



REPORT ON THE DISCLOSURE OF ADDITIONAL INFORMATION

(FORM 56 – 1)

Submitted to

OFFICE OF THE SECURITIES AND EXCHANGE COMMISSION

OF

CHIANGMAI FROZEN FOODS PUBLIC COMPANY LIMITED

FOR THE YEAR ENDED OF DECEMBER 31, 2020

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Part 1
Business Performance

1. Policy and overall business performance

Chiangmai Frozen Foods Public Company Limited “CM” conducts business of producing and distributing frozen vegetables such as Frozen Soy Beans, Frozen Green Beans, Frozen Sweet Corns, Frozen Baby Corns for consumption. The Company has sales proportion to overseas distribution 93%, and domestic market distribution 7%. The major trade partner and market is located in Japan, considered the market share of 11% for the above mentioned products

1.1 Corporate philosophy, Vision, Mission, Value, and Business Goals

Corporate philosophy

Maximum satisfaction of the customers is the maximum aspiration of us.

Vision

We intend to develop for leadership sake in frozen agriculture products.

Mission

- ☐ The Company intends to develop and select vegetables of quality, clean, free from chemical and deliver the products quickly as required by the customers.
- ☐ The Company intends to make a good investment return by seizure the principle of good corporate governance.

Value

- ☐ Shall treat toward the shareholders and ever group of stakeholders with equally and fair.
- ☐ Shall always think of risk and manage the risk appropriately.
- ☐ Shall create leadership to occur in every level of personal, promote to incur good working atmosphere with happy and safety in working.
- ☐ Shall create good relationship with society, community and intend to maintain environment.
- ☐ Shall create organization of quality and intend to reach an organization of learning.
- ☐ Shall resist every form of misconduct and corruption.
- ☐ Shall not violate and not support any activities that violate human rights.

Business Goals

- ☐ Maintain the product quality always in standard.
- ☐ Always strive to produce the goods to meet consumer requirement.
- ☐ Seek the business expansion channel for maximum advantage to every stakeholder.

- Fairly conduct business, not ruin an environment and promote of living together with good relationship between company and community.

1.2 Significant change and development

Nov. 1988	Established a company with register capital 50 million Baht with par value 10 Baht per share.
Apr. 1989	Built 1 st plant at Nongjom, Sansai, Chiangmai on area 15 rais 36.6 square wahs and finished in Oct. 1989
Dec. 1991	Increased register capital from 50 million Baht to be 125 million Baht.
Jan. 1993	Permitted from The Stock Exchange of Thailand to be as register securities.
Jan. 1993	Started buying-selling shares in The Stock Exchange of Thailand under the name “CM”
Feb. 1994	Changed from company limited into Public Company Limited
Mar. 1994	Built 2 nd plant at Maefagmai, Sansai, Chiangmai on area 26 rais 29.9 square wahs, then finished and started producing in Oct. 1995
Nov. 1998	Increased register capital from 125 million Baht to be 210 million Baht.
Apr. 2003	Joint investment with River Kway International Co., Ltd. in ratio 51:49 in Agrifood Processing Co., Ltd. with capital invested 120 million Baht, paid-up 30 million Baht.
Mar. 2004	Built cold storage at Maefagmai, Sansai, Chiangmai on area 8 rais 3 ngans 97 square wahs and finished in Jul. 2005
Jul. 2004	Bought capital investment in Agrifood Processing Co., Ltd. from River Kway International Co., Ltd. increased from 51% to 100%.
May. 2005	Increased register capital from 210 million Baht to be 315 million Baht.
May. 2005	Changed par value from original par value 10 Baht per share to be 1 Baht per share.
May. 2007	Increased register capital from 315 million Baht to be 346 million Baht.
May. 2009	Increased register capital from 346 million Baht to be 381 million Baht.
Aug. 2014	Conduct Feasibility study in Land procurement and establish subsidiary company in The Republic of the Union of Myanmar.

Dec. 2014	From December 2014 onward, the company proceeded an exportation of Frozen Sweet Corns to over sea directly without passing Agrifood Processing Co., Ltd.
Nov. 2015	The Board of Director resolved to liquidate Agrifood Processing Co., Ltd. (subsidiary Company)
Mar. 2016	The Company has signed the pre-deposit land lease agreement with the lessor as the part of the investment project in Myanmar
Dec. 2016	Agrifood Processing Co., Ltd. (Subsidiary company) has completed the liquidation
May 2017	Investment in Sino Thai Freeze & Dry Co., Ltd., for the amount THB 37.5 Million, considered 15% share proportion.
Aug 2020	Increase Investment in Sino Thai Freeze & Dry Co., Ltd., for the amount THB 7.5 Million, considered 15% share proportion.

Change of Controlling in the previous year

“Mr. Prayoon Pholpipattanaphong, Chairman or Mr. Ankoon Pholpipattanaphong, Managing Director or Mr. Prapas Pholpipattanaphong to give signature with company seal”

In 2020, There is no change of controlling.

Change of Business Operation in previous year

There is no significant change in the business operating of the Company in the year 2020.

Change of Shareholder's Structure, Management or Business performance in previous 3 years

There is no significant change of Shareholder's Structure, Management or Business performance in previous 3 years

Important incident in 2020

There is an impairment of investment in Sino-Thai Freeze and Dry Company Limited as of 31 December 2020 amounting to 45 million baht.

1.3 Shareholding structure of the company group



As of 31 December 2020, the Company has no direct or indirect subsidiary, only the investment in the company which held total share over 10 percent but not exceed 20 percent as below

	Company	Business Operation	Registered Capital (Baht)	Shareholding (%)
1	Sino-Thai Freeze and Dry Co., Ltd	Manufacture and Distributor of Frozen & Freeze Dry Foods, Fruits & Herbs	300,000,000	15.00

1.4 Relationship with business group of main shareholder

1	Northern Agricultural Co., Ltd. ("NA")	<p>NA is a company whose conducts business in agriculture which is not related with the main business of the company and no interrelated cross shareholding in which Mr. Prayoon Pholpipattanaphong is a major shareholder by 30% and is a shareholder in the company amount 306,517 shares come to 0.08%</p> <p>Northern Agricultural Co., Ltd., as at 31 December 2020, holds the share in the company amount 162,458,988 shares, considered 42.62%</p>
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2. Business performance

Structure of Revenue

(In Million Baht)

Categorized by products	2018	%	2019	%	2020	%
Frozen Vegetables	1,265.51	100.0	1,163.26	100.0	1,096.53	100.0
Others	-	-	-	-	-	-
Total sales	1,265.51	100.0	1,163.26	100.0	1,096.53	100.0
Profit (loss) from exchange rate	19.17		39.21		(25.23)	
Income from investment	4.17		4.35		3.38	
Others income	12.03		7.84		8.59	
Total revenues	1,300.88		1,214.66		1,083.27	

Categorized by market	2018	%	2019	%	2020	%
Overseas	1,238.23	97.8	1,092.29	93.9	1,022.83	93.3
Domestic	27.28	2.2	70.97	6.1	73.70	6.7
Total sales	1,265.51	100.0	1,163.26	100.0	1,096.53	100.0
Profit (loss) from exchange rate	19.17		39.21		(25.23)	
Income from investment	4.17		4.35		3.38	
Others income	12.03		7.84		8.59	
Total revenues	1,300.88		1,214.66		1,083.27	

Seasonality of Sales	Percentage		
	2018	2019	2020
1 st Quarter	22.00	22.00	27.00
2 nd Quarter	26.00	26.00	27.00
3 rd Quarter	26.00	28.00	24.00
4 th Quarter	26.00	24.00	22.00
Total	100.00	100.00	100.00

2.1 Character of products

Products of the company are of frozen vegetables products which is brought an agricultural product such as Soy Beans, Green Beans, Sweet Corns, Carrots, Baby Corns chiefly to pass the processing method such as selecting, cutting, washing, boiling then bring to freeze and keep in cold storage to wait for grading, contain and export by having efficient producing steps according to the various standards such as ISO 22000, FSSC 22000, HACCP, GMP, GAP. The machines are up-to-date and the products are of quality, fresh, clean, tasty to correspond with the required customers.

Investment promotion

At present, the company has not received tax privilege from investment promotion certificate.

2.2 Market and competition

Marketing Strategy in previous year

In the year 2020, the company has a sales volume of 19,298 metric tons, considered 1,096.53 Million Baht, decreased from previous year 66.73 Million Baht, equivalent to 5.74%. The Company has market share namely; is a major exporter products of Frozen Green Beans, Frozen Soy Beans and Frozen Sweet Corns by having total export portion 93.3%, sales Domestic 6.7% and having market share in Japan about 11% of above mentioned products. For satisfaction degree of the customers are good to very good.

Competitive Strategy

1. Listen every group of customer opinion along with return the customers expectation and requirement very quickly.
2. Develop quality of the goods to be of standardize in international level, free from chemical residue and additive continuously.
3. Manage to deliver the goods efficiently and always in accordance with the customer requirement.
4. Develop personnel to be of knowledgeable with capable and proceeding the work with maximum effectively.

Advantages

1. The company has a good relationship with the customers and join conduct business for a long time.
2. High rank executives of the company are having experienced with knowledge of trading in agricultural products for a decade
3. Main products of the company are the produces from agriculture of good quality, fresh and safety.
4. The growing areas are of plentiful and able to grow throughout the year and few affect from natural peril such as wind storm, heavy rain and flood when compare with the competitor country like China and Taiwan.

Disadvantages

1. The delivery distant both inland and sea are farther when compare to the competitor in overseas which make the delivery cost capital higher.
2. Size of growing areas are mostly small and scatter in wide vicinity, oversee of growing areas is done harder when compare with the competitors in overseas.

Target customers

Main customers of the company are importer, big co-trader, representative and small customers which scatter the goods to the supermarket, various retail shops and producer in industrial foods and consumer groups of the company are mostly group of middle class up and business group that needs in the form of semi ready-made, clean, healthy and easy to consume.

Pricing policy

The Company has a policy to distribute the products at the price of capable to compete with the competitors both from domestic and overseas.

Distribution and distribution channels

Most all the company's products exported to the overseas through the distribution channels of:

1. Distribute through an importer and the representative.
2. Distribute directly to the customers.

Distribution portion in domestic and overseas

The company distributes goods mainly to the overseas such as Japan, USA, Sweden, Denmark, Taiwan, China with about 93.3% and domestic sells to other small customers with about 6.7%.

Main market of the company is Japan which is a country that likes to consume frozen products due to better quality in product or equivalent to competitor products in oversea. Therefore, satisfaction degree of the consumers toward company products are good to very good.

Competition condition

Competition condition does not so violent owing Frozen Vegetable products are the products of having consumption demand in considerably volume and the main market of the company is Japan. Japanese customers are the customers of having consumption demand in the form of semi ready-made, fresh, clean, healthy and easy to eat. Also Thailand is a country of plentiful and rather scarce of natural peril problem which differ from competitor country like China which always suffer from national peril problem that make irregular delivery which differ from the company goods that able to deliver the goods regularly the whole year round.

Trade competitor of the company is a competitor in overseas that is China having business size adjacent with the company which the company has capable potential enough to be able to make competition both in quality, price and regularity in deliver. Also the local competitor who sold the same products.

2.3 Procurement

Products of the company produce from raw materials bought from the farmers in project through the collector of raw materials, covering areas of 16 provinces of Northern region such as: Chiang Mai, Chiang Rai, Phare, Nan, Phayao etc., in which the company will arrange seeds, fertilizers and insecticides to the farmers for substitution and the company shall buy their produces under guarantee price. During growing period, there will be the officer which is our agricultural promotion employee to provide knowledge and advice to the farmers for nursing, fertilizing and governance for using chemical in order to obtain quality of produces, safe for consumer and highest yield per rai. When the produces could harvest, the company would buy at guarantee price and deduct the expenses of seeds, fertilizers and insecticides from buying price of the produces.

Production capacity, production volume and production value

Items	Unit	2018	2019	2020
Full production capacity of machinery	Metric tons	42,000	42,000	42,000
Actual production volume (depend on season and raw material volume)	Metric tons	26,097	20,484	19,489
Actual rate of usage capacity	%	62.14	48.77	46.40
Increase (decrease) rate of production volume	%	2.99	(21.51)	(4.86)
Increase (decrease) rate of production value	%	4.10	(24.05)	2.44

Remark: There are three production shifts. Actual production, which depends on the volume of raw materials supplied to the factory, ranges from one to three shifts.

Buying portion of Raw Material:

Domestic: Approximate 200 collectors of raw material at portion 99%

Oversea: The Company imports raw material at portion 1%

Impact on environment

Wasted water that passed the process of the company may impact on environment. So the company takes to pass the system of reforming wasted water in order to meet the requirement quality of Department of Industrial Works formulated before to let to the system of drain water. For the remainder of raw material from the process, the company will sell in the form of advantage to use as animal feed make no wasted things in this part to affect the environment.

In the past 3 years, the company put effort to reduce environment impact to comply with laws carefully, thus the company has no any dispute or to be accused concerning environment impact.

2.4 Undelivered goods

Since the company produces the goods for selling all year and manage to deliver according to order regularly, so no any order that unable to deliver.

3. Risk factors

The Company has been aware of the risks, and followed the impact of event which could be a risk to the business operations of the Company periodically in order to the consideration and the risk management is prudent and effective. The Company has appointed a Risk Management Committee comprised of Executive Director, Independent Director and senior executive to act as analysing risk factors and assessing the risks occurring. To find out method to prevent or manage risks appropriately. In addition, the Risk Management Committee will report to the Audit Committee and the Board of Directors to informed and consider at least

every six months. The risks which have a significant influence on the Company concluded as follows;

Fluctuation of Raw Material Quantity and Price

The raw material used in the production is the agricultural products which are Soy Bean, Green Bean and Sweet Corn. The change of climate and natural disaster such as drought and flood would directly impact to the supply and price. Therefore, the Company has exposed to the risk of fluctuation of raw material in terms of quantity and price. This would directly impact to the cost and profit for the company

The Company has managed the risk by determined the purchasing price in advance for such raw material using the mechanism of contract farming. Currently there are 20,000 families of farmers engage in the contract with the company. Of which, there is no family who supply the value more than 20% of total raw material purchased in the year. Moreover, the Company has planned the cultivation as the raw materials could be plant to 2-3 crops a year and harvesting life is only about 60-90 days. Therefore, the company can adjust the volume of raw material according to the level of supply in previous crops.

The Dependence on Market

The Company have presently exported Frozen Vegetables product to Japan market about 94.16% of the total sale which this dependence on Japan market at high portion would impact the company business from their economic slowdown and/or change on the trade policy of such country.

However, as the products of the company is food type that necessary for standard of living and Japanese peoples like to consume Frozen Soy Beans and Frozen Green Beans also the company has a good relationship with the customer throughout, so the risk level for the dependence on Japan market is considered low.

The Fluctuation of Exchange Rate

As the company have its value export more than 93.3% of the total sale and the company sells the products in US Dollar currency, so the company may receive impact due to stronger exchange rate, would make the company receive less Baht value from less exchange rate.

The measurement to reduce risk in this case, the company has made a US exchange forward contract which can reduce moderate risk from foreign exchange rate in which the company will make forward sell contract for periods time 12 months make the company would be able to prevent risk in exchange rate approx. 8-10 months.

The Chemical Residue in Products

Quality products that must free from chemical causes the company having risk in returning products from the customers if incapable to control the quality to free from chemical as agreed with the customers. The chemical residue in products also would cause the serious impact to the profit of the company as well as the confident in the company's product.

The measurement of controlling quality products which is an impact incur from chemical residue, the company is available an inspection process strictly according to GMP standard in which the company has arranged detector for detecting chemical residue that having high efficient which presently the company available 2 detectors capable to detect the chemical residue more than 250 kinds whereas the company uses the chemical about 20 kinds. In the year 2019, there are no rejection of products from customers due to the present of chemical residue in the products.

The Shortage of Labour

Since the business is considered labour-intensive, considering the shortage of labour in Chiangmai is intense as the local business is expanding not only the industrial sector but also include the tourism sector. Therefore, the Company expose to the risk of exposing to the shortage of labour, or labour cost increasing. This will impact directly to the increasing production cost and ultimately affected to the Net Profit. Furthermore, the implementation on the Royal Ordinance on Foreigner's Working Management Emergency Decree, B.E. 2017 would pressure on the shortage of labor.

The Company manage the risk by setting the reasonable and attractive wages and salary, including other benefits such as living support, scholarship for the employee's children. Also, the Company has arranged the seminar to continuously improve the labour skill, and creating the working atmosphere to ensure the satisfaction of the workforce. However, since the government has implement relax policy toward the alienate worker, the Company has hired alienate worker to ease the shortage of labor problem.

Management

Board of Company comprise 4 directors that represented main shareholders which are of experience in agricultural business for a long time and 4 Independent Directors jointly formulate the policy to the Board of Executive, take care and control operation of the Board of Executive continuously and efficiency.

Board of Executive comprise 3 high rank executive team which each of person is of knowledgeable and competent in managing agricultural business excellently, having scatter an authority in management and decision appropriately inclusive meeting together to make decision in an important point.

Working of the Board of Executive and Board of Company are conducting under the policy of Good Corporate Governance, think of every group of stakeholders, transparency, checkable and in every meeting of Board of Company, the meeting has reported operation result and open a chance to every director for making inquiry at their wish, so risk in management of the company then is in a low level.

