives Program in Commerce and Trade (Class 2), Commerce Academy, University of the Thai Chamber of Commerce

Director Training :

- Director Accreditation Program (DAP SCC/2004), Thai Institute of Directors Association (IOD)
- Risk Management Program for Corporate Leaders (RCL) Class 3/2016, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 3

- Independent Director / Chairman of Corporate Governance and Sustainable Development Committee, Global Green Chemicals Public Company Limited
- Independent Director / Chairman of Risk Management Committee / Chairman of the Nomination and Remuneration Committee, Global Power Synergy Public Company Limited
- Chairman, Glow Energy Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 11

- Chairman, Nakhonluang Capital Public Company Limited
- Director, NS-Siam United Steel Company Limited
- Director, Linde (Thailand) Public Company Limited
- Independent Director / Chairman of the Corporate Governance Committee / Chairman to Audit Committee, Thailand Krungthai Panich Insurance Public Company Limited
- Independent Director / Vice Chairman, Sapthip Company Limited
- Director, Glow Company Limited
- Director, Glow SPP 2 Company Limited
- Director, Glow SPP 3 Company Limited
- Director, Glow IPP 2 Holding Company Limited
- Director, Glow SPP 11 Company Limited



- Director, Glow IPP Company Limited

Positions in Other Company / Organization/Insitution / Remarkable Positions : None

Work Experience (in the Last 5 Years) :

- 2017 – 2019 Chairman of the Audit Committee, Global Power Synergy Public Company Limited
- 2016 – 2017 Chairman of the Corporate Governance Committee, Global Power Synergy Public Company Limited
- 2015 – 2016 Member of the Corporate Governance Committee, Global Power Synergy Public Company Limited
- 2011 – 2015 Chairman / Qualified Member, Board of National Catastrophe Insurance Fund Committee

Shareholding : 50,000 shares

(accounting for 0.0048844% of the total shares as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Apichart Jongskul **Age : 65**
Independent Director / Director to Audit Committee

Date of Appointment :

6 January 2017

5 April 2018 (1st re-elected)

Education / Training :

- Honorary Doctorate Degree in Science (Geosocial-Based Sustainable Development), Maejo University
- M.Sc. (Environmental Management Technology), Mahidol University
- B.Sc. (Physics), Chulalongkorn University
- Diploma, National Defence College, The National Defence Course Class 50, National Defence College of Thailand (NDC)
- Capital Market Academy Leadership Program (Class 17), Capital Market Academy

Director Training :

- Director Certification Program (DCP) Class 109/2008, Thai Institute of Directors Association (IOD)
- Audit Committee Program (ACP) Class 30/2010, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Independent Director / Director to Audit Committee, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Positions in Other Company / Organization / Institution / Remarkable Positions : 1

- Advisor / Deputy Secretary, Chaipattana Foundation

Work Experience (in the Last 5 Years) :

- 2016 Director, Integrated Forest Resources Restoration Committee, National Reform Steering Assembly (NRSA)
- 2016 Advisor to Sub-Committee on Agricultural Economic Reform, National Reform Steering Assembly (NRSA)
- 2009 – 2016 Member, Sub-Committee (Administration), Agricultural Futures Trading Commission
- 2015 Member, Sub-Committee on Broadcast Radio, Television and Telecommunications, National Reform Steering Assembly (NRSA)
- 2015 Member, Committee on Mass Communication Reform, National Reform Assembly (NRSA)
- 2015 Member, National Reform Steering Assembly (NRSA)
- 2014 – 2015 Chairman, Operating Committee on Cooperatives, Land Development Department
- 2014 – 2015 Chairman, Dairy Farming Promotion Organization of Thailand
- 2014 – 2015 Chairman, Soil and Water Reservation Association of Thailand
- 2013 – 2015 Honorary Member, National Science and Technology Development Committee
- 2013 – 2015 Director-General, Land Development Department

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Suphit Suwagul

Age : 64

Independent Director / Director to Corporate Governance and Sustainable Development Committee

Date of Appointment :

- 1 January 2018
- 2 April 2019 (1st re-elected)

Education / Training :

- Master's Degree, Development Economics, National Institute of Development Administration
- B.Econ., Thammasat University

Director Training :

- Board Matters and Trends (BMT) Class 8/2019, Thai Institute of Directors Association (IOD)
- Ethical Leadership Program (ELP) Class 13/2018, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) Class 177/2013, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Independent Director / Director to Corporate Governance and Sustainable Development Committee, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Positions in Other Company / Organization/Insitution / Remarkable Positions : None

Work Experience (in the Last 5 Years) :

- 2010 – 2016 Chairman, Business Services Alliance Company Limited (BSA)
- 2013 – 2016 Director, PTT Green Energy Company Limited (PTTGE)
- 2010 – 2016 Director, Energy Complex Company Limited (EnCo)
- 2010 – 2016 Director, Sustainable Energy Foundation
- 2014 – 2016 Managing Director, Energy Complex Company Limited (EnCo)

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Police General Suchart Theerasawat Age : 59

Independent Director

Date of Appointment :

23 December 2020

Education / Training :

- Bachelor's degree, Police Cadet Academy (Batch 36)
- Master's degree of Sociology in Criminology and Justice, Mahidol University
- Course of Police Superintendent (Batch 29)
- Course of Senior Police Administration (Batch 25), Department of Police Development
- Diploma, National Defence College, The National Defence Course Class 59, National Defence College of Thailand (NDC)
- Course of LA Sheriff SWAT, U.S.A.
- Course of Counterattack Technique and Strategy

Director Training : None

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Independent Director, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Positions in Other Company / Organization / Insitution / Remarkable Positions : 6

- Director of Deforestation, Natural Resources Prevention and Suppression Centre, Royal Thai Police
- Director of Narcotics Prevention and Suppression Centre, Royal Thai Police
- Director of Centre for Children, Women, Family Protection and Anti-Trafficking in Persons, Royal Thai Police
- Director of Royal Thai Police Operation Centre
- Deputy Director of Transnational Crimes Centre, Royal Thai Police
- Deputy Director of Gunman and Influential Person Centre, Royal Thai Police

Work Experience (in the Last 5 Years) :

- Oct 2019 – Present Deputy Commissioner General, Royal Thai Police
- Oct 2017 – Sep 2019 Senior Inspector General, Royal Thai Police
- Oct 2016 – Sep 2017 Advisor (Commissioned 10) (Security and Special Affairs), Royal Thai Police
- Oct 2015 – Sep 2016 Assistant Commission General, Royal Thai Police

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiarie : None



Maj. Gen. Titawat Satiantip

Age : 50

Independent Director / Director to Nomination and Remuneration Committee /

Director to Corporate Governance and Sustainable Development Committee

Date of Appointment :

11 September 2019

Education/Training :

- Master of Defense Studies, The University of New South Wales of Australian Defense Force Academy, Australia
- B.Sc. (Mechanical Engineering), Chulachomklao Royal Military Academy
- Command And General Staff College, Class 80
- Intelligence Analysis Course, the Federal Republic of Germany
- Advanced Security Cooperation (ASC) Course, Asia-Pacific Center for Security Studies (APCSS), U.S.A
- Asia-Pacific Program for Senior National Security Officers (APPSNO) Course, Singapore

Director Training :

- Director Certification Program (DCP) Class 285/2019, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Independent Director / Director to Nomination and Remuneration Committee / Director to Corporate Governance and Sustainable Development Committee, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Positions in Other Company / Organization / Institution / Remarkable Positions : 1

- Operating Officer, Prime Minister Operation Center (PMOC)

Work Experience (in the Last 5 Years) :

- 2016 – 2017 Director, Information Division, Directorate of Intelligence, Royal Thai Army
- 2015 – 2016 Director, Military Attaché Affairs Division, Directorate of Intelligence, Royal Thai Army
- 2012 – 2015 Military Attaché, Royal Thai Embassy, Kuala Lumpur, Malaysia

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Patiparn Sukorndhaman

Age : 59

Director / Director to Nomination and Remuneration Committee / Director to Risk Management Committee

Date of Appointment :

17 February 2016

21 March 2017 (1st re-elected)

5 June 2020 (2nd re-elected)

Education / Training :

- Master of Business Administration (Finance), The American University, U.S.A.
- Bachelor of Arts in Political Science (Public Administration – Public Finance), (Second-Class Honors), Chulalongkorn University
- Diploma, National Defence College, The National Defence Course Class 59 - 2016, National Defence College of Thailand (NDC)
- The Executives Program in the Energy Literacy for a Sustainable Future Class 7 - 2015, Thailand Energy Academy (TEA)
- Leadership Development Program (LDP 3) Class 3 - 2014, PTT Leadership and Learning Institute
- Breakthrough Program for Senior Executives, International Leading Business School (IMD) 2014, Switzerland
- PTT Executive Leadership Program, General Electric 2012, GE, U.S.A.
- Certification Program for Senior Management 5 (Ex-PSM 5 - 2009), Fiscal Policy Research Institute Foundation
- Graduated Diploma in Public Law and Management (PLM 8), King Prajadhipok's Institute

Director Training :

- Director Certification Program (DCP) Class 73/2006, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 2

- Director / Director to Nomination and Remuneration Committee / Director to Risk Management Committee, Global Green Chemicals Public Company Limited
- President, PTT Global Chemical Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 7

- Chairman, Solution Creation Company Limited
- Chairman, GC Marketing Solution Company Limited
- Chairman, GC Polyols Company Limited
- Chairman, GC-M PTA Company Limited
- Chairman, Thai PET Resin Company Limited
- Chairman, HMC Polymers Company Limited
- Chairman, PTT Asahi Chemical Company Limited

Positions in Other Company / Organization / Institution / Remarkable Positions : None

Work Experience (in the Last 5 Years) :

- Jun 2017 – Nov 2019 Chairman, GC Oxirane Company Limited
- Jan 2016 – Sep 2019 Chairman, GC Glycol Company Limited
- Jan 2012 – Sep 2019 Director, PTT Phenol Company Limited



- Feb 2016 – May 2019 Chairman, GC Styrenics Company Limited
- Jan 2016 – 30 Sep 2019 Chief Operation Officer, Downstream Petrochemical Business, PTT Global Chemical Public Company Limited
- 2015 – Jul 2017 Director / Director to Nomination and Remuneration Committee, Global Power Synergy Company Limited
- Oct 2009 – Jan 2016 Director, Thai Fatty Alcohols Company Limited
- Sep 2012 – 2015 Director, PTTGC International Private Limited
- 19 Oct 2011 – 31 Dec 2015 Executive Vice President, Finance & Accounting, PTT Global Chemical Public Company Limited

Shareholding : 23,000 shares

(accounting for 0.0022468% of the total shares as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Suwat Kamolpanus **Age : 57**
Director / Director to Risk Management Committee

Date of Appointment :

1 August 2020

Education / Training :

- Bachelor of Engineering (Electrical Engineering), Chulalongkorn University
- Master of Science (Paper Science and Engineering), Miami University, U.S.A.
- Management Development Program (Mini MBA) Conducted by The Wharton School, University of Pennsylvania under SCG Management Development Program
- The Executive Program in Energy Literacy for a Sustainable Future, Class 4, Thailand Energy Academy (TEA)
- Diploma, National Defence College, The National Defence Course Class 61, National Defence College of Thailand (NDC)

Director Training :

- Director Certification Program (DCP) Class 300/2020, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 2

- Director / Director to Risk Management Committee/ Managing Director / Acting Deputy Managing Director, Commercial Excellence, Global Green Chemicals Public Company Limited
- Senior Vice President, Reporting to Downstream Petrochemical Business, PTT Global Chemical Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 4

- Chairman, GGC Biochemicals Company Limited
- Chairman, Thai Fatty Alcohols Company Limited
- Director, GGC KTIS Bio Industrial Company Limited
- Director, Thai Ethoxylate Company Limited

Positions in Other Company / Organization / Insitution / Remarkable Positions : 4

- Advisor, Clustor of Health and Beauty Product, Cosmetic Industry Club, The Federation of Thai Industries (FTI)
- Advisor, Cosmetic Industry Club, The Federation of Thai Industries (FTI)
- Advisor, Medical and Health Device Manufactures Industry Club, The Federation of Thai Industries (FTI)
- Member of Education Committee, National Defence College, National Defence College of Thailand (NDC)