Financial Risk

The Company had total assets amount 1,517.64 million Baht, total liabilities 146.61 million Baht or come to 9.66% of total assets and shareholders' equity 1,371.04 million Baht or come to 90.34% of total assets, ratio of liabilities per shareholders' equity 0.11:1, liquidity ratio 12.42 and quick ratio 3.13, also the credit line from 4 financial institutes that the company using the

service each is the credit line that must not have bonds surety altogether which show the financial status and reliability of the company that received from financial institutes is on the high level. Besides, the company has held the financial policy principle that stress on carefulness which make the risk of company financial is on the low level.

Investors

The Company has a good business result and profitable throughout. At 31 December 2020 the company had retained earnings unappropriated net legal reserve amount 901.60 million Baht, equivalent to 59.41% of total assets and the company could pay dividend to the shareholder every year.

4. Assets for business performance at 31 December 2020

Type of assets	Type of possession	Value (Million Baht)	Burden
Land of office building, No.149/32-34 Soi Anglo Plaza, Surawongse Road, Khet Bangrak, Bangkok 54.4 Square wahs	Owner	25.6	None
Land 1 st Plant No.92 Moo 3 Chiangmai-Phrao Road, Nongjom, Sansai, Chiangmai 15 rais 36.6 Square wahs	Owner	3.1	None
Land 2 nd Plant No. 299 Moo 14 Chiangmai-Phrao Road, Maefagmai, Sansai,Chiangmai 27 rais 3 ngan 98.9 Square wahs	Owner	34.7	None
Land 2 nd Plant No. 299 Moo 14 Chiangmai-Phrao Road, Maefagmai, Sansai,Chiangmai 15 rais 1 ngan 53.6 Square wahs	Owner	7.2	None
Land at Maefagmai, Sansai,Chiangmai 16 rais 108.2 Square wahs	Owner	9.6	None
Land at Maefagmai, Sansai,Chiangmai 6 rais 54.3 Square wahs	Owner	3.2	None
Land -New Cold storage No. 299/1 Moo 14 Chiangmai-Phrao Road, Maefagmai, Sansai, Chiangmai 8 rais 3 ngan 97 square wahs	Owner	5.4	None
Land at Amphur Bangragum,Phitsanulok	Owner	15.4	None

Type of assets	Type of possession	Value (Million Baht)	Burden
Province 154 rais 30 square wahs			
Office Building, 4 Floors, 3 Units No. 149/32-34 Soi Anglo Plaza, Surawongse Road, Bangrak, Bangkok	Owner	2.1	None
1 st Plant Building No.92 Moo 3 Chiangmai-Phrao Road, Nongjom,Sansai, Chiangmai	Owner	67	None
2 nd Plant Building No. 299 Moo 14 Chiangmai-Phrao Road, Maefagmai,Sansai,Chiangmai	Owner	24.4	None
New cold storage No. 299/1 Moo 14 Chiangmai-Phrao Road, Maefagmai, Sansai, Chiangmai	Owner	29.6	None
Machinery & Equipment	Owner	168.4	None

5. Legal disputes

In the year of 2020, the company and subsidiary company had no dispute on laws that having important point toward conducting business of the company.

6. General information and other important information.

General information

Name	Chiangmai Frozen Foods Public Company Limited
Office Location	149/34 Soi Anglo Plaza, Surawongse Road, Kwaeng Suriyawongse, Khet Bangrak, Bangkok 10500, Thailand.
Registration	0107-537-000-513
Telephone	(662) 238-4091, (662) 634-0061-4
Facsimile	(662) 238-4090
Website	www.cmfrozen.com
Business Type	Manufacture and Export of Frozen Vegetables such as Soy Beans, Green Beans, Sweet Corns, Carrot, Baby Corns etc.
Capacity	42,000 Metric Tons per Year

Factory (Branch)	<p>1st Plant No. 92 Moo 3, Chiangmai-Phrao Road, Nongjom, Sansai, Chiangmai Province 50210, Thailand. Tel. (6653) 844-961-4, 498-195-6 Fax. (6653) 498-199</p> <p>2nd Plant No. 299 Moo 14, Chiangmai-Phrao Road, Mae Fag Mai, Sansai, Chiangmai Province 50290, Thailand.</p> <p>Tel. (6653) 848-088-94 Fax. (6653) 848-097</p>
Registered Capital	381,145,725 common share each with par value 1 Baht and in the aggregate value of 381,145,725 Baht.
Paid-up Capital	381,145,725 common share each with par value 1 Baht and in the aggregate value of 381,145,725 Baht.

Shares in juristic persons held by the company more than 10%

Name	Sino Thai Freeze and Dry Co., Ltd.
Head Office	Sindhorn Building, Tower 3, 15 th Floor, 130-132 Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand
Factory	99/13 Rama 2, Bang Nam Chuet, Mueang Samut Sakhon 74000, Thailand.
Telephone & Facsimile	Telephone: 662-263-2991 Fax: 662-263-2990
E-mail	st-fd@frezedry.co.th
Business Type	Manufacture and Distributor of Frozen & Freeze Dry Foods, Fruits & Herbs
Registered and Paid-up Capital	Ordinary share 30,000,000 shares of each 10 Baht per share paid up 300,000,000.00 Baht.
Percentage of Shareholding	15% by the company considered THB 45 Million.

Others important information.

Registrar	Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building, No. 93, 14 th Floor, Rachadapisek Road, Kwaeng Dindaeng, Khet Dindaeng, Bangkok 10400 Thailand. Tel.(662) 009-9000 Fax.(662) 009-9991
Auditor	Ms. Chamaporn Rodloytuk, C.P.A.(Thailand) No.9211 AST Master Office of 790/12 Thonglor Tower, Soi Tonglor 18, Sukhumvit Road 55, Kwaeng Klongtoey, Khet Wattana, Bangkok 10110, Thailand. Tel.(662)381-5716, (662)381-8016
Legal Advisor	Mr. Wanchandr Sivaboonyawongse No. 1 Soi Ramintra 23 (junction 18), Ramintra Rd., Kwaeng Monument, Khet Bang Khen, Bangkok 10220. Telephone 081-827-2961
Financial Institution	Siam Commercial Bank Public Co., Ltd. Thanachart Bank Public Co., Ltd. Krungthai Bank Public Co., Ltd. Bank of Ayudhya Public Co., Ltd.

Part 2

Management and Corporate Governance

7. Securities and Shareholder information.

7.1 Register capital securities and paid-up capital securities

- The Company's registered capital is 381,145,725 Baht, paid up of 381,145,725 Baht, divided into 381,145,725 common shares and each with par value of 1 Baht.
- The company has no other securities such as preference share, warrant, debenture share chiefly.

7.2 Shareholders

- Names of main shareholders at 31 December 2020 are as follows:

	Major Shareholder	31 December 2019		31 December 2020	
		No. of Share	%	No. of Share	%
1	Northern Agricultural Company Limited	162,458,988	42.62	162,458,988	42.62
	Mr. Prayoon Pholpipattanaphong	306,517	0.08	306,517	0.08
	Mr. Ekapong Pholpipattanaphong	769,090	0.20	769,090	0.20
	Mr Ankoon Pholpipattanaphong	3,702,600	0.97	3,702,600	0.97
	Mr. Nirand Pholpipattanaphong	2,876,000	0.75	2,876,000	0.75
	Mrs. Jarurat Pholpipattanaphong	181,500	0.05	181,500	0.05
	Ms. Phantira Pholpipattanaphong	181,500	0.05	181,500	0.05
	Ms. Atipa Pholpipattanaphong	181,500	0.05	181,500	0.05
	Total	170,657,695	44.77	170,657,695	44.77
2	Mr. Lan Mu Chiou and spouse	24,030,830	6.30	24,030,830	6.30
3	Nomura Securities Co., Ltd.	19,057,313	5.00	19,057,313	5.00
4	Mr.Prapas Pholpipattanaphong	9,102,800	2.39	9,102,800	2.39
5	Miss Chang, Min-Fang	8,837,730	2.32	8,837,730	2.32
6	Mr. Lan, Ming-Te	7,209,514	1.89	7,209,514	1.89
7	Mr. Lan, Ming-Shih	7,037,625	1.85	7,037,625	1.85
8	Mr. Watchara Chancharoenkij	9,500,000	2.49	7,000,000	1.84
9	Mr. Liu, Chi-Rong	5,717,250	1.50	5,717,250	1.50
10	Thai NVDR	3,915,023	1.03	5,046,323	1.32

Major Shareholder	31 December 2019		31 December 2020	
	No. of Share	%	No. of Share	%
Total	265,065,780	69.54	263,697,080	69.19

Items	At 31 December 2019			At 31 December 2020		
	No. of holders	Shares	%	No. of holders	Shares	%
Thai nationality	2,657	293,579,940	77.03	2,552	293,549,940	77.02
Foreign nationality	35	87,565,785	22.97	36	87,595,785	22.98
Total shareholders	2,692	381,145,725	100.00	2,588	381,145,725	100.00
- Taiwanese	13	59,998,569	15.74	14	60,028,569	15.75
- Japanese	10	22,758,595	5.97	10	22,758,595	5.97
- Hong Kong	2	4,381,740	1.15	2	4,381,740	1.15
- USA	3	162,076	0.04	3	162,076	0.04
- Others	7	264,805	0.07	7	264,805	0.07

- The company has no agreement between main shareholders that will impact toward issuance and selling propose of securities or work execution of the company.

Strategic Shareholder	At 13 March 2019			At 18 March 2020		
	No. of holders	Shares	%	No. of holders	Shares	%
Directors and Executive including related person and who have relationship	23	224,133,358	58.81	22	221,257,358	58.05
Shareholder more than 5% with counting include related person	1	19,057,313	5.00	1	19,057,313	5.00
Minority shareholders (Free Float)	2,794	137,952,610	36.19	2,415	140,828,476	36.95
Holding lower 1 unit of buying-selling	196	2,444	-	192	2,578	-
Total	3,014	381,145,725	100.00	2,630	381,145,725	100.00

Strategic Shareholder	At 13 March 2019			At 18 March 2020		
	No. of holders	Shares	%	No. of holders	Shares	%
Hold excess 0.5% of share	28	289,062,579	75.84	28	290,914,080	76.33
Hold not excess 0.5% of share but not lower 1 unit of buying-selling	2,790	92,080,702	24.16	2,410	90,229,067	23.67
Hold share lower 1 unit of buying-selling	196	2,444	-	192	2,578	-
Total	3,014	381,145,725	100.00	2,630	381,145,725	100.00

Names of Institution Shareholders of the company

Name		At 13 March 2019		At 18 March 2020	
		Shares	%	Shares	%
1	Nomura Securities Co., Ltd.	19,057,313	5.00	19,057,313	5.00
2	BNP Paribas Securities	47,800	0.01	47,800	0.01
3	Clear Cut Co.,Ltd.	-	-	30,000	0.01
4	Commerz Bank Aktiengesellschaft	29,040	0.01	29,040	0.01
5	The Securities Srimite PCL.	330	-	330	-
Total		19,134,483	5.02	19,164,483	5.03

Rights and equality of shareholders

Board of Company has fully realized an important of shareholders by intending the shareholders to be treated equally on the process of good corporate governance. The Company then opens a chance for the shareholders to participate by presenting the subject that think it important to put in the agenda of Ordinary Shareholder Meeting and presenting person name of knowledgeable, competent and appropriate qualified for receiving consideration of electing as company independent director and enable to send the question concerning agenda of meeting to the Board of Director in advanced before meeting day and the company is still aware of the right of shareholders in receiving the company information with correct, sufficient, in time and equal to make decision in Shareholder Meeting. Therefore, in every Shareholder Meeting, the company will send a letter of convening meeting with document information for meeting that contains full details and sufficient inclusive Board of Company comments in every agenda toward securities registrar of the company in order to reach in hand of the shareholders before meeting 21 days as fixed by law

and the shareholders are still able to study an information for meeting in advanced through website of the company at least 30 days before Shareholder Meeting day to open a chance to the shareholders having time to study such information in details. Besides, the company has still given facilities to the shareholders in participating the Shareholders Meeting by fixing day, time and venue to reach convenient and having appropriate size for serving meeting attendant sufficiently and in case the shareholders are unable to attend the meeting by themselves then able to delegate other persons or Independent Director of either of their company to attend and cast a vote by proxy.

Shareholders Meeting Facilitation

On the meeting day, the Company has put important to shareholders equitably including individual investors and institutional investors, and determine to fully support the shareholders to attend the meeting both Annual General Meeting and Extraordinary General Meeting. The Company shall hold the meeting venue where the transportation is convenience and easy to access with public transportation, also arrange sufficient parking space for those who use personal transportation. The meeting date shall not be arranged on public holidays. The meeting time shall be arranged during 8.00 – 16.00 hrs. The Company shall also arrange staff and necessary equipment to support the registration with barcode system, the availability of duty stamp for proxies. The registration shall be allowed minimum 2 Hours prior the meeting start and during the meeting as well to ensure the voting right on every agenda that's not yet resolved in the meeting

Shareholders' Meetings

Board of Company managed to have Shareholder Meeting and it is Annual Ordinary Meeting within 4 months from the date of cycle year of account and extraordinary shareholder meeting in case of asking special resolution from shareholders. The Company pays an important to every shareholder both institution shareholders and small shareholders, the company then invites and supports institution shareholders and small shareholders to join the meeting in order to inquire suspicion express one's thought and give various advise that will be useful toward conductive business in which the company is ready to give facilities to every shareholders equally and uses the rights to vote transparently, justice by providing to have the meeting set in agenda order that formulated in an invitation letter. For electing agenda of directors, the company has separated the matter to allow the shareholders use the rights to vote for electing directors individually along with arrange to have an representative of the shareholders in counting the vote for correction and make disclosure of the shareholder meeting resolution with voting result at time 09.00 a.m. of the next working day from the date of shareholder meeting and arrange completely of meeting report and diffuse meeting report toward the Securities and Stock Exchange of Thailand and report through the company website within 14 days from the date of shareholder meeting.

Basis and method of casting a vote in electing director are as follows:

1. One shareholder has a vote equal to one share/one vote.
2. Each shareholder must use all existing vote as 1 to elect one person or many persons as director but can't share the vote to anyone more or less.
3. A person which receives maximum vote respectively shall be elected as director equal to number of available director as it must be and must elect in that time. In case a person which is elected respectively by having equal vote exceed number of director that must have or must elect in that time, let the Chairman vote for arbitrating.

7.3 Other securities issuance

The company issues the securities as ordinary share only, not issues other securities such as preference share or warrant or debenture share chiefly.

7.4 Dividend payment policy

Normally, the company has a policy to pay dividend not less than 60% of net profit except in case there is a plan to expand investment, then will consider to paid dividend as financial appropriate.

Record of Dividend

Operation result of year	Rate (Baht/share)	Amount of shares (Shares)	Date of closing register book for the right of dividend	Dividend payment dates
2015	0.20	381,145,725	Mar. 14-15,2016	May 12, 2016
2016	0.35	381,145,725	Mar. 13-14,2017	May 12, 2017
2017	0.14	381,145,725	Aug. 25-28,2017	Sep. 8, 2017
	0.20		Mar. 12,2018	May 14, 2018
2018	0.10	381,145,725	Oct. 24,2018	Nov. 8,2018
	0.11		Mar. 13,2019	May. 9,2019
2019	0.06	381,145,725	Mar 18, 2020	May 8, 2020
2020	No payment Dividend			

Items	Unit	2017	2018	2019	2020
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Items	Unit	2017	2018	2019	2020
Net profit Consolidated	Million Baht	160.41	97.48	34.76	1.15
Amount of shares	Million Share	381.14	381.14	381.14	381.14
Par value	Baht/share	1.00	1.00	1.00	1.00
Profit per shares	Baht/share	0.42	0.26	0.09	0.003
Book value	Baht/share	3.79	3.74	3.69	3.69
Annual dividend	Million Baht	129.59	80.04	22.87	No*
Annual dividend	Baht/share	0.34	0.21	0.06	No*
Pay out ratio	%	80.79	82.11	65.78	No*

Remark: *No dividend payment date from an operation result of the year 2020 are still uncertain. It depends on the resolution of Ordinary Shareholder Meeting for annual 2021 which will be meeting on 28 April 2021.