Work Experience (in the Last 5 Years) :

- 2020 Deputy Managing Director, Project and Business Development, Global Green Chemicals Public Company Limited
- 2017 – 2019 Advisor, Enery Company
- 2014 – 2017 Managing Director, Alternative Energy Business
- 2007 – 2014 Managing Director, Mittr Phol Bio-Power Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Executives

Mr. Suwat Kamolpanus

Managing Director

Date of Appointment : 1 August 2020

(Details in the Board of Directors Information)

Mr. Kumpol Chaikitkosi

Age : 60

Deputy Managing Director, Operational Excellence

Date of Appointment : 1 January 2021

Education / Training :

- B.Eng. (Chemical Engineering), Chulalongkorn University
- Program for Executive Development, IMD, Switzerland
- Executive Development Program, Thai Listed Companies Association (TLCA)
- Director Certification Program (DCP) Class 219/2016, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Deputy Managing Director, Operational Excellence, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2019 – 2020 Director, GC Oxirane Company Limited
- 2019 – 2020 Director, GC Styrenics Company Limited
- 2019 – 2020 Executive Advisor, Thai Ethoxylate Company Limited
- 2019 – 2020 Senior Vice President, EO-Based Performance Business Unit, PTT Global Chemical Public Company Limited
- 2019 – 2020 Director / Managing Director, GC Glycol Company Limited
- 2015 – 2019 Senior Vice President, Phenol Business Unit, PTT Global Chemical Public Company Limited
- 2015 – 2019 Director / Managing Director, PTT Phenol Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Warophat Kimchuwanit

Age : 49

Deputy Managing Director, Commercial Excellence

Date of Appointment : 21 January 2021

Education/Training :

- Master of Science in Petrochemical, The Petroleum and Petrochemical College, Chulalongkorn University
- Bachelor of Science in Chemical Technology, Chulalongkorn University

- Senior Executive Program (SEP-28), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Thai-Chinese Leadership Program 2, Thai-Chinese Leadership Institute, Huachiew Chalermprakiet University

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Deputy Managing Director, Commercial Excellence, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2019 – 2020 Vice President, Production Planning and Sale & Marketing, GC Glycol Company Limited
- 2016 – 2019 Vice President, Production Planning and Sale & Marketing, PTT Phenol Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mrs. Kunakorn Witthayapaisarn Age : 54

Vice President, Internal Audit

Date of Appointment : 1 January 2018

Education / Training :

- B.A. (Accounting), Thammasat University
- Certified Internal Auditor, Institute of Internal Auditors, U.S.A.
- Accreditation in Quality Assessment, Institute of Internal Auditors, U.S.A.

Board Member / Management in Listed Companies – The Stock Exchange of Thailand : 1

- Vice President, Internal Audit, Global Green Chemicals Public Company Limited

Board Member / Management in Non-listed Companies – The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2020 – Present Member, Audit Committee, National Higher Education Science Research and Innovation Policy Council
- 2015 – 2018 Member, Audit Committee, National Science Technology and Innovation Policy Office
- 1992 – 2017 Senior Assistant Director, Internal Audit, Securities and Exchange Commission

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mrs. Uramanee Puttong Age : 57

Vice President, Corporate Affairs and Corporate Secretary

Date of Appointment : 1 January 2018

Education / Training :

- M.A. (Communication), Ramkhamhaeng University
- B.A. (Management), Valaya Alongkorn Rajabhat University under the Royal Patronage
- Director Accreditation Program (DAP) Class 155/2018, Thai Institute of Directors Association (IOD)
- Advances for Corporate Secretaries, Class 2/2017, Thai Listed Companies Association
- Company Secretary Program (CSP) Class 24/2007, Thai Institute of Directors Association (IOD)
- Board Reporting Program (BRP) Class 15/2014, Thai Institute of Directors Association (IOD)

- Anti-Corruption: The Practical Guide (ACPG) Class 4/2013, Thai Institute of Directors Association (IOD)
- Working Paper for Better Corruption Prevention Class 1/2020, Federation of Accounting Professions and Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)
- Modern Public Relations Business Plan (MPR 33), Public Relations Society of Thailand

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Corporate Affairs and Corporate Secretary, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2018 – 2019 Vice President, Corporate Affairs and Corporate Secretary, Global Green Chemical Public Company Limited
- 2011 – 2017 Division Manager, Corporate Governance and Corporate Secretary, PTT Global Chemical Public Company Limited

Shareholding : 1,000 shares

(accounting for 0.0000977% of the total shares as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Ms. Wanlapa Sophiskhaunkhant Age : 41

Vice President, Corporate Finance and Accounting

Date of Appointment : 24 August 2015

Education / Training :

- M.Eng. (Chemical Engineering), King Mongkut's University of Technology Thonburi
- B.Eng. (Chemical Engineering), King Mongkut's Institute of Technology Ladkrabang
- CFO Orientation Course, Stock Exchange of Thailand
- Strategic CFO Course, Stock Exchange of Thailand
- Director Certification Program (DCP) Class 270/2019, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Corporate Finance and Accounting, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 1

- Director / Managing Director, Thai Fatty Alcohols Company Limited

Work Experience (in the Last 5 Years) :

- 2014 – 2015 Division Manager, Strategic Partnership and Business Administration, International Business Administration Unit, PTT Global Chemical Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Jakrit Rungsimanop **Age : 45**

Vice President, Corporate Strategy

Date of Appointment : 1 June 2020

Education / Training :

- M.Eng. (Chemical Engineering), Chulalongkon University
- B.Eng. (Chemical Engineering), Khon Kaen University

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Corporate Strategy, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 2

- Director, Thai Fatty Alcohols Company Limited
- Director, GGC Biochemicals Company Limited

Work Experience (in the Last 5 Years) :

- 2016 – 2020 Division Manager, Strategy, Planning and Portfolio Management, Global Green Chemicals Public Company Limited
- 2015 – 2016 Division Manager, Strategy and Business Development, PTT Global Chemicals Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Sansern Sujitjorn **Age : 58**

Vice President, Human Resource and Corporate Support

Date of Appointment : 1 February 2021

Education/Training :

- Master of Science in Public and Private Management, National Institute of Development Administration (NIDA)
- LL.B. (Law), Chulalongkorn University

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Human Resource and Corporate Support, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2018 – 2021 Vice President, Human Resources Business Partner, PTT Global Chemical Public Company Limited
- 2013 – 2017 Vice President, Human Resources Strategy and Policy, PTT Global Chemical Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Ekaphong Govitgoongrai **Age : 48**
Vice President, Supply Planning and Feedstock Sourcing

Date of Appointment : 1 December 2019

Education/Training :

- MBA, Chulalongkorn University
- B.Eng. (Chemical Engineering), Chulalongkorn University
- Director Certification Program (DCP) Class 298/2020, Thai Institute of Directors Association (IOD)

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Supply Planning and Feedstock Sourcing, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 2

- Director, GGC KTIS Bioindustrial Company Limited
- Director, Thai Eastern Top Seeds Oil Company Limited

Work Experience (in the Last 5 Years) :

- Jun – Nov 2019 Vice President, reporting to the Managing Director, Global Green Chemicals Public Company Limited
- 2018 – 2019 Deputy General Manager (DGM), Supply Planning and Oil Trading Business, BCP Trading Pte. Ltd., Singapore
- 2006 - 2017 Vice President, Oil Trading Business and Acting Senior Manager, Crude Oil Procurement and Trading Division, Bangchak Corporation Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Suchet Deemungmee **Age : 47**
Vice President, Marketing and Sale

Date of Appointment : 1 April 2019

Education/Training :

- MBA (Business Administration and Marketing), Ramkhamhaeng University
- B.Sc. (General Science), Chulalongkorn University

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Marketing and Sale, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- Apr – Nov 2019 Vice President, Marketing, Commercial and Supply, Global Green Chemicals Public Company Limited
- 2015 – 2019 Acting Vice President, Global Commercial and Marketing, Thai Ethoxylate Company Limited
- 2011 – 2015 Department Manager, Home and Personal Cares APAC region, BASF (Thai) Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Thodsaphorn Phienchob Age : 53

Vice President, Operations

Date of Appointment : 1 January 2020

Education/Training :

- B.Econ., Sukhothai Thammathirat Open University

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Operations, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2015 – 2019 Division Manager, Plant Technical, PTT Global Chemical Public Company Limited
- 2013 – 2015 Division Manager, Plant Operation, PTT Global Chemical Public Company Limited

Shareholding :: None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Ms. Chompunuch Liamprawat Age : 42

Vice President, Process Technology

Date of Appointment : 31 January 2020

Education/Training :

- MBA, National Institute of Development Administration
- M.Eng. (Chemical Engineering), King Mongkut's University of Technology Thonburi
- B.Sc. (Chemical Industrial), Second-Class Honors, Chiang Mai University
- Certificate Event Marketing, William Angliss Institute, Melbourne, Australia
- Financial Statement for Directors (FSD), 2012

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Process Technology, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2014 – 2019 Consultant / Senior Consultant, Master planning, Product Development and Technical Training Academy, Knowledge Excellence unit, PTT Energy Solution Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None



Mr. Sayan Saesue Age : 49

Vice President, Project Management

Date of Appointment : 1 October 2015

Education/Training :

- M.Eng. (Industrial Engineering), King Mongkut's university of Technology North Bangkok
- B.Eng. (Control Systems and Instrumentation Engineering), King Mongkut's Institute of Technology Ladkrabang

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Project Management, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2020 Vice President, Engineering and Maintenance, Global Green Chemicals Public Company Limited
- 2015 – 2019 Vice President, Operations, Global Green Chemical Public Company Limited
- 2011 – 2015 Division Manager, Plant Operations, Thai Oleochemicals Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Suriyawut Rawdkrajab Age : 52

Vice President, Engineering and Maintenance

Date of Appointment : 1 June 2020

Education/Training :

- B.Sc. (Industrial Electrical Technology), Rajabhat Rajanagarindra University
- Process Safety Management Internal Auditor
- IMS Internal Auditor

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Engineering and Maintenance, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2020 Division Manager, Refinery Movement and Dispatching Maintenance, PTT Global Chemical Public Company Limited
- 2014 – 2019 Division Manager, Refinery Maintenance, PTT Global Chemical Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Passakorn Srisastra **Age : 41**
Vice President, Business and Product Development

Date of Appointment : 1 September 2020

Education/Training :

- Ph.D. in Mechanical Engineering, Sirindhorn International Institute of Technology (SIIT), Thammasat University
- Master in Engineering, Energy Economics and Planning. Asian Institute of Technology (AIT)
- Bachelor in Engineering, Mechanical Engineering. Sirindhorn International Institute of Technology (SIIT), Thammasat University.

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, Business and Product Development, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : 2

- Director / Managing Director, GGC Biochemicals Company Limited
- Director, Thai Eastern Top Seeds Oil Company Limited

Work Experience (in the Last 5 Years) :

- 2014 – 2020 Vice President, Business Development of the Overseas Business Unit, Mitr Phol Sugar Corporation., Ltd.

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Mr. Chanasiri Vanit **Age : 51**
Vice President, Reporting to the Deputy Managing Director, Operational Excellence

Date of Appointment : 1 October 2016

Education/Training :

- M.A. (Economics), Kasetsart University
- B.Eng. (Chemical Engineering), Kasetsart University

Board member / Management in Listed Company - The Stock Exchange of Thailand : 1

- Vice President, reporting to the Managing Director, Global Green Chemicals Public Company Limited

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2018 – 2019 Vice President, Engineering and Maintenance / Project Management, Global Green Chemical Public Company Limited
- Jan – Jul 2019 Director, GGC KTIS Bioindustrial Company Limited
- 2018 – 2019 Director, Thai Eastern Top Seeds Oil Company Limited
- 2016 – 2018 Vice President, Projects, Global Green Chemicals Public Company Limited
- 2015 – 2016 Division Manager, Quality, Safety, Occupational Health and Environment, Global Green Chemicals Public Company Limited

Shareholding : 3,000 shares

(accounting for 0.0002931% of the total shares as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Vice President appointment as Executive of GGC Subsidiaries and Joint Venture