8. Management structure

8.1 The Board of Company

The Board of Directors

Names	Position	Type of director
1. Mr. Prayoon Pholpipattanaphong	Chairman of Board of Director and Authorized Director	Executive director
2. Mr. Prapas Pholpipattanaphong	Chairman of Executive Committee and Authorized Director	Executive director
3. Mr. Ankoon Pholpipattanaphong	Managing Director and Authorized Director	Executive director
4. Mr. Lan, Mu - Chiou	Director	Non-executive director
5. Mr. Amnuay Yossuck	Director	Independent director

6. Mr. Ampon Ruayfupant	Director	Independent director
7. Dr. Phusit Wonglorsaichon	Director	Independent director
8. Miss Chutima Tangmatitham	Director	Independent director
By having Mr. Tewin Rungratanapitak as Secretary to the Board of Company		

Authorized Directors

“Mr. Prayoon Pholpipattanaphong, Chairman or Mr. Ankoon Pholpipattanaphong, Managing Director or Mr. Prapas Pholpipattanaphong to give signature with company seal”

Audit Committee

Names	Position	Type of director
1. Mr. Amnuay Yossuck	Chairman	Independent director
2. Mr. Ampon Ruayfupant	Director	Independent director
3. Miss Chutima Tangmatitham	Director	Independent director
Mr. Ampon Ruayfupant - Master of Business-Finance, Cornell University, USA., has good knowledge and experience in the field of financials and accounting. By having Mr. Weerawat Sakulmeerit, Vice Internal Audit Manager as Secretary to the Board of Audit Committee		

Board of Executive Directors

Names	Position	Type of director
1. Mr. Prapas Pholpipattanaphong	Chairman	Executive director
2. Mr. Prayoon Pholpipattanaphong	Executive Director	Executive director
3. Mr. Ankoon Pholpipattanaphong	Managing Director & Secretary	Executive director

Nomination and Remuneration Committee

Names	Position	Type of director
1. Mr. Amnuay Yossuck	Chairman	Independent director
2. Mr. Ampon Ruayfupant	Director	Independent director
3. Miss Chutima Tangmatitham	Director	Independent director
4. Mr. Prapas Pholpipattanaphong	Director	Executive director
5. Mr. Ankoon Pholpipattanaphong	Director	Executive director
By Mr. Wanchandr Sivaboonyawongs, Legal Advisor and Secretary		

Corporate Governance Committee

Names	Position	Type of director
1. Dr. Phusit Wonglorsaichon	Chairman	Independent director
2. Mr. Ankoon Pholpipattanaphong	Director	Executive director
3. Mr. Ampon Ruayfupant	Director	Independent director
4. Mr. Tewin Rungratanapitak	Director	Financial Controller
5. Mr. Thanamet Sutta	Director & Secretary	Accounting Manager
6. Mr. Vanchandr Sivaboonyawongse	Consultant	Legal advisor

Risk Management Committee

Names	Position	Type of director
1. Mr. Prapas Pholpipattanaphong	Chairman	Executive director
2. Mr. Ankoon Pholpipattanaphong	Director	Executive director
3. Dr. Phusit Wonglorsaichon	Director	Independent director
4. Mr. Tewin Rungratanapitak	Director	Financial Controller
5. Mr. Thanamet Sutta	Director & Secretary	Accounting manager

Biography of the Directors

1. Mr. Prayoon Pholpipattanaphong

Type of director	Executive director (Chairman of Board of Director, Authorized Director)
Age	87 years
Education	Accounting profession
Other qualifications	Honorary Doctor, Agricultural, Maejoe University
Director training program/year	DAP-15/2004
Experience	Chairman of Chiangmai Frozen Foods PCL., from Nov. 3,

	1988-present Chairman of Agrifood Processing Co., Ltd., from Jun. 6, 2003-Dec 21,2015
Positions in other listed companies	None
Positions in non-listed companies	Sino Thai Freeze and Dry Co., Ltd., from May 2017-present
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 7 / 8 times Board of Executive Director Meeting 7 / 8 times
Date and no. of years on the board	November 3, 1988, 33 years
CM Shareholding on 31 Dec. 2020	306,517 shares or 0.08%

2. Mr.Prapas Pholpipattanaphong

Type of director	Executive director (Chairman of Executive Committee, Chairman of Risk Management Committee, Authorized Director)
Age	72 years
Education	High school certificate
Director training program/year	DAP-8/2004
Experience	Managing Director of Chiangmai Frozen Foods PCL., from Nov. 3, 1988-Dec 31, 2015 Chairman of Executive Committee of of Chiangmai Frozen Foods PCL., from Jan 1, 2016-present Authorized Director of Chiangmai Frozen Foods PCL., from Nov. 3, 1988-present

Positions in other listed companies	None
Positions in non-listed companies	Director of Agrifood Processing Co., Ltd., from Jun. 6, 2003-December 21, 2015
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 7 / 8 times Executive Director Meeting 7 / 8 times Board of Nomination & Remuneration Meeting 2 / 2 times Board of Risk Management Meeting 3 / 3 times
Date and no. of years on the board	November 3, 1988, 32 years
CM Shareholding on 31 Dec. 2020	Private 9,102,800 shares or 2.39% Spouse - shares or - % Total 9,102,800 shares or 2.39%

3. Mr. Ankoon Pholpipattanaphong

Type of director	Executive director (Managing Director, Authorized Director)
Age	51 years
Education	Master of Business Administration-Colorado University, USA Bachelor of Communication, Bangkok University
Director training program/year	DAP-12/2004, UFS-10/2005
Experience	Executive director & Marketing Manager of Chiangmai Frozen Foods PCL., from Apr. 27, 2000-present Assis.Managing Director of Chiangmai Frozen Foods PCL., from Feb. 1, 2007-Dec. 31, 2015. Managing Director of Chiangmai Frozen Foods PCL., from Jan. 1, 2016-present Company's Secretary of Chiangmai Frozen Foods PCL., from Feb. 28, 2008-Dec. 31, 2015. Authorized director of Agrifood Processing Co., Ltd., from Jun. 6, 2003-Dec 21, 2015
Positions in listed companies	None

Positions in non-listed companies	None
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 8 /8 times Board of Executive Director Meeting 8 /8 times Board of Nomination & Remuneration Meeting 2 /2 times Board of Corporate Governance Meeting 3 /3 times Board of Risk Management Meeting 3 /3 times
Date and no. of years on the board	April 27, 2000, 21 years
CM Shareholding on 31 Dec. 2020	Private 3,702,600 shares or 0.96% Spouse 181,500 shares or 0.05% Child 363,000 shares or 0.10% Total 4,247,100 shares or 1.11%

4. Mr. Lan Mu Chiou

Type of director	Non-executive director
Age	73 years
Education	High school certificate
Director training program/year	None
Experience	Director of Chiangmai Frozen Foods PCL., from Nov. 3,1988-present
Positions in listed companies	None
Positions in non-listed companies	None
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting (Did not attend the meeting) Board of Non-Executive Director Meeting (Did not attend the

	meeting)
Date and no. of years on the board	November 3,1988, 33 years
CM Shareholding on 31 Dec. 2020	Private 18,886,724 shares or 4.96% Spouse 5,144,106 shares or 1.35% Total 24,030,830 shares or 6.30%

5. Mr. Amnuay Yossuck

Type of director	Independent director (Chairman of Audit Committee, Chairman of Nomination & Remuneration Committee)
Age	84 years
Education	Master of Economic (Agriculture), Arisona University, USA. Bachelor of Economics, Thammasat University
Other qualification	Honorary Doctor, Cooperative Agricultural, Maejoe University
Director training program/year	DAP-15/2004
Experience	Deputy Minister, Ministry of Public Health(1981-1983) Deputy Minister, Ministry of Finance (1983-1985) Deputy Minister, Ministry of Commerce (1985-1986) Prime Minister Adviser (1988-1990) Deputy Minister, Ministry of Foreign Affairs (1985-1986) Independent Director-Chiangmai Frozen Foods PCL., from Mar. 12, 1993-present
Positions in listed companies	None
Positions in non-listed companies	Chairman of Piriyaol International (1986-present) President of Mae Joe University Council (1999-present)
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 8 /8 times Board of Audit Committee Meeting 4 /4 times Board of Nomination & Remuneration Meeting 2 /2 times Board of Non-Executive Director Meeting 1 / 1 time

Date and no. of years on the board	March 12,1993, 28 years
CM Shareholding on 31 Dec. 2020	667,920 shares or 0.18%

6. Mr. Ampon Ruayfupant

Type of director	Independent director (Audit Committee)
Age	52 years
Education	Master of Business-Finance, Cornell University, USA. Bachelor of Business Administration, Assumption University
Director training program/year	None
Experience	Risk Management Manager of GE Capital(1994-1996) Independent Director-Chiangmai Frozen Foods PCL., from Apr. 26, 2006-present Director-Amarin Printing PCL., from 2013-2017)
Positions in listed companies	Director-Amarin Printing PCL., from 2013-2017)
Positions in non-listed companies	Executive director of Pilot Knit Sport Wear Co., Ltd.(2000-present)
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 8 /8 times Board of Audit Committee Meeting 4 /4 times Board of Nomination & Remuneration Meeting 2 /2 times Board of Corporate Governance Meeting 3 /3 times Board of Non-Executive Director Meeting 1 /1 time
Date and no. of years on the board	April 26,2006, 15 years
CM Shareholding on 31 Dec. 2020	71,874 shares or 0.02%

7. Dr.Phusit Wonglorsaichon

Type of director	Independent director (Chairman of Corporate Governance Committee)
Age	50 years
Education	Ph.D. - Business Administration Nova South Eastern University, USA. Ph.D. - Education Chulalongkorn University, USA. Master of Business Administration (Honor) Indianapolis University. Master of Accounting, Thammasat University. Bachelor - Material Science, Ceramics Chulalongkorn University
Director training program/year	DAP 170/2020 BNCP 9/2020
Experience	Thai Chamber of Commerce.-started Sep. 28, 2012-present Independent Director-Chiangmai Frozen Foods PCL., from Apr. 30, 2010-present
Positions in listed companies	None
Positions in non-listed companies	None
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 7 /8 times Board of Corporate Governance 3 /3 times Board of Risk Management Meeting 3 /3 times Board of Non-Executive Director Meeting 1 / 1 time
Date and no. of years on the board	April 30, 2010, 11 years
CM Shareholding on 31 Dec. 2020	None

8. Miss Chutima Tangmatitham

Type of director	Independent director (Audit Committee)
Age	52 years
Education	Bachelor degree: B. Eng (Industrial), Chulalongkorn University Post-grad: MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
Director training program/year	DAP.67/2007, AACP.26/2017
Experience	1990-2015: M.K. Real Estate Development PCL, Latest position: Authorized director and assistant managing director for finance and accounting
Positions in listed companies	None
Positions in non-listed companies	Authorized director: Samukkee Cement Company Limited
Positions in rival companies /related companies	None
Meeting attendance in 2020	Board of Company Meeting 8 / 8 times Board of Audit Committee Meeting 4 / 4 times Board of Nomination & Remuneration Meeting 2 / 2 times Board of Non-Executive Director Meeting 1 / 1 time
Date and no. of years on the board	Company Director on April 26, 2016, 5 years
CM Shareholding on 31 Dec. 2020	None

Other important information of directors, independent directors and high rank executives

- ☐ Directors or high rank executives of the company have not ever been the officials or partners of outside public account company that the company was using the service in last 2 years.
- ☐ No independent directors of the company hold an office in registered company in the Securities and Stock Exchange more than 3 places.
- ☐ No executive of the company hold an office more than 3 places in registered company in the Stock Exchange of Thailand.
- ☐ The company has at least one none – executive having working experience in related with company business.

Change on holding securities of company director in the year 2020

Names - Surname			Position	Share held at the beginning of the year	Share held at the end of the year	Change
1	Mr.Prayoon Pholpipattanaohong Ohters concert party Northern Agricultural Co., Ltd. Total		Chairman of Board of Director and Authorized Director	306,517 3,645,090 162,458,988 166,410,595	306,517 3,645,090 162,458,988 166,410,595	- - - -
2	Mr.Prapas Pholpipattanaphong	Private Spouse Total	Chairman of Executive Committee and Authorized Director	9,102,800 - 9,102,800	9,102,800 - 9,102,800	- - -
3	Mr.Ankoon Pholpipattanaphong	Private Spouse Child Total	Managing Director and Authorized Director	3,702,600 181,500 363,000 4,247,100	3,702,600 181,500 363,000 4,247,100	- - - -
4	Mr.Lan, Mu-Chiou	Private Spouse Total	Director	18,886,724 5,144,106 24,030,830	18,886,724 5,144,106 24,030,830	- - -
5	Mr.Amnuay Yossuck		Independent Director	667,920	667,920	-

Names - Surname		Position	Share held at the beginning of the year	Share held at the end of the year	Change
6	Mr.Ampon Ruayfupant	Independent Director	71,874	71,874	-
7	Dr.Phusit Wonglorsaichon	Independent Director	-	-	-
8	Miss Chutima Tangmatitham	Independent Director	-	-	-
Total			204,531,119	204,531,119	-
% of paid capital of the company (381,145,725 shares)			53.66	53.66	-

Change on holding securities of Executive officers and Manager in the year 2020

Names – Surname			Position	Share held at the beginning of the year	Share held at the end of the year	Change
1	Mr.Prayoon Pholpipattanaohong		Chairman of Board of Director and Authorized Director	306,517	306,517	-
	Others concert party			3,645,090	3,645,090	-
	Northern Agricultural Co., Ltd.			162,458,988	162,458,988	-
	Total			166,410,595	166,410,595	-
2	Mr.Prapas Pholpipattanaphong	Private Spouse	Chairman of Executive Committee and Authorized Director	9,102,800	9,102,800	-
		Total		-	-	-
				9,102,800	9,102,800	-
3	Mr.Ankoon Pholpipattanaphong	Private Spouse	Managing Director and Authorized Director	3,702,600	3,702,600	-
		Child		181,500	181,500	-
		Total		363,000	363,000	-
				4,247,100	4,247,100	-
4	Mr. Tewin Rungratanapitak		Financial Controller (CFO) Company's	-	-	-

Names – Surname		Position	Share held at the beginning of the year	Share held at the end of the year	Change
		Secretary			
5	Miss Warissara Kangkanda	General Manager and Acting Office Manager 2	-	-	-
6	Miss Piyalak Chuapodee	Plant Manager 1	-	-	-
7	Mr. Tummarat Charoensanti	Plant Manager 2	-	-	-
8	Mr. Sairung Boontom	Agricultural Promotion Manager	-	-	-

Important qualifications and guideline of directors and executives

1. Be a director in registered company in the Securities and Stock Exchange not excess 3 companies.
2. Must not ever been the officials or partners of public account company that the company was appointed the service in last 2 years.
3. Must manage to make buying-selling securities report of the company in order to report toward Securities and Stock Exchange within 3 working days and report to the company secretary or person that Board of Company assigned for acknowledgement.
4. Prohibit to make buying-selling 14 days prior or after financial statements report.
5. Prohibit directors, executives to use internal information for buying-selling securities.
6. Must report of having common interest to the Board of Company for acknowledgement.
7. To make important subject among themselves must receive consideration and approval from Board of Company.

Remark: Number of years on the Independent Director (A), Director in the company investment more than 10% (B), Other registered company (C), Experience in related business (D) Knowledge in accounting (E) (*can read F/S **can analyze ***master of accounting) and Seminar about duty of director (F)

Name	Type of directors	A	B	C	D	E	F
Mr. Prayoon Pholpipattanaphong*	Chairman	-	✓	-	✓	✓	-
Mr. Prapas Pholpipattanaphong*	Managing Director	-	-	-	✓	✓	-
Mr. Ankoon Pholpipattanaphong*	Executive Director	-	-	-	✓	✓	-

Name	Type of directors	A	B	C	D	E	F
Mr. Lan, Mu – Chiou	Non-executive Director	-	-	-	✓	-	-
Mr. Amnuay Yossuck*	Independent Director	28	-	-	✓	✓	-
Mr. Ampon Ruayfupant**	Independent Director	15	-	-	✓	✓	-
Dr. Phusit Wonglorsaichon***	Independent Director	11	-	-	✓	✓	-
Miss Chutima Tangmaticham**	Independent Director	5	-	-	✓	✓	-

Independent Directors definition

1. Not holding a share excess 0.50% of paid capital of the company, subsidiary company, corporate company or related company, all this include a share hold by related person.
Which stricter than requirement of the SEC stated not exceed 1.0%
2. Be a director in other registered company not excess 3 companies. Which stricter than requirement of the SEC stated not exceed 5 companies.
3. Not participate in administration, not be the officials, employee, advisor with regular salary or control authorize company, subsidiary company, corporate company, related company or company that major shareholder hold a share both direct and indirect or a person who has conflict of interest by must not having interest or having common interest in such character for not less than 2 years.
4. No relationship on business or service provider on profession public account to the company, subsidiary company, corporate company, related company or juristic person that having conflict of interest except would escape from such character not less than 2 years.
5. Is freely or not relate with executive section and major shareholder of the company.
6. Not be a director in others registered company in the group of the company, subsidiary company, corporate company, related company or the company that major shareholder hold a share both direct and indirect.
7. At least one independent director must have good knowledge and experience in the field of financials and accounting.
8. No prohibit character according to the policy of Corporate Governance of the company.
9. No prohibit character according to the formulated of Securities and Exchange Commission and the Stock Exchange of Thailand.

Role of Chairman

1. Consult with Managing Director in considering the subjects for Board of Director and Shareholder Meeting.

2. Responsible in his capacity as leader of Board of Director to follow, oversee an administration of Board of Executive and other Sub – Board of Director to achieve object as formulated plan.
3. To act as Chairman of Board of Director Meeting and Shareholder Meeting of the Company.
4. Responsible person who casts a vote for arbitration in a case that there are having to cast a vote in the Board of Company Meeting and Shareholder Meeting which two side votes are equal

Limit of duty authority of Board of Company and Board of Executive Directors (Management Division)

Authority of Board of Company	Authority of Board of Executive Directors
<ol style="list-style-type: none"> 1. Board of Company have an authority according to the regulation of the company which include supervision and management the company in accordance with laws, objective, regulation and resolution at the shareholder meeting. 2. To formulate visibility, direction and tactics of the company. 3. To give approval for important tactics and important policy including objective, financial target and company plan also follow up, supervise to have practice as planned. 4. To manage having account system, financial report and auditing inclusive supervise for having an internal control system and internal audit to be efficiently and effective. 5. To investigate supervising and manage to amend problem of conflicts of interest that may arise inclusive related subject. 6. To formulate line of risk management comprehensively and supervise executive for having system or efficiently process in risk management. 7. To supervise in having system or mechanism of paying suitable remuneration to the high rank of executive to create inducement power both in short-run and long-run. 8. To supervise for having appropriately channel of communication with each group of 	<ol style="list-style-type: none"> 1. Formulate execution policy and operating direction to coordinate with the policy and objective of the company by intending to build up security and maximum advantage to the company. 2. Oversee the management to proceed work as formulated policy strictly. 3. Authorize in approving and making juristic act under the frame formulated by the Board of Company. 4. Any other acts as assigned by the Board of Company.

shareholder and stakeholder of the company.	
9. Allow to have disclosure of correct information, clear, transparent, reliably and high standard.	
10. To be a leader and good example in practice.	

Authorization for the Board of Director

According to the Company's Article of Association, the Board of Director has been authorized to exercise decision regarding below issue, subject to the approval from the shareholders in the meeting.

1. Approval on the Company's Financial Statement
2. Approval to allocate the profit and dividend
3. The appointment for the director who reached tenure/ or appointment for the additional director
4. The approval on the director's remuneration
5. The appointment for the auditor and auditing fee
6. The amendment for the Company's Affidavit and Article of Association
7. The increase/decrease of the Company's registered capital, the transferred capital to compensate retained loss, the dividend payment, the offering and allocation of newly issued shares, and the offering of the Company's debenture.
8. The acquisition /disposition of assets, in which the value of such assets considered at 15%
9. Buying, selling, transfer of business (subsidiary is included). Engaging, amendment, and cancellation of the Company's lease agreement.
10. The merger and acquisition of the Company

Balance of power for Non-Executive Directors

Board of Company consist of 8 Directors as follows:

- 3 Executive Directors
- 1 Non-executive Directors
- 4 Independent Directors

Chairman of the company though it may have blood relationship with Managing Director but viewpoint in operation are freely each other, also structure of Board of Company comprises executive directors and non-executive directors in which in number of non-executive directors are having number of Independent Directors one third of the whole Board or not less than 3 persons make capable to inspect an administration freely. So every group of stakeholder can

convince that the Chairman and Managing Director have performed their duty fairly, equality in their capacity as representative of shareholders and having balance of power appropriately.

Aggregation or segregation of positions

The Chairman and Managing Director are not the same person so as to make the role separated clearly.

Board of Directors' Meeting

1. The Company formulates advance table of the Board of Director Meeting yearly by formulating to have a regular meeting at least one time/quarter and each director acknowledges of it. The Company have meeting plan in year 2021 details as follow:

Meeting No.	DD-MM-YY	
1	Wednesday	24 February 2021
2	Wednesday	28 April 2021
3	Wednesday	12 May 2021
4	Wednesday	11 August 2021
5	Wednesday	10 November 2021
6	Wednesday	15 December 2021

2. The Chairman and Managing Director joint in consideration for agenda meeting.
3. To manage in sending invitation letter for meeting, agenda of a meeting and document for meeting to the directors in advanced at least 7 days before meeting enable to have time for considering information sufficiently.
4. To formulate in having not less than two third of the directors attend the meeting with quorum when having considered to resolve in important matters such as list of obtained or distributed assets of the company and subsidiary company that impact to the company, expansion of investment project, formulate work level of executive power, formulate policy of financial management and risk management chiefly.
5. In the meeting, if any director who is a stakeholder in the considering agenda, must depart from the meeting before begin considering in that agenda.
6. Every director has a right to present the subject to the agenda of a meeting, examine document for meeting and other important documents. If any doubt, other directors and management must operate for answering that doubt.
7. Company Secretary or one who has assigned must manage minutes of the Board of Director Meeting completely within time formulated by the laws.

Meeting attendance of each director concludes as follows:

Name list	Period of rank hold	Attending meeting / total meeting (times), % of Meeting (In the year 2020, the of Company's had gather meeting 8 times)			
		Normal meeting	Special meeting	Total	%
1.Mr. Prayoon Pholpipattanaphong	3 years	7 / 8	-	7 / 8	87.50
2.Mr. Prapas Pholpipattanaphong	3 years	7 / 8	-	7 / 8	87.50
3.Mr. Ankoon Pholpipattanaphong	3 years	8 / 8	-	8 / 8	100
4.Mr. Lan, Mu-Chiou	3 years	-	-	-	-
5.Mr. Amnuay Yossuck	3 years	8 / 8	-	8 / 8	100
6.Mr. Ampon Ruayfupant	3 years	8 / 8	-	8 / 8	100
7.Dr. Phusit Wonglorsaichon	3 years	7 / 8	-	7 / 8	87.50
8.Miss Chutima Tangmatitham	3 years	8 / 8	-	8 / 8	100
Every director are having portion of attendance Board of Director Meeting, equivalent to 82.81% of whole year meeting in the year 2020.					

Meeting attendance of each sub-committee concludes as follows:

Remark: BED=Board of Executive Directors, BAC=Board of Audit Committee, BNR=Board of Nomination & Remuneration Committee, BCG=Board of Corporate Governance Committee, BRM=Board of Risk Management Committee, BNE=Board of Non-Executive Director

Name list	BED	BAC	BNR	BCG	BRM	BNE
Number of Sub Committees Meeting of 2020 (times)	8	4	2	3	3	1
1.Mr.Prayoon Pholpipattanaphong	7 / 8					
2.Mr.Prapas Pholpipattanaphong	7 / 8		2 / 2		3 / 3	
3.Mr. Ankoon Pholpipattanaphong	8 / 8		2 / 2	3 / 3	3 / 3	
4.Mr. Lan Mu Chiou						
5.Mr. Amnuay Yossuck		4 / 4	2 / 2			1 / 1
6.Mr. Ampon Ruayfupant		4 / 4	2 / 2	3 / 3		1 / 1
7.Dr. Phusit Wonglorsaichon				3 / 3	3 / 3	1 / 1
8.Miss Chutima Tangmatitham		4 / 4	2 / 2			1 / 1
9.Mr.Tewin Rungratanapitak				3 / 3	3 / 3	
10.Mr. Weerawat Sakulmeerit					3 / 3	
11.Mr.Thanamet Sutta				2 / 3		

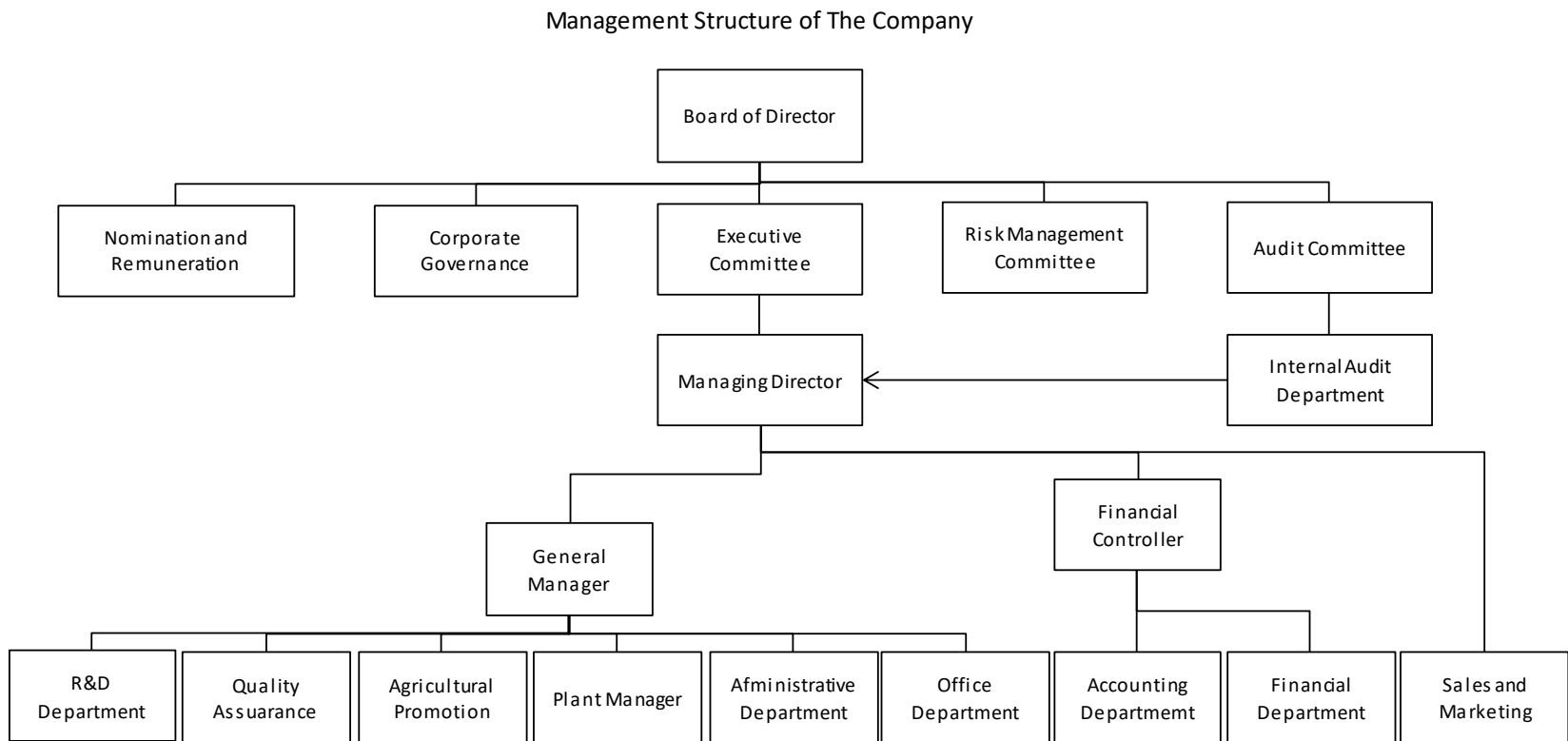
8.2 Executive officers and Manager

a) Executives (according to the definition of SEC)

Name	Position	Education
1. Mr.Prayoon Pholpipatangphong	Chairman of Board of Director, Authorized Director	Accounting profession, Honorary Doctor, Agricultural, Maejoe University
2. Mr. Prapas Pholpipattanaphong	Chairman of Executive Committee, Authorized Director	High school certificate
3. Mr.Ankoon Pholpipattanaphong	Managing Director, Marketing Manager	Master of Business Administration, Colorado University, USA. Bachelor of Communication, Bangkok University
4. Mr.Tewin Rungratanapitak	Financial Controller (CFO) and Company's Secretary	Master of BA in Finance, Birmingham City University Bachelor of BA, International
5. Miss Warissara Kangkanka	General Manager and Acting Office Manager plant 2	Diploma
6. Miss Piyalak Chuapoodee	Plant Manager plant 1	Bachelor of Food Science
7. Mr.Tummarat Charoensanti	Plant Manager plant 2	Mechanical Engineer, Master of Agro Industry Management
8. Mr.Sairung Boontom	Agricultural Promotion Manager	Agricultural Education Horticulture

b) Officers & Manager

Name	Position	Education
1.Mr. Thanamet Sutta	Accounting Manager	Bachelor of Accounting, MBA
2.Mr. Apidej Koonprayong	Vice Plant Manager	Bachelor of Food Science
3.Mr. Boonmee Saman	Vice Plant Manager	Bachelor of Plant Science (Agronomy)
4.Mr. Thanom Chaiwong	Vice Quality Assurance & Development Manager	Master of Food Science
5.Mr. Chanwit Suwannarat	Vice Quality Assurance & Development Manager	Bachelor of Food Science
6.Mr. Weerawat Sakulmeerit	Vice Internal Audit Manager	Bachelor of Accounting
7.Mr. Wittaya Kumlungkeng	Assis. Office Manager	Master of Business Administration
8.Miss Ratinuch Wongwissawakit	Senior Assis. Marketing Manager	Bachelor of Arts, MBA
9.Mr. Wises Wiwatkultorn	Assis. Marketing Manager	Bachelor of BBA
10.Mr.Chaiwat Treeyanurux	Assis. Office Manager	Master of Management



8.3 Company's secretary

The Company manages to have company secretary to perform duty of governance activity of the Board of Company inclusive to coordinate in the following various matters:

- To give primary advice to the directors concerning provision, rule, discipline and various regulations of the company and follow up to act properly and regularly inclusive alteration report of important point to the directors.
- To manage shareholder meeting and Board of Director Meeting in accordance with laws, regulation of the company and various performance points.
- To record the proceedings of Shareholder Meeting and Board of Company Meeting inclusive follow up to act as resolution at the Shareholder Meeting and resolution at the Board of Company.
- To governance in having disclose information and report news in responsible part in accordance with discipline and provision of Securities and Stock Exchange of Thailand and Securities and Exchange Commission.
- To contact and communicate with General Shareholders to learn about various right and information of the company.
- To governance activity of the Board of Company.

Current Company's Secretary is Mr. Tewin Rungratanapitak, Age 39 years, who has qualification as follows

Education

- Master of Business Management – Financial, Birmingham City University, UK
- Bachelor Degree – International Business Management and General Management, Assumption University, Thailand

Financial Expertise

- Has financial working background and accounting knowledge

Working Experience

- Financial Controller – Chiangmai Frozen Foods PCL., Jan 2016 – Present
- Manager – Absolute Advisory Co., Ltd, May 2012 – June 2015
- Sales Executive – Qatar Petrochemical (Thailand), June 2008 – July 2010
- Sales Executive – Seabra Trans International Co., Ltd, Jan 2005 – May 2008

Training and Certification

- CFO in Practice (Certification Program) Class 7/2016 by the Federation of Accounting Professions
- ACPG -22/2015, CSP - 84/2017

- Level II, CFA candidate
- SEC Financial Advisor Licenses

8.4 Remuneration for directors and executives

The Company has fixed clearly and transparently the remuneration for Directors and Executives in the appropriate basis to uphold as Directors and Executives with required qualification. The Directors that assigned as Audit Committee will receive additional remuneration according to the volume of work.

8.4.1 Remuneration Policy

Board of Nomination and Remuneration Committee perform duty in proposing remuneration of Board of Company, Board of Sub-Committee, Managing Director, Executives and High Rank Executives that appropriate to their knowledge, expertise, and the increasing work volume, purposely to ensure the performance which lead to the sustainable growth of the Company and generate return to shareholders, employee, and stakeholders.

8.4.2 Remuneration Criteria

The Company's remuneration determined by comparing the remuneration of other company in the same industrial information or remuneration information report of Thai Company Director Institution Promotion Co., Association or equal to remuneration in the previous year and are remuneration suitable with work volume, knowledge and ability that would last for directors and executives required by the company to propose the shareholders for considering approval every year in which the company has a policy to pay remuneration of Board of Company, Board of sub-committee, Managing Director, Executive Directors and High Rank of Executives in the suitable degree to coordinate with directors task that have to perform in accordance with the laws and related discipline.

8.4.3 Remuneration Structure

8.4.3.1 3 Executive Directors – Annual Remuneration THB 400,000 / person

8.4.3.2 5 Non-Executive Director – Annual Remuneration 400,000 / person.

The Chairman of Audit Committee received remuneration THB 40,000 / month, 2 Audit Committee member received remuneration THB 20,000

8.4.3.3 Other Remuneration – Non-Executive Director, and other committee member shall not receive other remuneration include, meeting payment, Bonus, insurance, office car.

8.4.3.4 Executive Director shall receive other remuneration include salary, bonus, cost of living allowance, provident fund 3%, and office car.

8.4.3.5 High Rank Executive shall receive salary, bonus, cost of living allowance, provident fund 3%, and office car

8.4.4 Remuneration payment

Remuneration paid in the year 2020, the company has paid various remuneration to the Directors and Executives as following details:

(Unit: Baht)

Names	Position	2019	2020
1.Mr. Prayoon Pholpipattanaphong	Chairman	400,000	400,000
2.Mr. Prapas Pholpipattanaphong	Managing Director	400,000	400,000
3.Mr. Ankoon Pholpipattanaphong	Executive Director	400,000	400,000
4.Mr. Lan, Mu-Chiou	Director	400,000	400,000
5.Mr. Amnuay Yossuck	Independent Director	400,000	400,000
6.Mr. Ampon Ruayfupant	Independent Director	400,000	400,000
7.Dr. Phusit Wonglorsaichon	Independent Director	400,000	400,000
8.Miss Chutima Tangmatitham	Independent Director	400,000	400,000
Other remuneration such as meeting fee, bonus, insurance premium etc.		None	None
Total		3,200,000	3,200,000

Remuneration for Audit Committee

(Unit: Baht)

Names	Position	2019	2020
1.Mr. Amnuay Yossuck	Chairman	480,000	480,000
2.Mr. Ampon Ruayfupant	Director	240,000	240,000
3.Miss Chutima Tangmatitham	Director	240,000	240,000
Other remuneration such as meeting fee, bonus, insurance premium etc.		None	None
Total		960,000	960,000

Remuneration for Executive Directors and Executives

Description	Year 2019		Year 2020	
	No. of person	Total amount (Baht)	No. of person	Total amount (Baht)
Salary	9	21,716,690	8	20,669,160
Bonus, remuneration	9	2,407,059	8	458,832
Cost of living	9	67,600	8	62,400
Social security fund	9	78,000	8	46,800
Provident fund	9	651,519	8	620,076
Sub total	9	24,920,868	8	21,857,268
Grand total		29,080,868		26,017,268

8.5 Human Resource Personnel as of 31 December 2020

Description	Male	Female	Total
Management/Administration Department	27	51	78
Manufacture/Technical Engineering Department	85	25	110
Daily employees	315	923	1,238
Total	427	999	1,426

- ☐ No change shall be made on number of employee or dispute in labour during the past three years.
- ☐ In the meeting of Board of Company No. 1/2021 on 24 February 2021 resolve no payment for Executive officers and Manager, High rank Executives, Head of Department

9. Corporate governance

9.1 Policy of Corporate Governance

Board of Company have realized the important of Good Corporate Governance for transparency to add limit of ability in work racing and add confident to the Shareholders, investors and every concerned, then have formulated the operation policy for cooperating governance by comprehend the following keystones:

- 1) The Company will treat the shareholders and stakeholders in equal manner with fair for everyone.
- 2) Board of Company are intended to build up sustainable growth of the company in long-run, to execute the company activity with carefulness and caution under regulation frame of law and business morality. All this Board of Company will

perform duty with full capability in order to produce maximum efficient toward the shareholders, and other stakeholders, also take care of not having conflict of interest arises and responsible toward decision and self-performance.