1. Mr. Piya Suri

Vice President, Reporting to the Managing Director

Secondment as Managing Director, Thai Ethoxylate Company Limited

2. Mr. Dumrong Putiput

Vice President, Reporting to the Managing Director

Secondment as Managing Director, GGC KTIS Bio Industrial Company Limited

Mrs. Nuttaya Wudtisuk

Age : 40

Division Manager Accounting and Budgeting

Date of Appointment : 1 October 2019

Education/Training :

- Master's Degree in Business Administrative , Thammasat University
- Bachelor's Degree in Accountancy (Graduated with Second Class Honor) , Chulalongkorn University
- Thai Financial Reporting Standards Workshop ,2020
- Cost Accounting for Decision Making ,2020
- Thai Financial Reporting Standards affecting the presentation in Year2020 Financial Statement ,2020
- The impact of the coronavirus disease pandemic affecting the presentation in Financial Statement ,2020

Board member / Management in Listed Company - The Stock Exchange of Thailand : None

Board member / Management in Non-Listed Company - The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- October 2019 - Present Accounting and Budgeting Division Manager , Global Green Chemicals Public Company Limited
- August 2017 – September 2019 Senior Commercial Analyst, Global Green Chemicals Public Company Limited
- February 2017 – July 2017 Senior Financial Analyst, Global Green Chemicals Public Company Limited
- January 2016 – February 2017 Senior Accountant, LIXIL (Thailand) Public Company Limited

Shareholding : None

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None

Appendix 2

Directorship of Subsidiaries / Joint Venture/ Related Companies



Directorship of Subsidiaries/Joint Ventures/Related Companies (as of 31 December 2020)

Directorships of Subsidiaries/Joint Ventures/Related Companies																
Directorships of Subsidiaries/Joint Ventures/Related Companies	GGC	Subsidiaries			Joint Venture		Related Companies									
		TFA	GGC Bio	TEX	TETSO	GKBI	PTT	GC	GPSC	SUN	GCP	GCM	GC-M PTA	GC Inter	PTTGC America Corporation	PTTGC America LLC
Mr. Kongkrapan Intarajang	■						◆	■◆	■					●	●	●
Mr. Patiparn Sukorndhaman	■							◆		●	●	●	●			●
Mr. Payungsak Chartsutipol	■								■							
Mr. Suwat Kamolpanus	■◆	●	●	■		■		◆								
Mr. Ekaphong Govitgoongrai	◆				■	■										
Ms. Wanlapa Sophiskhaunkhant	◆	■◆														
Mr. Jakrit Rungsimanop	◆	■	■													
Mr. Passakorn Srisastra	◆		■◆		■											
Mr. Dumrong Putiput	◆					■◆										
Mr. Piya Suri	◆			■◆												

Subsidiaries

TFA = Thai Fatty Alcohols Co., Ltd.
GGC Bio = GGC Biochemicals Co., Ltd.
TEX = Thai Ethoxylate Co., Ltd.

Joint Ventures

TETSO = Thai Eastern Top Seeds Oil Co., Ltd. GKBI
= GGC KTIS Bioindustrial Co., Ltd.

Related Companies

PTT = PTT Plc.
GC = PTT Global Chemicals Plc.
GPSC = Global Power Synergy Plc.
SUN = Solution Creation Co., Ltd.
GCP = GC Polyols Co., Ltd.
GCM = GC Marketing Solution Co., Ltd.
GC-M PTA = GC-M PTA Co., Ltd.
PTTGC America Corporation = PTTGC America Corporation
PTTGC America LLC = PTTGC America LLC
HMC = HMC Polymers Co., Ltd.
PTTMCC = PTT MCC Biochem Co., Ltd.
PTTAC = PTT Asahi Chemicals Co., Ltd.
TPRC = Thai Pet Resin Co., Ltd.

Remarks : ● = Chairman
■ = Director
◆ = Executive

Appendix 3

Vice President of Internal Audit and
Vice President of Corporate Affairs (Compliance)

Vice President of Internal Audit and Vice President of Corporate Affairs**(1) Vice President, Internal Audit**

The Audit Committee No 8/2017 held on 21 December 2017 has approved the appointment of Vice President of Internal Audit and Secretary of the Audit Committee, Ms. Kunakorn Witthayapaisarn. Her appointment has been effective since 1 January 2018. Ms. Kunakorn is exceptionally well qualified to perform the duties due to her extensive experience in internal audit, internal control and risk management since 1992. She also attended a comprehensive internal auditor training course which is considered essential to performance of the job.

Thus, the appointment, removal and transfer of an internal auditor will be forwarded to the Board of Directors for consideration and approval as stated in the Charter of the Audit committee.

Ms. Kunakorn Witthayapaisarn**Age : 54****Vice President, Internal Audit****Date of appointment :**

1 January 2018

Education / Training :

- B.A. (Accounting), Thammasat University
- Certified Internal Auditor, Institute of Internal Auditors, U.S.A.
- Accreditation in Quality Assessment, Institute of Internal Auditors, U.S.A.

Board Member / Management in Listed Companies – The Stock Exchange of Thailand : 1

- Vice President, Internal Audit, Global Green Chemicals Public Company Limited

Board Member / Management in Non-listed Companies – The Stock Exchange of Thailand : None**Work Experience (in the Last 5 Years) :**

- 2020 – Present Member, Audit Committee, National Higher Education Science Research and Innovation Policy Council
- 2015 – 2018 Member, Audit Committee, National Science Technology and Innovation Policy Office
- 1992 – 2017 Senior Assistant Director, Internal Audit, Securities and Exchange Commission

Shareholding : None**Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None**

(2) Vice President, Corporate Affairs

GGC has approved the appointment of Vice President of Corporate Affairs and Corporate Secretary, Ms. Uramanee Puttong. The appointment is effective 1 January 2018. Her main responsibilities are to build the corporate profile as a listed company and make sure the Company follow rules and regulations of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), Public Limited Companies Act, B.E. 2535 (1992) and Securities and Exchange Act B.E. 2535 (1992).

Mrs. Uramanee Puttong

Age: 57

Vice President, Corporate Affairs and Corporate Secretary

Date of appointment :

1 January 2018

Education / Training :

- M.A. (Communication), Ramkhamhaeng University
- B.A. (Management), Valaya Alongkorn Rajabhat University under the Royal Patronage
- Director Accreditation Program (DAP) Class 155/2018, Thai Institute of Directors Association (IOD)
- Advances for Corporate Secretaries, Class 2/2017, Thai Listed Companies Association
- Company Secretary Program (CSP) Class 24/2007, Thai Institute of Directors Association (IOD)
- Board Reporting Program (BRP) Class 15/2014, Thai Institute of Directors Association (IOD)
- Anti-Corruption: The Practical Guide (ACPG) Class 4/2013, Thai Institute of Directors Association (IOD)
- Working Paper for Better Corruption Prevention Class 1/2020, Federation of Accounting Professions and Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)
- Modern Public Relations Business Plan (MPR 33), Public Relations Society of Thailand

Board Member / Management in Listed Companies – The Stock Exchange of Thailand : 1

- Vice President, Corporate Affairs and Corporate Secretary, Global Green Chemical Public Company Limited

Board Member / Management in Non-listed Companies – The Stock Exchange of Thailand : None

Work Experience (in the Last 5 Years) :

- 2018 – 2019 Vice President, Corporate Affairs and Corporate Secretary, Global Green Chemicals Public Company Limited
- 2011 – 2017 Division Manager, Corporate Governance and Corporate Secretary, PTT Global Chemical Public Company Limited

Shareholding : 1,000 Shares (0.0000977 % as of 31 December 2020)

Family Relationship with other Directors, Executives, Major Shareholders of GGC or its Subsidiaries : None



Appendix 4

Asset in Business and Valuation

Assets in Business

Key fixed assets of GGC and its subsidiaries

As of December 31, 2020, Net Book value in the company's financial statements is as follows

List of Asset	Type of ownership	Net Book value as of		
		December 31, 2019	December 31, 2020	Obligation
		(THB)	(THB)	(THB)
Plants, machinery, factory tools and equipment	Property of the entity	4,126,854,822	4,053,519,168	No obligation
Buildings and buildings improvement	Property of the entity	333,622,700	360,307,082	No obligation
Land improvement	Property of the entity	20,267,442	29,335,429	No obligation
Furnitures, fixtures and office equipment	Property of the Entity / leased assets	9,737,995	7,220,347	No obligation
Vehicles	Property of the Entity / leased assets	11,074,535	146,473	No obligation
Assets under construction	Property of the entity	262,424,717	125,947,347	No obligation
Net Book Value		4,763,982,211	4,576,475,846	

Leasehold

The list of leasehold of GGC and its subsidiaries as of December 31, 2020 is as below.

1. Title deed No. 111033 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 27 rai 3 ngan 13.598 square wa, owned by PTT Global Chemical Plc. Lease period of 30 years from August 1, 2006, to July 31, 2036. Location of Methyl Ester Plant 1.
2. Title deed No. 123254 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 9 rai 3 ngan 43.9 square wa, owned by PTT Global Chemical Plc. Lease period of 30 years from August 1, 2006, to July 31, 2036. Location of Methyl Ester Plant 1.
3. Title deed No. 126435 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 28.70 square wa, owned by PTT Global Chemical Plc. Lease period of 16 years 7 months 15 days from December 17, 2019, to July 31, 2036. Location of Methyl Ester Plant 1.

4. Title deed No. 6150 in Tambon Khao Sok, Amphoe Nong Yai, Chon Buri, occupying 27 rai 2 ngan, owned by Thai Eastern Industrial Land Co., Ltd. Lease period of 30 years from April 1, 2006, to March 31, 2046. Location of Methyl Ester Plant 2.
5. Title deed No. 6150 in Tambon Khao Sok, Amphoe Nong Yai, Chon Buri, occupying 2 rai 2 ngan, owned by Thai Eastern Industrial Land Co., Ltd. Lease period of 30 years from March 1, 2018, to February 29, 2048. Location of Refined Glycerine Plant 2.
6. Title deed No. 111033 in Tambon Map Ta Phut, Amphoe Mueang Rayong, Rayong, occupying 2 rai 86.402 square wa, owned by PTT Global Chemical Plc. Lease period of 30 years from August 1, 2006, to July 31, 2036. Location of Fatty Alcohols Plant (TFA).

Other lease rights agreement as of December 31, 2020.

1. 3 years lease agreement to rent the office building and common areas with Energy Complex Co., Ltd at No. 555/1 Energy Complex Building A, 4th Floor. The agreement covers 1,070 square metres and is effective from October 1, 2018 to September 30, 2021.
2. 3 years lease agreement to rent the office building with GC Estate Co., Ltd., at No. 888, 3rd Floor, Map Chalut – Laem Son Road, Tambon Huai Pong, Amphoe Mueang Rayong, Rayong. The agreement covers 750 square metres and is effective from September 1, 2020, to August 31, 2023.

Intangible Assets

Intangible assets of GGC and subsidiaries as of 31 December 2020 are shown in the table below:

Intangible Asset	Net Value after Cumulative Amortization and provision for Asset impairment (Baht)
Production process patent fees	27,091,319
Goodwill	33,527,418
Other intangible assets	8,094,565
Total net book value	68,713,302

Trademarks and Service Marks

As of December 31, 2020, subsidiaries own key trademarks for products are shown in the table below:

Service mark / trademark	THAIOL	For industrial application of Fatty Alcohols
Country	Period	
Thailand	August 21, 2017 – August 21, 2027	
India	August 22, 2017 – August 22, 2027	
South Africa	September 7, 2017 – September 7, 2027	
Mexico	August 23, 2017 – August 23, 2027	
New Zealand	August 20, 2017 – August 20, 2027	
Indonesia	September 7, 2017 – September 7, 2027	
Malaysia	September 19, 2017 – September 19, 2027	
Venezuela	Under application for trademark renewal	
Chile	February 27, 2018 – February 27, 2028	
Philippines	March 10, 2018 – March 10, 2028	
Columbia	April 30, 2018 – April 30, 2028	
Argentina	Under application for trademark renewal	
Brazil	March 24, 2015 – March 24, 2025	
Canada	March 21, 2016 – March 21, 2025	

Intellectual Property (IP) Rights

At present, GGC has yet to own intellectual property.