- 3) The Company will operate with transparency, able to check and disclose sufficiently information to every party concern.
- 4) The Company will conduct the business with always thinking of risk and will execute risk appropriately.
- 5) The Company has formulated an important policy that will be the operation direction of the company in advance every year. Board of Company will pay an important toward internal control and inspection system by governance executive section to proceed as efficiency policy.
- 6) The Company has managed business morality to let directors, executives and every officer practice.

Leadership and Vision

Board of Director have considered to review and approve vision, company mission, renovate business ethics, Corporate Governance Policy and other sides policy to have suitable, coordinate with rule, regulation that exist in present and to be occur regularly in future at least every 5 years.

In the Meeting of Board of Director No. 1/2020 dated 26 Febuary 2020, the Committee has review the Company's vision, mission, and strategy, then opined that the current vision, mission, and strategy is suitable to the current business environment which contributed to the sustainable growth for the Company.

Conflict of interest

Board of Company have executed carefully and cautiously to prevent conflict of interest when incur any matter that may cause conflict of interest. Board of Audit Committee will learn about the subject that get conflict of interest and related subject and have considered the suitability thoroughly every time by formulating to have practice according to the basis of Securities and Stock Exchange in which prices and conditions as if doing subject with outsiders and disclose details, subject value, partnership, reason/necessity in the annual report and type 56-1 also have disclosed in notes to Financial Statements heading, general information and account with related person.

Various groups of stakeholders

Board of Company acknowledge and aware of the right of concerned stakeholders and have a policy to support in incurring a cooperation between the company with every group of stakeholders in creating advantage among themselves and take care firmly that all stakeholders have received well protected and served by the company pay important toward the right of every group of stakeholder such as officials, customers, co-partners, competitors, shareholders and think of safety and health, responsibility toward community and society, environment and national resources, human rights and misconduct and corruption resistant by formulating performance line for directors,

executives and officials distinctly in business ethics and formulate as policy in the policy of Corporate Governance, manage to have channel for every group of stakeholder enable to grievance toward the company in case of not receiving justice from company performance whatever by directors, executives or officials. All this, the company can convince that grievance of every group of stakeholder are likely to receive protection and keep for secret. The Company shall proceed for inspecting as formulate process and find a remedy way quickly.

Business Ethics

Board of Company have permitted discipline of Business Ethics and/or manual of Directors, Executive and Officer to promote the directors, executives and every rank of officials to hold in practice regularly as usual which the directors, executives and every officers have signed for document concerning such discipline and confirmed in practice which regards as practical standard frame of the company, also all Board of Company have assigned one who responsible to follow up result of practice continuously and always revise such discipline appropriately. Business Ethics has been reviewed and approved in the Board of Director's Meeting no. 1/2020 dated 26 February 2020.

Corporate Governance

Board of Company Director have an intention to build up the process of Good Corporate Governance that standardizes and allow scatter the practice to every rank of the officials of the whole company to create real culture of Good Corporate Governance, so wish the directors, executives and every officer to strictly hold in practice according to the policy of Good Corporate Governance The Corporate Governance Policy has been reviewed and approved in the Board of Director's Meeting no. 1/2020 dated 26 February 2020

Anti-Corruption

The Company pays an important concerning misconduct and corruption and regards as a part of policy in conducting business which the company formulates in the business ethics, heading: misconduct and corruption resistant and formulates in the policy of Corporate Governance – heading: “policy of misconduct and corruption resistant” so as directors, executives and every official to hold practice. In the meeting of Board of Company no. 4/2013 dated 11 November 2013 Board of Company have resolved to agree the company to show intentional in order to join cooperation of Thai private sector in resisting misconduct and in the meeting of Board of Company no. 1/2015 on 26 February 2015 have resolved to consent in managing policy of misconduct and corruption resistant in writing in order to be an performance line distinctly in conducting business and intends to develop to an organization sustainable, and on 21 April 2015 the company applied for a member of net-work partnership on misconduct for Thailand in order to fight for every organization to aware of misconduct and corruption impact. The Company has been certified as the member of the Private Sector Collective Action Coalition Against Corruption since 9 March 2017 and later as been certified for the second time on 4 November 2019. The Anti-Corruption Policy has been reviewed and approved in the Board of Director's Meeting no. 1/2020 dated 26 February 2020

9.2 Sub Committees

The Board of Company have appointed Board of Sub-committee to help in governing the activity of the company as follows:

Executive Committee

Established on 4 January 2000 consist of 3 Executive Directors, by formulating authority as follows:

1. To formulate an executive policy and operation direction to coordinate with policy and company objectives with intends to create security and maximum advantage to the company.
2. To governance the management to proceed as policy that formulate with efficiently and effectively.
3. To have authority to consent in buying assets investment, other expenditures and/or borrow money in the credit line as formulated by Board of Company.
4. To act others as assigned by Board of Company.

“Mr. Prayoon Pholpipattanaphong, Chairman or Mr. Ankoon Pholpipattanaphong, Managing Director or Mr. Prapas Pholpipattanaphong to give signature with company seal” with effective from 1 January 2016 onward.

Audit Committee

Established on 28 August 1998 with holding term each time 3 years, consist of 3 directors which are all Independent Directors and one Independent Director namely: Mr. Ampon Ruayfupant is knowledgeable in accounting and financial which names are as follows:

- | | |
|------------------------------|-----------------|
| 1. Mr. Amnuay Yossuck | Chairman |
| 2. Mr. Ampon Ruayfupant | Audit Committee |
| 3. Miss Chutima Tangmatitham | Audit Committee |

By having Mr. Weerawat Sakulmeerit, Vice Internal Audit Manager as Secretary to the Board of Audit Committee

The Qualification of Audit Committee

1. All of the Audit Committee member shall be independent directors
2. At least 1 Audit Committee member shall have accounting education background or capable of analysing financial statement

Audit Committee authority

1. Have an authority in proposing to appoint and quit employ external auditor.
2. Have an authority in proposing to appoint, transfer and quit employ Internal Audit.

3. To verify financial statements of the company to be in accordance with generally accepted auditing standards.
4. Inspect sufficiency of internal control system.
5. Inspect sufficiency of risk protection and misconduct and corruption resistant.
6. Review the anti-corruption guideline and practice for director, executive, and employee and ensure the compliance.
7. Manage to report performance work of Board of Audit Committee.
8. Other performance works concerning with inspect activity as assigned by Board of Company.

Nomination & Remuneration Committee

Established on 13 August 2009 withholding term each time 3 years. There are 5 Directors, consist of 3 Independent Directors, 2 Executive Director and having Legal Advisor as a consultant in which Independent Director performs duty as Chairman, having an authority to select appropriate qualified person to be director as provision of the company and qualified as the provision of Securities and Stock Exchange of Thailand and Securities and Exchange Commission to present toward Board of Company to consider for approval and present to the Shareholder Meeting for appointing and have an authority to consider the style and basis of paying remuneration of directors to recommend an opinion toward Board of Company and Board of Company will present in the Shareholder Meeting for approval.

Report of Nomination and Remuneration Committee

In 2020, the Nomination and Remuneration Committee held 2 meetings to performs as follows;

1. Recruited suitable candidates for tabling to the Board and the Annual General Meeting of Shareholder 2020 (AGM) for consideration. The Company offered minor shareholders a chance to nominate directors from 3 October 2019 to 30 December 2019. Since no such nomination emerged, the committee recommended that the directors who completed their terms in 2019 should be reappointed to another term. The AGM 2020 approved the appointment of all nominated directors.
2. Considered the 2020 remuneration for the Board and the subcommittees then submitted to the Board and the shareholders' meetings for consideration and approval, taking into account their increasing responsibilities and performance. The remuneration amounts are also compared with industry peers and considered the historical remuneration which suitable to retain the qualified directors and met with approval from the shareholders.
3. Determined knowledges, skills, and experiences for directors (Board Skill Matrix) to consider qualification of the nominated directors as appropriate with the operation of the Company.

4. Reviewed the Charter of the Board and that of the Nomination and Remuneration Committee. No amendment was made this year since the contents in the current charters are still duly complete and suitable.
5. Reviewed the nomination and remuneration process.
6. Acknowledged the outcomes of the Committee's self-assessment for 2020 as input for the development of its performance in line with corporate governance policies.

The Noination and Remuneration Committee cautiously completed its duties with integrity, based on the responsibilities designated in its charter. It adhered to the principle of good governance adequately and suitably for the balanced and sustainable benefits of all stakeholders.

Corporate Governance Committee

Appointed on 12 November 2012, having holding period of each 3 years. There are five directors consisting of Board of Company, executives and/or other qualified persons. At least one director of corporate governance must come from Independent Director which Mr. Vanchandr Sivabonyawongse as advisor to the Committee. The Corporate Governance Committee have an authority in arranging policy of corporate governance under the frame of laws, basis, discipline and regulations that are current issue of organization that perform duty on corporate governance such as The Stock Exchange of Thailand, Securities and Exchange Commission and related units through the guide line in good corporate governance that are international standard and provide advice to the directors, executives, officials of the company in performance duty as frame and basis of corporate governance policy so as to allow performance duty of directors and management of executive section to be in good manner, good resulting in performance and having appropriate continuation to be in accordance with expectancy of the shareholders and every group of stakeholders.

Report of Board of Corporate Governance Committee

In the year 2020, the Corporate Governance Committee had gathered 3 meetings to perform as following;

1. Acknowledge the AGM 2020 evaluation result which indicated 99 percent
2. Acknowledge the CG evaluation result for the year 2020 which indicated 91 percent, increasing to 5 stars.
3. Acknowledge the condition of SEC to present the implementation of CG Code in the Annual Report for the year 2020 which will be published in 2021. Also, consider the practice of 8 principle of CG Code to be applied to the business and proposed to the Board of Director to resolved.
4. Reviewed the Business Ethics and the Corporate Governance Policy
5. Reviewed the Anti-Corruption Policy
6. Reviewed the Manual for Directors, Executives and Employee, concern with the anti-corruption practices.
7. Reviewed the Charter for the Corporate Governance Committee
8. Proposed the corporate sustainability policy to be applied to the business
9. Self-assessment for the Corporate Governance Committee for the year 2020

Corporate Governance Committee had govern and ensure the policy for the corporate governance is presence and to be complied by Directors, Executives, and Employee. The Corporate Governance Committee has conduct the annual self assessment for the committee.

Risk Management Committee

The company manages to have Board of Risk Management Committee. There are 5 directors, comprise 2 Executive Directors, 1 Independent Director, 2 Executives and Legal Adviser is consultant to consider formulating the policy and system of risk management, follow up result in risk management from the process of pointing out, analyse, management assess, follow up and report in system inclusive to provide supporting by managing to have advisory of risk management process to various internal sections through follow up to have continuously and regularly practice to the whole company.

Report of Risk Management Committee

In the year 2020, Board of Risk Management Committee had gathered 3 meetings to perform as follows;

1. Evaluate risks and preventive measures such as the risk from production, business risk, foreign exchange risk, product's quality risk, management risk, financial risk, and investment risk.
2. Evaluate the corruption risk, which the result indicated the absent of corruption activities from the Directors, Executives, and Employee. As the result from effective risk management activities, the company has achieved the desired operating result within the acceptable risk level.
3. Reviewed the Charter of the Risk Management Committee
4. Reviewed the Approval Authority
5. Reviewed the internal control manual
6. Reviewed the Risk Management Policy
7. Reviewed the Risk assessment for the year 2020
8. Self-assessment for the Risk Management Committee for the year 2020
9. Arrange the report from the Risk Management Committee for the year 2020
10. Reviewed the Risk Management Manual for the year 2021

The Risk Management Committee has monitor, evaluate, and manage the business risk for the company to be at the acceptable level. The Risk Management Committee has conduct the annual self assessment for the committee.

9.3 Selection of directors and executives

Basis and process on select and appoint new director

The Company opens an opportunity for shareholders enable to propose person name which is non-prohibit person according to the Royal Act of Securities and Securities and Stock Exchange and provision of Securities and Exchange Commission and get along with company provision and person who is proposed the name must allow to propose the name for electing as Independent Director of the company in which this year the company

formulates to propose the name since 2 October 2020 till 30 December 2020 high the company has proposed details, basis and performance method on website of the company – www.cmfrozen.com under group “Investor Relations” heading: Rights of shareholder and notify through website of The Stock Exchange of Thailand – www.set.or.th.

Nomination and Remuneration shall consider name list of person from recommending of shareholders (if any) , name list from director information base, other qualified candidate and complete term director to select property of above said person to be in accordance with the laws, the Company’s Article of Association and various basis through it must be a person to have profession skill, business talented in related with company business and/or having skill on accounting and financial, laws inclusive necessary skill of Board of Director which still lacking, also qualified under the Board Skill Matrix according to the Company’s strategy, by not restrict sex, age, race, religion and propose toward Board of Company for consideration and give approval and propose to the shareholder for consideration to select for appointing individually.

In the Shareholder Meeting must have shareholders and proxy from shareholders (if any) to attend meeting not less than 25 persons and must hold the shares total not less than one third of 381,145,725 shares to be as quorum.

Each shareholder has to use all theirs vote to elect one person or many persons as director but can’t share the vote to either of them more or less.

To nominate director must receive approval from the Shareholder Meeting. The person who gets highest vote respectively will be elected as director according to the number of available directors or election that time. In case of the elected respective person who has equal vote exceed quota, final vote will be made by Chairman for arbitration.

Self – Assessment

The Company arranges to have performance result assessment of Board of Director and sub committees every year

1. Board’s self-evaluation form

Criteria

Board’s self-evaluation form applies SET’s evaluation approach to suit the characteristics and structure of the Board of Directors. The results are key factors for the enhancement of directors’ performance and related duties. The self-evaluation form consists of 6 aspects as follows;

- 1.1) Board structure and qualifications
- 1.2) The roles, duties, and responsibilities of the Board
- 1.3) Board Meeting
- 1.4) Board Performance
- 1.5) Relationship with Management
- 1.6) Director’s self improvement and executive development

Procedure

At the end of each year, the Company Secretary will send a self-evaluation form to every director, collect the completed forms, and report the summary annually to a Corporate Governance Committee to review and further propose to the Board meeting as an agenda item for acknowledgment and discussion.

2. Director's Self-Evaluation Form

Criteria

Designed to assist each director in reviewing and enhancing his/her performance, this evaluation form fully aligns with the Board's legal obligation, CM's Charters, Code of Conduct, Anti-Corruption Policy and Manual for Directors, Executives and Employee concern the anti-corruption practices. The director's self-evaluation form consists of 3 aspects as follows

- 2.1) Board structure and qualifications
- 2.2) Board meeting
- 2.3) The roles, duties, and responsibilities of the Board

Procedure

At the end of each year, the Company Secretary will send a self-evaluation form to every director, collect the completed forms, and report the summary annually to a Corporate Governance Committee and a Nomination and Remuneration Committee. A Corporate Governance Committee shall review and further propose to the Board meeting as an agenda item for acknowledgment and discussion, while a Nomination and Remuneration Committee shall review and consider the result in nomination process for the new director replacing those who reach tenure.

3. Subcommittee's Self-Evaluation Form

All subcommittees including 1) Audit Committee, 2) Nomination and Remuneration Committee and 3) Corporate Governance Committee, and 4) Risk Management Committee must undertake annual self-evaluation. The result shall be reflected and enhance supporting activities of the committees toward the Board of Directors and the business operation

Evaluation	Outcome (%)
The Board of Directors	
1. The Board of Directors (Full Board)	92.68
2. The Board of Directors (Individual)	93.83
Sub-Committee	
1. Audit Committee	96.67
2. Nomination and Remuneration Committee	89.69
3. Corporate Governance Committee	91.25
4. Risk Management Policy	92.27

Descendent plan

The Company executes a plan concerning development for recompensing the position with object in making preparation on manpower both in quality and volume to create continuation in appropriate administration for selecting and make preparation of suitable person in holding an office that is the main position of the company, for instance: company supreme executive inclusive important position in management structure or company conducting business or a position with specific skill, sharp talented or hard to recompense. So the company has formulated arrangement basis for descending plan such as important position, consideration basis and select through arrangement procedure of descend plan chiefly.

Treatment on New Director

The Company manages to have director manual or manage to have first explanation on new director which director manual consist of memorandum, company regulations, latest annual report and other important documents that are: role and duty responsibility of company director, Policy of Corporate Governance, Business Morality, Policy of Misconduct and Corruption resistance and other polices including role and duty of every Board of Sub Committees.

Training and knowledge development

The Company has a policy to support new director in director curriculum training to enhance knowledge, understanding, role and duty of director through for acknowledging various regulations, rules, discipline and related laws.

9.4 Operation on corporate governance of subsidiary company

- None -

9.5 Usage control of internal information

The Company has a policy and method to look after directors, executives and officials of the company in bringing internal information which does not yet disclose toward public to use for own sake and other persons and punishment, communicate for providing knowledge to the directors, executives and officials for acknowledgement and hold practice as follows:

- ☐ Arrange the ethical practice for the director, and the ethical practice for the employee which cover the usage of internal information, confidential information of customer. Such manual has been disseminated to director and employee to acknowledge and strictly follow accordingly
- ☐ Prohibit the directors, executives and officials whose acknowledge important essence of internal information which effects toward change of par value of company securities to disclose information or use internal information or make buying-selling securities or persuade other persons buying-selling securities of the company both direct or indirect way. Whatever, such act would do for own interest or others, 14 days before financial statements or internal information would disclose toward public, persons whose concern with internal information must not disclose that information

to other persons to know until it has informed that information to the Stock Exchange of Thailand.

- ☐ The confidential information is subject to the approval of the Board of Director, Managing Director, or any authorized person prior to the public announcement.
- ☐ The use of internal information must only be retained to those authorize person.
- ☐ Arrange the internal control for each department regarding the control for the use of internal information to prevent the leaking of information prior the official announcement
- ☐ Penalty measurement, if violate such discipline, the company regards as guilty in discipline according to the company working regulation by considering punish according to circumstances for instance: warning by speech, warning in writing, condone a fault through quit employ out-of-status from officials with the cause of expel, dismiss or quit as the case may be.

9.6 Audit fee

According to the resolution at Ordinary Shareholder Meeting for annual year 2020 approved to select AST Master Office Co., Ltd., by having 1) Mr. Pradit Rodloytuk, register no. 218 and 2) Miss Nongram Laohaareedilok, register no. 4334 3) Mrs. Pornthip Lerttanongsak register no. 7633 4) Ms. Chamaporn Rodloytuk register no. 9211 are doing inspect financial statements of the company for annual year 2020 which are an Auditor of having independence, reliably and are an Auditor whose receive approval from Securities and Exchange Commission.

- The Company paid audit fees for 2020 amount 900,000 Baht.
- Other service: none

9.7 Application of the CG Code

The Board has considered and reviewed SEC's CG Code and applied it to Company's business contest, while requiring a constant review at least once every year. Which the Meeting of Board of Director no. 1/2020 also considered other guidelines currently not applicable. Such consideration was recorded as part of the Board's resolutions.

The Company has acted in accordance with the Code of best practices very well in which the company has made self-assessment of the Board of Director every year and has tried to improve to allow administration to be according to the practical of Securities and Stock Exchange of Thailand, business ethics, Corporate Governance policy Anti-Corruption Policy, Risk Management Policy, Manual of Directors, Executives and Official about Anti-Corruption, Charter, Internal Control System.

The company has still received better points from CG and AGM assessment as follows:

Subjects	Year					
	2015	2016	2017	2018	2019	2020
Average point by adding up of CG assessment	88	87	88	91	91	91
AGM assessment point result	100	100	97	100	100	99

10. Social responsibility and Sustainability Report

Board of Company pays an important toward the development of community, society and environment to have strong and live together with sustainable and happy. The company then formulates the role, duty and responsibility of the directors, executives and officials of the company that have to treat toward community, society and environment in the business ethics principle of the company in order to allow the directors, executives and offices of the company to hold for practice.

In the year 2020, the company arranges to make report of responsibility toward society and environment and Sustainability Report separately from annual report, can see information from website: www.cmfrozen.com heading: Investor Relations.

Various policies for development on community, society and environment comprise:

a. Shareholder treatment policy

The Company holds the principle of equality treatment toward shareholders by having guide line as follows:

- ☐ The Company intends to create growth with quality and security in order the shareholders receive good return sustainable from efficient working and good business result of the company.
- ☐ The Company shall respect rights of shareholders in receiving equality necessary information and disclose business result, financial status along with support information that correct as the truth according to the Securities and Stock Exchange of Thailand and Securities and Exchange Commission formulated.
- ☐ The Company shall perform duty with honest, upright, transparent, fair in order to create conviction that any decision and act always think of maximum interest of every shareholder and every related group.
- ☐ The company shall control to have operation, act in accordance with company policy and develop performance to have better quality continuously.

b. Customer treatment policy

The Company has a policy to create satisfaction to customers then formulate a guide line as follows:

- The Company manages to have service system to create satisfaction to the customers by treating every customer with equality by equitable treatment.
- The Company shall provide information concerning services completely, correct and not distort the facts with thinking of customer interest as main.
- The Company shall manage the system for the customers capable to grievance concerning services or conducting business of the company by rush proceed and return reply the customers at the best.
- The Company shall oversee an environment, internal areas and vicinity of the factory and office to have safety toward life and customer possessions and one who contact business with the company.
- The Company has an intention to create impression and satisfaction with the customers in order the customers receive best services.

c. Co-trader treatment policy

The Company wish to see goods procurement and services in accordance with standard measure and aim to develop and maintain sustainable relationship with co-traders and co-partners which have clear objective in the matter of goods quality and services that suits with money value, technique quality and reliable with each other, the company then has a guide line concerning goods procure and services procedure as follows:

- The Company manages to have competition on received information equality.
- The Company manages to have basis in assessment and select co-traders and co-partners with just.
- The Company manages to make contract form with appropriate co-traders and fair.
- The Company manages to have management and pursuit system to ensure that it having follow the condition of contract completely and protect misconduct and corruption in every step of procure procedure.
- The Company pays money to the co-traders and co-partners with on time according to the agreed payment condition.

Supplier Selection Criteria

The Company has the transparent policy, criteria, and regulations to govern the selection process for supplier, purposely to the benefit of cost management and improving operating efficiency, also the better cooperation and continuity of business. The Company has supplier selection criteria as follows;

1. The supplier must strictly comply to the law, has ethical standard accepted by society, giving importance and considered responsible to the human right, society, and environment.
2. The supplier must have stable and sufficient financial status, clear address which can be traceable, considerable trading history, no record of law violation, fraud

activities, or record of termination of agreement without consent, or appear on the blacklist of government and private company

3. The supplier must provide the product or service at acceptable level at the reasonable price.
4. The supplier must deliver the product / service on time, consistency, and flexible to the requirement of the Company

d. Trade competitor treatment policy

The Company conducts business under rule frame of fair competition by holding the principle as follows:

- ☐ The Company shall not seek the secret information of trade competitors by the way of bad faith or not suitable.
- ☐ The Company shall conduct business under rule frame of good competition, not ruin fame of competitors by find fault with competitors.

e. Creditor treatment policy

The Company has a policy to treat with creditor with fair by having guide line as follows:

- ☐ The Company shall maintain and follow the guarantee conditions toward creditors strictly.
- ☐ The Company shall control to return back loans and interest to every type of loan creditors completely with on time and follow the conditions of loan as agreed by not using loan in the way that contrary to the objective of loan.
- ☐ The Company shall arrange the capital sufficiently to assure the creditors in financial status and ability in paying debt of the company.
- ☐ The Company shall report and provide correct information of the company and complete to the creditors.
- ☐ If there are incident that the Company would unable to perform according to any conditions, the Company shall notify the creditor immediately to mutually consider the solutions.

f. Officials treatment policy

The Company is fully aware of human resources value and wish the personnel proud of organization by having working atmosphere like participate and progress in profession equality. The personnel shall receive potential promotion development to have knowledge talent throughout and continuously for creating value and uphold excellence in business. The Company then has a policy on remuneration and welfare, policy on knowledge development and official potential, policy on safety and health and others policy by having guide line as follows:

- The Company selects a person for hiring to hold various offices with fair by thinking of property of each position, study qualification, experience and other provisions which necessary to work without obstruct in the matter of sex, age, race, religion.
- The Company formulates remuneration and welfare to the officials fairly, having suitability with knowledge and talent, condition and character of work, performance result and coordinate with operation result of the company both in short-run and long-run by considering from business result of the company, administration and assessment result of whole organization.
- The Company supports the officials to receive training, knowledge development, talent, develop working potential to be higher in order to add working efficient and open opportunity for officials to progress in duty.
- The Company supports the officials to always receive related news as opportunity and as far as it can be done for adding efficient and good relationship in collaboration.

The practice for the consideration of remuneration and the benefits of employee

- The Company determine the remuneration on the fairness basis, which is not below the level that determined by the labour law, while consider the appropriateness to the knowledge, experience, qualification of employee, including the performance of each individual employee. The remuneration package shall align with the industry standard and suitable to the growth of the Company.
- The Company has arranged other benefits include bonus, overtime, cost of living allowance, uniform and accessories, insurance, provident fund, annual health check up, and other benefits required by law such as social securities, and employee benefits for retired employee. As of 31 December 2020, the employee benefits according to the company financial statements indicated THB 66,825,443.13
- Provide to have provident fund with name: Provident fund Thai Commercial Piensub which already registered under no. 77/1997 by having Thai Commercial Public Company Limited as fund manager at the date of 31 December 2020. Fund membership specific part of Chiangmai Frozen Foods Public Company Limited have 162 persons and having saving money, add money and interest total amount THB 71,350,254.75
- Provide the source for fund to the employee who would like to make a loan purposely to purchase and/or renovate a house, at the special low rate. Also provide the loan from provident fund.
- In the year 2020 The remuneration of the employees Amount THB 231,429,554.85 comprises salary, wages, remuneration, bonus, overtime, diligent cowries, hospital charge, cost of insurance group, cost of living, provident fund 3% of salary, employee benefit when reach age limit of 60 years.

The practice for the training of employee

- The Company provide the orientation to the new employee to ensure the understanding of the Company's rules and regulation, employee's right. Also provide brochure with the information.
- The Company has arranged in-house training with the qualified guest speaker/trainer, purposely to assure the understanding of safety of working practice, the teamwork, the practice of operation against corruption, the maximization use of resource.
- The Company provide external training to employee such as the training course from Dhamniti, IOD, and FAP
- The Company encourage the learning for the employee consider the potential of each individual to support the growth in their carrier.

Training and Seminar

- In the year 2020, the company had training and seminar hours for the officials with average 10.09 hours/person/year.

g. Treatment policy on safety and health

The Company is fully aware that safety and health are the basis responsibility of the company and is an important factor toward sustainable growth of organization, the company then formulate the policy that would give the officials and co-partners work safety and in accordance with provision of related law by:

- The Company shall find a way to protect accident, wounded and illness due to work performance with earnestly cooperation of every official inclusive to seek a way to get rid and control risk in un-safety work performance.
- The Company shall give cooperation with government unit and other organizations in suppressing emergency trouble or accident which happen from work performance quickly, efficient and cautious.
- The Company shall act in accordance with law and various regulations in the matter of safety strictly and shall bring management standard measure concerning reliable safety to be effective in case not yet available of laws and regulation formulated.
- The Company managed to have designing on equipment, making performance discipline, operation planning and officials training to have knowledge and understanding and receive sufficient information in the matter of working safety to protect danger which may happen from machines, working method or various diseases.
- The Officials whose join working by having illegal narcotics essence in the body system or having liquor power or other narcotics essence in a level that able to cause damage on performance would receive punishment by discipline as company regulation.

The practice of safety and hygienic

- The Company shall arrange properly layout for the office and factory
- There will be proper entrance and exit to ensure the safety of worker
- There will be walkway within the factory with proper space
- There will be toolbox in each specific area
- There will be sufficient light and air ventilation in the factory
- There will be first-aid training, fire escape training, firefighting training, and regularly examination for the fire extinguish equipment.
- There will be sufficient area for the worker for exercise activities
- There will be sufficient toilet and infirmary
- There will be annual health check-up
- There will be work insurance for every worker

Statistic of Accident from work

- In the year 2020, Statistics on accident to the stage of ceasing work excess 3 days come to 2.97 persons / 1,000 persons.

h. Participation development on community and society policy

In order to maintain for good community and society, the company then formulates the following guide lines:

- ☐ The Company shall behave as own rights in their capacity as a good population by law and/or discipline issued by corporate governance section strictly and give cooperation with public sector regularly.
- ☐ The Company supports the officials and related person to acknowledge, understand guide line in operation in order to participate in community and society development.
- ☐ The Company shall proceed the project or do activity for society continuously in order to create affection, union, to be unanimous with community and society.
- ☐ The Company shall take good care and protect not to allow company operation to incur damage toward life quality of community and society.
- ☐ The Company shall create mind conscious in responsibility toward community and society in every level of official group continuously and earnestly.
- ☐ The Company shall cooperate to support and create community and society, support any activities which related with community development both in the part of life quality development and exchange experience from operation with community and society for bringing to improve working regularly.

i. Environment and Natural Resources policy

The Company has an intention to attend business with responsibility, friendly toward environment and natural resources as below principles:

- ☐ The Company shall administer by having target in protection not to incur impact toward environment and natural resources and better than provision of laws.
- ☐ The Company intends to develop operation process to be in accordance with international standard measure through revise and operation assess regularly.
- ☐ The Company shall establish firmly and promote officials including related person to have responsibility toward environment and natural resources.
- ☐ The Company shall fully aware of maintenance environment and natural resources for nice living and is a source of river and brook manage to have a process for providing knowledge to the officials by training in order to allow every official fully aware of its important, incur guarding jealously, maintain and use most worthwhile on natural resources.
- ☐ The Company shall maintain environment condition and biodiversity in operation areas to incur balance of residence system sustainable.
- ☐ The Company shall participate in reducing incurred greenhouse gas that shall impact toward change of climate.
- ☐ The Company shall seek an opportunity to exchange, learning and share experience from operation with other units for renovating operation continuously.

j. Human rights policy

The Company has a policy to conduct business by holding principle of respect toward human rights as international principle below:

- ☐ The Company shall treat every official with respect in honor and dignity.
- ☐ The Company supports the officials to use their legal rights as population according to edit of constitution and to be prescribed by the laws.
- ☐ The Company shall maintain personal information of the officials such as autobiography, health record, working resume, disclosure or personal information transfer of the officials to the public would be able to do when receive consent from those official. All this, violation regards as fault by discipline except has done according to the company discipline or as laws.
- ☐ The Company does not violate and not support activities that violate human rights.
- ☐ Every official must not do anything that violate or threaten either by speech or act toward other persons on basis of race, sex, religion, age cripple on body.

k. Misconduct and corruption resistant policy

The Company has an ideal in conducting business with virtue, act in accordance with law, transparent, adhere to responsible toward society and every group of stakeholder according to the principle of good Corporate Governance (private) and ethics in

conducting business, not supporting every form of misconduct and corruption. Therefore, in the year 2013 the company has joint the operation of Thai private sector in misconduct and corruption resistant and in 2015, the company applied for a member of net-work partnership on misconduct for Thailand in order to fight for every organization to aware of misconduct and corruption impact and formulate following guide lines:

- The Company formulate the written policy of Anti-Corruption and misconduct that is: the directors, executives and officials of the company are prohibited to do whatever that are related with every form of misconduct and corruption both for own benefit, family, friend and acquainted persons, both direct or indirect, not even in the status as recipient, provider or proposer, even its money or not to the government service units or private units that the company has conducted business or contacted and must perform strictly according the company policy. If not, shall be punished by discipline as company formulated rule and may be punished by law if that doing is illegal.
- The Company pays an important in human resources administration, can bring the policy of misconduct and corruption resistant to use practicing to incur form and appearance of things, communicating, provide knowledge and train officials concerning protection for seeking improper interest in duty and guide line to promote the personnel to understand and perform as organization culture.
- For the officials whose refuse to misconduct and corruption, the company has a policy not to reduce rank, punish or give result in a bad way to those officials, though refusal on misconduct and corruption would make the company lose an opportunity in business.
- The Company has available internal inspection section that having independence and upright by report direct to the Board of Audit Committee in inspecting risk assess on misconduct, possibility assess in the matter of misconduct and consider on protection and control measurement to have maximum efficiency in order to assure that the company shall be able to protect and control misconduct and corruption efficiently.
- The Company has a guide line to oversee and consult for protecting and follow performance assess as the policy of misconduct and corruption resistant by formulate Board of Audit Committee perform duty on governance to act in accordance with policy of misconduct and corruption resistant at least once a year through revise, practical line and provision in operation to coordinate with change on business, discipline, regulation and provision by law.
- The Company makes risk assessment on misconduct and corruption by managing risk management policy that may happen from normal operation and risk that may happen from misconduct and corruption, to look for risk measurement and protection guide line.
- The Company will disseminate policy of misconduct and corruption resistant both in giving or receiving present, donation for merit, support money, political assistance, purchasing, personal administration through expenditure for business entertainment to the customers, co-traders, creditors, related units, company officials through subsidiary company, corporate company, other companies that has authorize to

control, business representative, the people to acknowledge through communication channel of the company such as website of the company, e-mail, fax, annual report of disclosure information (type 56-1 and 56-2), fold sheet, responsibility toward environment report, first explanation, training, seminar and post letter.

1. Whistle blowing policy

The Company manages to have measurement in whistle blowing or for any activities concerned the law offending, misconduct, violation of rights, or any behaviour that may reveal for misconduct and corruption or improper of the person in organization both from directors, executives, officials and other stakeholders which grievance or clue by every group of stakeholder are likely to receive protection, its regarded as secret and not regarded as fault in discipline in case one who blowing is an official of the company and the company shall rush inspection and remedy problem quickly.

Safety channel in approaching information advice acceptance, whistle blowing or complaints on the rights violation channels

- ☐ Safety channel that the officials or stakeholders can approach to the information firmly when require an advice concerning performance in accordance with anti-measurement of misconduct and corruption by company website: www.cmfrozen.com click Investor Relations click required various heading such as anti-corruption policy or Business Morality or Corporate Governance Policy or other headings.
- ☐ Safety channel that the officials or stakeholders can approach firmly when requires to file complaint, notify information or clue that concerns with misconduct and corruption, right violation, without risk to the informant afterwards by sending complaint, clue or information by post letter to:

Chairman of Board of Audit Committee /

Chairman of Board of Corporate Governance /

Company Secretary / Human Resources Section

Chiangmai Frozen Foods Public Company Limited

No. 149/34 Soi Anglo Plaza, Surawongse Road,

Kwaeng Suriyawongse, Khet Bangrak, Bangkok 10500, Thailand

or send by E-mail address: cg@cmfrozen.com

or by phone: 662-238-4091, 662-634-0061-4 or Complaint box.