GGC signed a license agreement with UHDE GmbH (Uhde) which came into effect on 7 September 2006. According to the agreement, the Company's Methyl Ester plants will enjoy technology from Agrar Technik. Uhde has also agreed to reveal information regarding technology adaptation and modification once a year until 1 January 2021. GGC fully paid the license fee as mentioned in the agreement.

GGC signed an agreement with a Germany's leading technology company to license technology for Fatty Alcohols plant. The licensor, however, retains ownership of all inventions developed for related technology under this agreement while GGC has access to advanced production technology. However, these rights are considered as non-transferable and GGC is not the only company that has access to advanced production technology.

Promotion Certificate Issuance

The Board of Investment (BOI) has issued promotion certificates to GGC and its subsidiaries and approved new promotional privileges such as a reduction in corporate income tax. The list of promotion certificates that have been issued for GGC and its subsidiaries as of December 31, 2020 and are still effective is as follows:

Order	Projects	Issuance date	Product and Production Capacity	Expiration date	Note
1	GGC Registration No. 1547(2)/2549	May 30, 2006	<ul style="list-style-type: none"> ● Produce Methyl Ester 384,000 tons annually ● Produce Fatty Alcohols 120,000 tons annually ● Produce Glycerine 38,400 tons annually ● Produce Potassium Sulfate 5,400 tons annually 	December 31, 2020	Previous name: TOL
2	GGC Registration No. 59-1251-1-00-1-0	September 28, 2016	<ul style="list-style-type: none"> ● Produce Biodiesel or Methyl Ester 346,820,810 litres (or 300,000 tons) 	November 17, 2026	
3	GGC Registration No. 60-1232-1-18-1-0	October 10, 2017	<ul style="list-style-type: none"> ● Refined Glycerine (99.5% purity or more), about 45,000 tons per year 	November 23, 2033	
4	TFA Production of other chemicals Registration No. 1068(2)/2550	January 31, 2007	<ul style="list-style-type: none"> ● Produce fractionated Fatty Alcohols 120,000 tons annually ● Byproducts include 1,700 tons of light end hydrocarbon fuels and 1,250 tons of residue 	May 25, 2021	

Appendix 5

Good Corporate Governance Report



Global Green Chemicals Public Company Limited (GGC) is committed to conforming to the 5 core values of Good Corporate Governance principles, which are in compliance with the Principles of Corporate Governance of the Organization for Economic Co-operation and Development (OECD), the Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand (SET).

This is to ensure that the GGC Group's businesses are conducted responsibly, ethically, fairly, transparently and accountably, with a clear focus on the creation of utmost benefits for the shareholders and stakeholders, towards mutual trust and sustainable growth.

GGC disclosed its information via https://www.ggcplc.com/th/cg?whistle_form=true#corporate-governance-and-business-coc

Appendix 6

The Audit Committee Report

(GGC disclosed its information in page 143)



Abbreviations

SET	The Stock Exchange of Thailand
The Company	(1) Global Green Chemicals Public Company Limited or (2) Global Green Chemicals Public Company Limited and TFA (as the case may be)
PTT Group, PTT affiliates	PTT and its subsidiaries or associates
GC Group, GC affiliates	GC and its subsidiaries or associates
PTT	PTT Public Company Limited
Securities and Exchange Act	Securities and Exchange Act B.E. 2535 (A.D. 1992) (and its amendment)
SEC	The Securities and Exchange Commission, Thailand
EPPO	Energy Policy and Planning Office
ONEP	Office of Natural Resources and Environmental Policy and Planning
Advanced Biochemical	Advanced Biochemical (Thailand) Company Limited
B7	Having a biodiesel content of 7% and diesel 93%
B10	Having a biodiesel content of 10% and diesel 90%
B20	Having a biodiesel content of 20% and diesel 80%
B25	Having a biodiesel content of 25% and diesel 75%
Bangchak Biofuel	Bangchak Biofuel Company Limited
BASF (Thai)	BASF (Thai) Company Limited
BCP	Bangchak Corporation Public Company Limited
BSA	Business Services Alliance Company Limited
Biocomplex	Biochemical Industrial Estate Project
BOI	The Board of Investment Thailand
Chevron	Chevron (Thailand) Limited
Dhipaya	Dhipaya Insurance Public Company Limited
EIA	Environmental Impact Assessment
EFT	Eastern Fluid Transport Company Limited
Emery	Emery Oleochemicals (M) Sdn. Bhd. and Emery Specialty Chemicals Sdn. Bhd.
EPO	Eastern Palm Oil Company Limited
EPS	Eastern Pipeline Services Company Limited
ESSO	Esso (Thailand) Public Company Limited
GC	PTT Global Chemical Public Company Limited
Glycol	GC Glycol Company Limited
GCL	GC Logistics Solutions Company Limited
GCME	GC Maintenance and Engineering Company Limited
GGC Bio	GGC Biochemicals Company Limited

GPSC	Global Power Synergy Public Company Limited
HPC	Home and Personal Care products
ICIS	Independent Chemical Information Service, a unit of Reed Business Information Limited, a service provider of intelligence on chemical market prices and analyses, including those of petrochemicals and oleochemicals
IRPC	IRPC Public Company Limited
KTIS	Kaset Thai International Sugar Corporation Public Company Limited
Linde	Linde (Thailand) Public Company Limited
LMC International	LMC International Limited
MD & A	Management discussion and analysis
NatureWorks	NatureWorks LLC
NPC S&E	NPC Safety and Environmental Service Company Limited
NPCSG	NPC S&E Security Guard Company Limited
PTTEP	PTT Exploration and Production Public Company Limited
PTT Digital	PTT Digital Solutions Company Limited
PTT MCC	PTTMCC Biochem Company Limited
PPCL	PTT Phenol Company Limited
Shell	The Shell Company of Thailand Limited
SPRC	Star Petroleum Refining Public Company Limited
SUN	Solution Creation Company Limited
TEX	Thai Ethoxylate Company Limited
TETSO	Thai Eastern Top Seeds Oil Company Limited
TFA	Thai Fatty Alcohols Company Limited
TOP	Thai Oil Public Company Limited
TOP Solvent	TOP Solvent Company Limited
TOP Solvent Vietnam	TOP Solvent (Vietnam) Limited Liability Company
TTT	Thai Tank Terminal Limited
Uhde	Uhde GmbH Germany, now known as ThyssenKrupp Industrial Solutions
Unilever	Unilever Thai Holdings Company Limited
VNT	Vinythai Public Company Limited