Relations with investors

Board of Company realize that company information both concern and not concern with financial are entirely effected to the decision of investor and stakeholders of the company. Board of Company then have a policy to let the executives section disclosing complete information to correspond with truth, reliable, regular and in time which the company has paid an important and kept throughout practicing. With regard to work in investment relation, the company has not set up this section owing such activity is not much but has assigned Mr.

Tewin Rungratanapitak - Company Secretary or Mr. Sakda Phimmuang - Accounting Manager
to contact and communicate with institution investors, shareholders, analyst and state concerned which the investors can see the company information at Website :
www.cmfrozen.com or contact at phone : (662) 634-0061-4, Fax (662)238-4090 or at E-mail
address : cg@cmfrozen.com

Business Operations Affecting Social Responsibility

The company has operations guidelines to assure that the direction and main target of the sustainable development is in compliance with the changes of economy, society and environment as well as the expectation of stakeholders in order to effectively, efficiently and sustainably grow and develop. The summary of main operations for many areas is as follows;

Operations for Economy

In 2020, the Company had key performance for economy and could provide the economic value to all stakeholders as following details;

Item	Value (Million Baht)*
Income from sales, helping in driving economy	1,096.53
Total net Profit (Loss) to increase value to shareholder	1.15
Salary and Wages to remunerate employees **	231.43
Employees' training expenses	0.43
Taxes paid to government for utilizing in further development of the country ***	0.82

* Data from 2020 Financial Statements of the Company

** Consisted of salary, wage, welfare and contributions to the providence fund and social security fund

*** Corporate income tax, local tax, property tax, sign tax and withholding tax

Operations for Society and Community

Since the company has realized the importance of the coexistence with surrounded community and society, the policy framework has been focused on the assistance towards society and community in order to promote the good relationship and have cooperation and support the organization operations from community and society. Besides, the conflict had been decreased while the intensity of future problems has been relieved, the company can increase their understanding and create good recognition and be a good role model for society. All implemented activities had concerned on the benefits of organization and the development of community and society together which has made community confident and trustful towards organization in promoting intimate business relationship and sustainably being success partners to each other. In 2020, the company had organized activities beneficial for society and community as follows:

- Supporting the prevention of COVID-19
- Blood Donation Activities
- National Labor Day Activities

- Children Day Activities
- Safety Travelling Activities

The details for above activities further described in sustainability report separately from annual report which can see information from website: www.cmfrozen.com heading: Investor Relations.

Operations for Environment

The Company has promoted all directors, executives, employees to utilize resources effectively, suitably, and sufficiently for utmost benefits as well as communicated, provided the knowledge, supported and build awareness for employees and relevant parties to manage the utilization of existing resources for organization's utmost benefits

The Company has realized the significance of the environment then established the environmental management system to decrease the effect on environment and improve surroundings to be better continuously. All executives and employees have focused to strictly follow the policy by implementing activities under the scope and practice as follows:

- The Company has operated the work process following to environment law by organizing the measurement of environment, such as measurement for weather quality, noise, heat, lighting, the dispersion of chemical, and quality of water released from factory, the result of the inspection is qualified according to the standard specified by law.
- The Company has concern the operation activities with would affected the environment, specifically, the Company has improve the water treatment and the reuse of water to clean the road in the factory parameter, and the reuse of water for the field in the factory. This has reduce the water after treatment and the use of new water.
- Planting vegetable using re-used water Project which encourage employee to grow the vegetable using re-used water which save the water increasing 6.13% comparing to previous year. The re-used water is the water that have been properly treated and consider safe to grow the plant.
- The Company held the meeting with the dairy farmers who use our byproducts as cow feeds as to provide knowledge and management of byproducts to maximization benefits of byproducts.

The company has continuously organized the activity of energy usage reduction by encouraging employees to be aware of energy conservative within the organization, as well, the company has invested on efficiency improvement of machines and equipment, in 2019, the Company's measurement of energy conservative has been implemented as follows:

- Energy conservative in the lighting system through the use of LED light in the cold storage. Form the measure of the energy consumption, the result has indicated the energy save comparing to the traditional light bulb. Also, the company has promoted the on-off of lighting system according to the space required the light.

- The Company has participate in the campaign with the Provincial Electricity Authority, Amphoe Sansai to study the reduction of electricity by turning off the compressor while maintain the temperature in cold storage. The study has reveal the company can manage to reduce the electricity with proper operating hours.
- The Company has substitute part of the energy usage through the use of Biogas. The power generated by Biogas will be use with the water treatment system.
- The Company are held the seminar providing knowledge on energy conservative in the daily life. The participant in the seminar are 80 persons which will represent the group of worker in monitoring the misuse of energy by turning on-off the switch where the light is required.
- The Company has invested in solar roof top to generate electricity consider the renewable energy for the capacity of 2.47 Mw. The project expected to completed by the beginning of 2021.

From the operation in 2020, the company can reduce the use of energy from the measurement of energy conservative and improve the energy efficiency. The behavior of employee has gradually change by turning off the light switch during lunch break and when the light is not required.

11. Internal control and Risk Management

Internal control

The Company pays an important on internal control system with efficiently both in executive level and practical level, then has formulated duty, operation power of proceeding and executives in writing, having control usage of company assets to incur advantage and available development of good internal control system in regard to financial and accounting include effective report system.

Internal Audit

The Company has arranged internal audit department with Mr. Weerawat Sakulmeerit as the vice internal audit manager to perform inspection duty to ensure that the main practical and important financial activity of the company have proceeded as estimated way with efficiently inclusive inspection practice as laws and provision of the company as per work chains, and directly report to the Audit Committee.

Risk Management

Board of Company are aware of the important risk management and see that such process is one of the most important component of good corporate governance. So it manages to have risk management process which is standard system and more efficiently by assigning the Board of Risk Management Committee to formulate the policy, objectives, tactics in risk management and risk level that the company acceptable inclusive notify these matters to everyone in association to acknowledge for aware an important and is to make culture in risk management to incur in every level of the company enabling to bring for continuously practice to overtake changed situation for being as practice on background of risk management inclusive take care of having formulate to follow up method of risk management

result appropriately owing it is an important final step that effect toward success of risk management and formulate for reporting to the Board of Company.

12. Related transactions

Conflict of interests

Board of company have executed carefully and cautiously to prevent conflict of interest when any matter that may cause conflict of interest. Board of Audit Committee will learn about the subject that get conflict of interest and related subject and have considered the suitability cautiously every time by formulating to have practiced according to the basis of Securities and Stock Exchange of Thailand in which prices and conditions are as if doing subject with outsider and have already disclosed details, subject value, partnership, reason/necessity in the annual report and type 56-1 also have disclosed in notes to Financial Statements heading : general information and account with related person.

The Company has a policy to fix the selling price of the products to the related company as trade agreement in the same manner with sages should do with general partners under same circumstances. For the step of making list among themselves will be in accordance with the business mechanic in all respects both in fixing the price, provide discount and credit by the authorized officer who responsible directly with an approval of the executives. For the shareholders who have common interest, take no part in such approval. However, to fix the price, provide discount and credit shall be in accordance with the market mechanic which the company has treated in the same way with every customer of the company.

In future this making list among themselves shall have to continue further with thinking of the company maximum advantage that the company would receive as main interest.

C.T. Prosper Group Co., Ltd., is a company to conduct business of buying – selling, having joint shareholder and director, has rent 30 square metres areas at the rental fee 7,500 Baht per month as office. In the year 2020, the company has received office rental 90,000 Baht

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Key audit matters and how audit procedures respond for each matter are described below.

Revenue recognition

The Company's revenue are mainly derived from the distribution of frozen vegetables in domestic and export markets which are accounted for 98% of total revenue. Revenue from the sales of goods are considered as significant transaction and have a direct effect on the profit and loss of the Company. The sales transactions of the Company are made with a large number of domestic and oversea customers and there are a variety of arrangements and conditions. There are therefore risks with respect to the amount and timing of revenue recognition.

I examined the Company's revenue recognition by assessing and testing the effectiveness of internal controls over the revenue cycle, applying a sampling method to select sales transactions to examine the accuracy and appropriateness of the revenue recorded whether they were in compliance with the conditions set out in the sales documents and in compliance with the Company's policy. On a sampling basis, I examined supporting documents of sales incurred during the year and near the end of the accounting period. I examined the credit notes issued after the period-end and examined the significant adjustment made to the revenues. I also analyzed revenues disaggregated by products group to determine the accuracy and the appropriateness of revenues recognized throughout the accounting period.

Valuation of equity investment and short-term loan to non-listed company

The Company has the investment in equity instrument of non-listed company designated at fair value through other comprehensive income and short-term loan as disclosed in Note 13 and Note 11 whose values to the financial statements, representing 3% of total assets in the financial statements. Those investment and short-term loan are measured at fair value which determined by analysis and considering change in the invested companies' financial position and operating performance, discounting expected future cash flow and additional investment plan approved by Board of Directors required significant judgement of management in selecting the method, consideration of assumption and information used in fair value measurement of the investments in equity instrument and short-term loan.

I assessed the methods used in fair value measurement, determined by analysis and considering change in the invested company' financial position and operating performance, estimated discounting expected future cash flow and additional investment plan and other methods. In addition, I assessed the information used in calculation of fair value of investments e.g. financial position, estimation of the cash inflows and the financial models selected by management by gaining an understanding of the management's decision-making process as to whether the decisions are consistent with the historical data and budget plans from investee companies. I also tested the appropriateness of significant assumptions applied by management in preparing estimates of the cash flows expected to be realised from those investee companies in the future e.g. discount rate and long-term revenue growth rates and a review of the accuracy of past cash flow projections in comparison to actual operating results in order to assess the reliability of the cash flow projections. I also tested the calculation of the realisable values of investments using the selected method.

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Other Information

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



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- Conclude on appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Chamaporn Rodloytuk

CHAMAPORN RODLOYTUK
Certified Public Accountant
Registration No. 9211

AST Master Co., Ltd.
24 February 2021

Remark: -Opinion in the Auditor's report of the past three years is unconditional

B. Important Accounting Policies

BASIS FOR FINANCIAL STATEMENTS PREPARATION

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

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses in the reported periods. Although these estimates are based on management’s best knowledge of current events and actions, actual results may differ from those estimates.

The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

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

For the convenience of the user, an English translation of the financial statements has been prepared from the financial statements that are issued in the Thai language.

NEW FINANCIAL REPORTING STANDARDS

Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised and new financial reporting standards and interpretations which are effective for fiscal periods beginning on or after 1 January 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The adoption of these financial reporting standards does not have any significant impact on the Company’s financial statements. However, the new standard involves changes to key principles, which are summarised below :

Financial reporting standards related to financial instruments

A set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7	Financial Instruments: Disclosures
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TFRS 9	Financial Instruments
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Accounting standard:

TAS 32	Financial Instruments: Presentation
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Financial Reporting Standard Interpretations:

TFRIC 16	Hedges of a Net Investment in a Foreign Operation
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TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments
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These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost by taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model, calculation of impairment using the expected credit loss method, and hedge accounting. These include stipulations regarding the presentation and disclosure of financial instruments.

The effects of the adoption of these accounting standards are described below:

- Classification and measurement of investments in equity instruments of non-listed companies- The Company is to measure investments in equity instruments of non-listed companies at fair value and elect to classify the investments as financial assets at fair value through other comprehensive income. The Company's management assessed and considered that the cost of such investments has represented the fair value of the investments. Therefore, the fair value measurement of the investments in equity instruments of non-listed companies do not have any impact on the adjustment of retained earnings as at 1 January 2020.
- Recognition of credit losses - The Company are to recognise an allowance for expected credit losses on its financial assets, and they are no longer necessary for a credit-impaired event to have occurred. The Company applying simplified approach to consider impairment of trade receivables.
- Recognition of derivatives - The Company is to initially recognise derivative at their fair value on the contract date and the Company measure them at their fair value at the end of each reporting period. Changes in the fair value of derivatives are recognised in profit or loss. The Company applying hedge accounting for mostly derivatives.

The Company adopted these financial reporting standards which the cumulative effect of initially applying is recognised as an adjustment to the retained earnings as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4 to the financial statements.

TFRS 16 Leases

TFRS 16 supersedes TAS 17 Leases together with related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

Accounting by lessors under TFRS 16 is substantially unchanged from TAS 17. Lessors will continue to classify leases as either operating or finance leases.

This standard does not have any significant impact on the Company's financial statements.

Financial reporting standards that became effective for fiscal years beginning on or after 1 January 2021

During the year 2020, The Federation of Accounting Professions has issued the Notification regarding the revised Thai Accounting Standards, Thai Financial Reporting Standards, Thai Accounting Standards Interpretation and Thai Financial Reporting Standard Interpretation, totaling 16 number, which have been announced in the Royal Gazette and will be effective for the financial statements for the period beginning on or after 1 January 2021 onwards. 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, revising the definition of materiality, definition of business and accounting requirement for Interest Rate Benchmark Reform.

In addition, in January 2021, The Federation of Accounting Professions has issued the Notification regarding a revision from year 2020 of five Thai Financial Reporting Standards, which have been announced in the Royal Gazette and will be effective for the financial statements for the period beginning on or after 1 January 2022 (Unless Consent to reduce rent related to COVID 19 It will be effective for accounting periods beginning on or after 1 June 2020) onwards. The most of the changes directed towards revisions of accounting requirement for Covid-19-Related Rent Concessions which meet specified conditions and Interest Rate Benchmark Reform-Phase 2.

The Company's management will adopt the relevant TFRSs in the preparation of Company's financial statements when they become effective. The Company's management is on the evaluating process to assess the impact of these TFRSs on the financial statements of the Company in the period of initial application.

ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below;

Cash and cash equivalents

Cash and cash equivalents consist of cash in hand, cash at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

Inventories

Inventories are stated at the lower of cost or net realisable value. Cost is determined by the weighted average method. The cost of purchase comprises both the purchase price and costs directly attributable to the acquisition of the inventory, such as import duties and transportation charges, less all attributable discounts, allowances or rebates. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads, the latter being allocated on the basis of normal operating activities. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses.

At the end of year, the Company considers the physical of finished goods in the estimation of adequately allowance for obsolete.

Investments

Policies adopt before 1 January 2020

Investments in unit trusts of mutual funds which the Company holds as trading investments are determined at fair value. The fair value of unit trusts is determined from their net asset value. Gains or losses arising from changes in the value of securities are included in statement of comprehensive income.

Investments in non-marketable equity securities, which the Company classifies as other investments, are stated at cost net of allowance for impairment loss (if any).

The weight average method is used for computation of the cost of investments.

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

Other long-term investments in non-marketable equity securities are stated at cost net of allowance for impairment loss(if any). The weighted average method is used for computation of the cost of investments.

Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

Property, plant and equipment

Property, plant and equipment are initially recorded at cost. All assets except for land are stated at historical cost less accumulated depreciation.

Depreciation of plant and equipment are calculated on the straight line method over their estimated useful lives as follows:

	<u>No. of Years</u>
Building and Improvement	5-20
Machineries and equipment	5-10
Vehicles	5
Office equipment and fixtures	5

Repairs and maintenance are charged to the income statement during the financial period in which they are incurred. The cost of major renovations is included in the carrying amount of the asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Company. Major renovations are depreciated over the remaining useful life of the related asset.

When assets are sold or retired, the Company will eliminated their costs and accumulated depreciation from the accounts and any gain or loss resulting from their disposal is included in the statements of income.

Building-in-progress and machinery under installation are stated at cost. These assets are not depreciated until such time as the relevant assets are completed and ready for their intended operational use.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Intangible asset and amortization

Intangible asset is computer software which is stated at historical cost and amortized using the straight line method over a period of five-ten (5-10) years.

Impairment of non-financial assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment, and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to

the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Company could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss. In the assessment of asset impairment if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Company estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

Foreign currency transactions

Foreign currency transactions are translated into Thai Baht using the exchange rates prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currency are translated to Thai Baht at the exchange rate prevailing at the statements of financial position date. Gains and losses resulting from the settlement of foreign currency transactions and from the translation of monetary assets and liabilities denominated in foreign currencies, are recognized in the statement of income.

Leases

Accounting Policies adopt after 1 January 2020

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company assesses the lease term for the non-cancellable period as stipulated in lease contract or the remaining period of active leases together with any period covered by an option to extend the lease if it is reasonably certain to be exercised or any periods covered by an option to terminate the lease if it is reasonably certain not to be exercise by considering the effect of changes in technology and/or the other circumstance relating to the extension of the lease term.

The Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use the underlying assets and lease liabilities based on lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

The cost of right-of-use assets also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Vehicles	5 year
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Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate, which is determined by referring to the government bond yield adjusted with risk premium depending on the lease term, at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and Leases of low-value assets

A lease that has a lease term less than or to 12 month from commencement date, or are leases of low-value assets, are recognised as expenses on a straight-line basis over the lease term.

Accounting policies adopt before 1 January 2020

Leases of assets which substantially transfer all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalized at the inception of the lease at the lower of the fair value of the leased property or the present value of the minimum lease payments. Each lease payment is allocated to the principal and to the finance charges so as to achieve a constant rate on the finance balance outstanding. The outstanding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance cost is charged in profit or loss over the lease period. The property, plant or equipment acquired under finance leases is depreciated over the useful life of the assets.