Glossary

Palm Fatty Acid Distillate (PFAD)	By-product of the RBD Palm Oil refining process and the Methyl Ester process.
Palm Kernel Fatty Acid Distillate	By-product of the Crude Palm Kernel Oil refining process.
Free Fatty Acid (FFA)	Fatty acid that is not a molecular composition of Triglyceride.
Hydrogenation	Process of adding hydrogen to precursors, part of the Fatty Alcohols process.
Trans-esterification	Chemical reaction between fat or oil with alcohols to obtain Methyl Ester and Glycerine in the presence of catalysts.
Crude Glycerine	By-product of the process for Methyl Ester and Fatty Alcohols.
Refined Glycerine	Refined Crude Glycerine that is a precursor of personal care products.
Yellow Glycerine	Refined Crude Glycerine with impurities and a low boiling point.
Fatty Alcohol Residue	Product derived at the bottom of the Fatty Alcohols distillation tower, with a higher boiling point than those of C18 Fatty Alcohols.
Methyl Ester Residue	Product derived at the bottom of the Methyl Ester distillation tower, consisting of partially reacted oil, Methyl Ester with longer molecules than C18, and other impurities.
Debottlenecking	Processes designed to solve problems or limitations for a given piece of machinery or equipment or a given procedure, resulting in greater capacity.
Base Diesel Fuel or Petroleum Diesel Fuel	Diesel obtained from Crude Oil (Petroleum) refining.
High-Speed Diesel or Retail Diesel or Diesel	Diesel meant for domestic retail sale, a blend between base diesel and Methyl Ester at a proportion announced by the Department of Energy Business for use in high-revolution diesel engines, including passenger cars, trucks, tractors, and heavy machinery with over 1,000 revolutions per minute.
Crude Palm Oil (CPO)	Oil obtained from the pressing of fresh fruit bunches, a raw material for Methyl Ester or RBD Palm Oil.
RBD Palm Oil or RBDPO	Oil obtained from CPO refining, a raw material for Methyl Ester.
Crude Palm Kernel Oil (CPKO)	Oil obtained from Palm Kernel Extraction, refinable into RBD Palm Kernel Oil.
RBD Palm Kernel Oil (RBDPKO)	Oil obtained from RBD palm kernel refining, a raw material for Fatty Alcohols.
Lauric Oil	Oil whose main composition contains lauric acid, a saturated fatty acid with 12 carbon atoms, commonly found in Crude Palm Kernel Oil and coconut oil.
Biodiesel	Fuel obtained from natural products like vegetable oil and animal fats, whether used or new, for use in diesel engines. Biodiesel bears similar physical characteristics to petroleum diesel, but is classified as an alternative energy. As a rule, it may include Methyl Ester (called B100).

Palm Stearin	Edible palm fat derived from the separation of grease from the Palm Oil process, used for consumption.
Fatty Acid	Basic Oleochemicals that are acidic, a precursor for many downstream industries, including food and personal-care industries (like soaps and cosmetics) and the rubber industry.
Fatty Alcohols	Basic Oleochemicals that are alcohol, a precursor of surfactants and personal-care products.
Pre-Cut Fatty Alcohols	Fatty Alcohols with short molecule chains, consisting of C6 - C10 Fatty Alcohols, that are not yet refined into grades of pure Fatty Alcohols.
Main-Cut Fatty Alcohols	Fatty Alcohols with C12 - C18 molecule chains, consisting of C12 - C14 (medium-long) and C16 - C18 (long), that are not yet refined into grades of pure Fatty Alcohols.
Short-Chain Fatty Alcohols	Refined Fatty Alcohols containing short molecule chains. Upon refining, they yield C6, C8, and C10 Fatty Alcohols.
Mid-Chain Fatty Alcohols	Refined Fatty Alcohols containing Medium-long molecule chains. Upon refining, they yield C12 - C14 Fatty Alcohols.
Long-Chain Fatty Alcohols	Refined Fatty Alcohols containing long molecule chains. Upon refining, they yield C16, C18, or C16 - C18 Fatty Alcohols.
Methyl Ester	Also called B100, Methyl Ester can blend with basic diesel into retail diesel as announced by the Department of Energy Business, and can be processed into downstream Oleochemicals.
Main-Cut Crude Methyl	Ester Medium-long and long-molecule Methyl Ester (C12 - C18), an intermediate product group derived from Methyl Ester distillation for Fatty Alcohols.
Methanol	Chemical used in the Trans-esterification process.
Raw Materials	Palm product, including Crude Palm Oil, RBD Palm Oil, Palm Kernel Oil, Crude Palm Kernel Oil, or RBD Palm Kernel Oil for production processes. Raw materials include chemical precursors, namely Hydrogen and Methanol.
Catalyst	Chemical used in the Methyl Ester process, namely Potassium Hydroxide or Sodium Methylate, designed to speed up Trans-esterification, and used in the Fatty Alcohols process, namely Hydrogenation Catalysts to speed up Hydrogenation.
Trans-esterification Unit	Methyl Ester production unit, where Palm Oil or Palm Kernel Oil reacts with Methanol in the presence of catalysts (Potassium Hydroxide or Sodium Methylate).
Utilization Rate	Actual capacity in percent of the nameplate capacity.



Oleochemicals

Chemicals derived from oil or natural fats (plant and animal fats). Oleochemicals, including Methyl Ester and Fatty Alcohols, can be converted into assorted downstream products.

RSPO (Roundtable on Sustainable Palm Oil)

Standard for sustainable palm oil production that is environmentally friendly and responsible to communities.



Global Green Chemicals Public Company Limited

555/1 Energy Complex Building A, 4th Floor,
Vibhavadi-Rangsit Road, Chatuchak, Chatuchak,
Bangkok 10900 Thailand
Phone: +66 (0) 2558-7300
Fax: +66 (0) 2558-7301
www.ggcplc.com