Leases not transferring a significant portion of the risks and rewards of ownership to the lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged in profit or loss on a straight-line basis over the period of the lease.

Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company contributions are recognised as expenses when incurred.

Defined benefit plans

The Company have obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treat these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in other comprehensive income.

Past service costs are recognized in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Company recognizes restructuring-related costs.

Provisions

Provisions are recognized when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the Company expect a provision to be reimbursed, the reimbursement is recognized as a separate asset but only when the reimbursement is virtually certain.

Revenue recognition

Revenue from sale of manufacturing and exporting of frozen vegetable is recognised at the point in time when control of the goods is transferred to the customer, generally on delivery of the goods. A receivable is recognized when the goods are delivered to the customer's specific location at which the Company has right to receive payment of that consideration is due. Revenue is measured at the amount of the consideration received or receivable.

Interest income is recognized on an accrual basis using the effective interest method by the book value of the financial assets multiplied by the effective interest rate.

Rental income is recognised on a straight-line basis over the lease term.

Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognise deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

Basic earnings per share

Basic earnings per share is calculated by dividing the net income by weighted average number of paid-up common shares during the years.

Financial instruments

Accounting policies adopted since 1 January 2020

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Company's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Company has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as financial income in profit or loss.

Financial assets at FVOCI

Financial assets measured at FVOCI are held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and selling the financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows. Changes in the value of financial assets recognised in other comprehensive income.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Company can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Company's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Impairment of financial assets

The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been

a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Accounting policies adopt before 1 January 2020

Trade receivables

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experiences and analysis of debt aging.

Derivatives and hedge accounting

The Company uses exchange currency swaps as a derivative to hedge its exchange currency risks. Derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Hedge accounting

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment.
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment.

At the inception of a hedging relationship, the Company formally designates and documents the hedging relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation, at the inception of the hedge and on an ongoing basis, includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Company will assess whether the hedging relationship meets the hedge effectiveness requirements, including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined.

A hedging relationship qualifies for hedge accounting if it meets all of the following hedge effectiveness requirements:

- There is ‘an economic relationship’ between the hedged item and the hedging instrument.
- The effect of credit risk does not ‘dominate the value changes’ that result from that economic relationship.

- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Company actually hedges and the quantity of the hedging instrument that the Company actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Fair value hedges

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Fair value hedges-the change in the fair value of a hedging instrument and the hedged item attributable to the risk are recognised in profit or loss.

Cashflow hedges-the effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income, while any ineffective portion is recognised immediately in profit or loss

Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measure fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1-Use of quoted market prices in an observable active market for such assets or liabilities.

Level 2-Use of other observable inputs for such assets or liabilities, whether directly or indirectly.

Level 3-Use of unobservable inputs such as estimates of future cash flows.

At the end of each reporting period, the Company determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

Significant accounting judgements and estimates

The preparation of financial statements in conformity with generally accepted accounting principles at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Property plant and equipment/Intangible assets

In determining depreciation of plant, equipment and intangible assets, the management is required to make estimates of the useful lives and residual values of the Company's plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables and accounts receivable-planters, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Company's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Allowance for net realizable value

The Company considers the allowance for net realizable value based on the estimate of selling price in the ordinary course of business and normal condition of inventory. The net realizable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

Related person and companies

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Company, Individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Company and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

C. Summary of Financial Statements
Statements of Financial Position

(Unit: Thousand baht)

ASSETS	Separate Financial Statements					
	2018	%	2019	%	2020	%
Current Assets						
Cash and cash equivalents	122,347	7.9	180,331	11.6	147,610	9.7
Other current financial assets	190,107	12.2	191,212	12.3	241,513	15.9
Trade and other current receivables	139,481	8.9	109,318	7.1	78,295	5.2
Accounts receivable-planters	8,059	0.5	17,672	1.1	21,918	1.4
Short-term loans to other company			13,600	0.9	6,930	0.5
Inventories	613,175	39.3	499,857	32.3	461,114	30.4
Derivatives assets					24,678	1.6
Total Current Assets	1,073,169	68.8	1,011,990	65.3	982,058	64.7
Other non-current financial assets	37,500	2.4	37,500	2.4	-	-
Investment property	22,128	1.4	22,128	1.4	22,128	1.5
Property, plant and equipment-net	379,019	24.3	425,476	27.5	455,562	30.0
Lease deposit on land	25,359	1.6	25,359	1.6	25,359	1.7
Intangible assets-software computer	8,843	0.6	9,689	0.6	8,726	0.6
Deferred tax assets	10,928	0.7	15,033	1.0	19,719	1.3
Income tax refundable					1,932	0.1
Other non-current assets	2,052	0.2	2,094	0.1	2,160	0.1
Total non-current assets	485,829	31.2	537,279	34.7	535,586	35.3
TOTAL ASSETS	1,558,998	100.0	1,549,269	100.0	1,517,644	100.0

LIABILITIES AND SHAREHOLDERS' EQUITY	Separate Financial Statements					
	2018	%	2019	%	2020	%
Current Liabilities						
Trade and other current payables	70,574	4.5	54,728	3.5	74,317	4.9
Current portion of liabilities	960	0.1	1,575	0.1	1,253	0.1
Accrued income tax	7,759	0.5	8,272	0.5	-	-
Derivatives liabilities					16	0.0
Other current liabilities	3,663	0.2	3,569	0.2	3,517	0.2
Total Current Liabilities	82,956	5.3	68,144	4.4	79,102	5.2
Lease liabilities	1,687	0.1	1,931	0.1	679	0.1
Employee benefit obligations	49,643	3.2	69,324	4.5	66,825	4.4
Total non-current liabilities	51,330	3.3	71,255	4.6	67,504	4.5
Total Liabilities	134,286	8.6	139,399	9.0	146,606	9.7
Shareholders' Equity						
Share capital - Baht 1 par value						
Authorized shares 381,145,725 common shares in 2016-2018						
Issued and paid-up Shares 381,145,725 in 2016-2018	381,146	24.5	381,146	24.6	381,146	25.1

Premium on share capital	68,000	4.4	68,000	4.4	68,000	4.5
Retained earnings						
-Appropriated for legal reserve	38,115	2.4	38,115	2.5	38,115	2.5
-Un appropriated	937,451	60.1	922,610	59.6	901,600	59.4
- Other component of equity					(17,824)	(1.2)
Total Shareholders' Equity	1,424,712	91.4	1,409,870	91.0	1,371,037	90.3
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	1,558,998	100.0	1,549,269	100.0	1,517,644	100.0

Statement of Comprehensive Income

(Unit: Thousand baht)

Particular	Separate Financial Statements					
	2018	%	2019	%	2020	%
Revenues from sales	1,265,509	100.0	1,163,257	100.0	1,096,527	100.0
Cost of sales	(1,018,938)	(80.5)	(1,021,760)	(87.8)	(949,009)	(87.6)
Gross profit	246,571	19.5	141,497	12.2	147,519	13.5
Gain (loss) on exchange rate	19,173	1.5	39,209	3.4	(25,232)	(2.3)
Other income	12,034	1.0	7,842	0.7	8,586	0.8
Profit before expenses	277,778	21.9	188,547	16.2	130,873	11.9
Cost of distributions	(79,402)	(6.3)	(70,852)	(6.1)	(62,036)	(5.7)
Administrative expenses	(83,144)	(6.6)	(80,059)	(6.9)	(71,327)	(6.5)
Total expenses	(162,546)	(12.9)	(150,911)	(13.0)	(133,363)	(12.2)
Profit (loss) from operation activities	115,232	9.1	37,636	3.2	(2,490)	(0.2)
Financial income	4,170	0.3	4,355	0.4	3,379	0.3
Financial costs	(206)	-	(218)	-	(148)	(0.0)
Profit before income tax expenses	119,196	9.4	41,773	3.6	741	0.1
Income tax	(21,714)	(1.7)	(7,009)	(0.6)	407	0.0
Net profit for the year	97,482	7.7	34,765	3.0	1,148	0.1
Earnings per share	0.26		0.09		0.003	
Other comprehensive income for the year						
Other comprehensive income to be reclassified to profit or loss in subsequent year						
Change in fair value of hedging instruments of cash flow hedge					8,584	
Less Tax effect					(1,717)	
Other comprehensive income not to be reclassified to profit or loss in subsequent year						
Loss on change in value of equity investments						
Designated at fair value						

through other comprehensive income				(45,000)
Loss Tax effect				9,000
Remeasurements of post-employment benefit obligations				
Actuarial losses	(2,769)	(9,608)	(2,547)	
Less: Income tax effect	554	1,922	509	
Total comprehensive income for the year	95,267	27,079	(30,023)	
Equity holders of the parent	97,482	34,765	1,148	
Other comprehensive income for the year	(2,278)	(7,686)	(2,038)	
Un-appropriated retained earnings Beginning balance	956,526	937,451	922,610	
Commulative effects from change in accounting policies			2,747	
Appropriated for -Dividend paid	(114,279)	(41,920)	(22,866)	
Ending balance	937,451	922,610	901,600	

STATEMENT OF CASH FLOWS

(Unit: Thousand baht)

Particular	Separate F/S.		
	2018	2019	2020
Cash flows from operating activities:			
Profit before tax income (expenses)	119,196	41,773	741
Adjustments to reconcile net profit to net cash provided by operating activities			
Unrealized gain on exchange rate	992	135	254
Loss on diminution in value of inventories (reversal)	(2,870)	1,661	(3,069)
Loss for write-off inventories			4,350
Reversal of doubtful accounts	147	(172)	(29)
Gain from changes in value of investments	(203)	(220)	(402)
Gain on disposal of investments	(220)	(430)	(849)
Gain on disposal of assets and write-off of assets	(514)	(172)	(371)
Depreciation and amortization	43,705	49,883	55,468
Retirement employee benefit	4,320	15,250	4,558
Change in fair value of forward exchange contracts			1,491
Interest income	(3,321)	(3,706)	(2,128)

Interest expenses	207	218	148
Profit from operating activities before change in operational assets and liabilities	161,439	104,221	60,162
Decrease (increase) in operational assets			
Trade and other receivables	(60,746)	30,435	30,703
Accounts receivable-planters	35,477	(9,441)	(4,216)
Inventories	(176,750)	111,656	37,461
Other non-current assets	881	(42)	(66)
Increase (decrease) in operational liabilities			
Trade accounts payable	2,731	(16,242)	18,734
Other current liabilities	(30)	(71)	(33)
Employee benefit obligations	(3,674)	(5,177)	(9,604)
Cash received from operation	(40,672)	215,339	133,141
Income tax paid	(25,406)	(8,678)	(10,203)
Net cash provided by operating activities	(66,078)	206,661	122,938
Cash flows from Investing Activities			
Decrease (increase) in other current financial assets	240,516	(455)	(49,050)
Cash paid for investment in related company			(7,500)
Interest received	4,166	3,298	2,195
Increase (decrease) in short-term loans to other company		(13,600)	6,670
Cash received from subsidiary liquidation	-	-	-
Cash paid for Investment in related company	-	-	-
Cash paid for lease deposit	-	-	-
Proceeds from disposal of equipment	702	547	409
Cash paid for acquisition of plant and equipment	(68,231)	(93,508)	(83,684)
Cash paid for acquisition of computer software	(89)	(1,774)	(89)
Net cash provided by (use in) Investing Activities	177,064	(105,492)	(131,050)
Cash flows from financial activities			
Cash paid for dividends	(114,279)	(41,942)	(22,885)
Interest paid	(207)	(218)	(148)
Payment for lease liabilities	(897)	(1,025)	(1,157)
Net cash used in financing activities	(115,383)	(43,186)	(24,608)
Net increase (decrease) in cash and cash equivalents	(4,397)	57,984	(32,721)
Cash and cash equivalents, Beginning of year	126,744	122,347	180,331
Cash and cash equivalents, End of year	122,347	180,331	147,610
<u>Supplement disclosure of cash flows information</u>			
Non-cash items			
Purchases of equipment lease liabilities	-	1,884	-
Purchases of equipment by recording as other payables	1,188	395	855
Increase in accrued dividends		22	19

2) Financial Statements Ratio

Ratio	Unit	Financial Statement. (Mil. Baht)		
		2018	2019	2020
Liquidity Ratios				
Current ratio	Time	12.94	14.85	12.42
Quick ratio	Time	5.45	7.32	3.13
Cash flow ratio	Time	(0.80)	3.04	1.73
Account receivable turnover	Time	11.50	9.35	11.69
Debt collection period	Days	31.73	39.03	31.23
Inventory turnover	Time	1.95	1.84	1.98
Good distribution ratio period	Days	187.48	198.80	184.80
Account payable turnover	Time	14.85	16.31	14.71
Debt payment period	Days	24.58	22.38	24.82
Cash cycle	Days	194.63	215.46	191.21
Profitability Ratios				
Gross profit margin	%	19.48	12.16	13.45
Operation profit margin	%	9.44	3.61	(0.23)
Net profit margin	%	7.70	2.99	0.10
Return on equity	%	6.80	2.45	0.08
Efficiency Ratios				
Return on total assets	%	6.22	2.70	(0.16)
Return on fixed assets	%	3.44	2.89	2.49
Total assets turnover	Time	0.81	0.75	0.72
Financial Policy Ratios				
Ratio debt against equity part	Time	0.09	0.10	0.11
Dividends paid rate	%	82.11	65.78	-

14. Explanation and analysis financial situation and operation result
Overview of previous operation

Performance Overview

The overall of Thailand's economy in the year 2020 considered severe shrunk which affected the entire global industry includes tourism, service, industrial, trading, agriculture, and financial market. Government policy in attempt to control the spread of COVID-19, the social adaptation has caused the big change in global activities. All of these has put the great challenge on the practice for business as never seen before. Despite the new wave of spread in Q4/2020, the measure to control has improve and expected less impact to the economic. The advance on vaccine development should ease and recover the overall global economic in 2021.

For Thailand's economy, GDP expected to severely shrink by -6.1%, consider the worst situation since economic crisis in 1997 as tourism industry has majorly suffer, while export sector has slump as the global economic. However, the gradual recovery is expected by the third quarter of 2021 as tourism industry should recovered in according to the progress on vaccine applied.

Japan, as the main market for the Company, has affected and suffer from the postpone of Olympic 2020. Government has request businesses "Work from home" basis, temporary closing the school, request restaurant and shops to close early or even temporary closed down, in attempted to minimize the activities and contain the COVID-19 spread. These caused the economic slowdown as well as household consumption.

In 2020, Since the spread of COVID-19, THB has depreciated comparing to USD and reverse the trend by the second half of the year once the panic has been dissolved. The average exchange rate for the year 2020 revealed in the Bank of Thailand indicated 31.29 THB/USD, comparing to 31.05 THB/USD in 2019, considered the slight depreciation of 0.77%. However, as the US presidential election result by the year end, THB has gradually appreciated and tend to continuously appreciate as investors gain more confidence on the recovery of global economy.

The impact of COVID-19 and the global economic has directly weakening revenue of the Company, in which products majorly export, considered approximately more than 90% of the total revenue. Therefore, the sales revenue reveals in the financial statement for the year 2020 of THB 1,096.53 Million, decreasing of 5.74% comparing to THB 1,163.26 Million indicated in 2019. Also, total sales volume of 2020 presented 19,298 Tons, which decreased 5.76% comparing to 20,458 Tons in previous year. The company's financial statement has indicated

the net profit THB 1.15 Million in the year 2020, equivalent to the decrease of 96.70% considering previous year performance of THB 34.76 Million, while the gross profit margin and net profit margin in 2020 displayed 13.45% and 0.10% respectively which decrease from 12.16% and 2.99% previously shown in 2019.

The financial performance has significantly change more than 20%, whereby the Net Profit has decreased 96.70% comparing to the previous year. The major contribution for such change is the decrease of sales volume which caused by the COVID-19. Though the Gross Profit Margin has been enhanced as THB has slightly depreciated against USD, and the cost of goods sold per unit has decreased due to the labor management to increase production efficiency, the bunker price has reduced, and the agriculture yield has improved. Also, the selling and administration expenses has decreased as the sea freight charge and export expenses has decreased, but the loss on exchange THB 25.23 Million comparing to gain on exchange of THB 39.21 Million in previous year, the net profit margin, therefore, significantly reduced. The Company has not indicated any non-recurrent transaction in the financial statements for the year 2020.

During the year, the company has not changed the accounting policy, but only the application of accounting standard which is mandatory applied. The mentioned change has not material to the financial statement.

For the year 2021, global economic is expected to recover with the support factor of the advance progress on vaccination applied, multiple economic stimulus from governments, and the scarring effect that is lower than expected. For Japan, the export sector should recover and boost up the overall economic. Government stimulus should support the increasing household consumption as well as the Olympic 2021 which expected to be held. However, there are risk of the new wave of spread which could negatively affected the recovery of Japan. Other than above mentioned, On the other hand, the domestic factor for Thailand to be carefully monitor are the high possibility of drought which could cause the raw materials from agricultural sector to be increased, also the appreciation of THB against USD due to the increased confidence of investor toward global economic recovery after US Presidential election and the advance progress of COVID-19 vaccine. However, the management has aware of theses factor and best attempt to reduce such negative effects. Also, the management has continuously determine the policies and strategies to cope with the dynamic of situations such as the continuous improvement for the selection of seeds and its standard in order to improve cultivating yield and production yield, the strive to achieve the effective energy saving production line, the study for alternatives energy, the study of the demand for the products in other country rather than existing trade partner, and the closely monitor for the exchange rate to determine the appropriate use of financial instrument and increase the effectiveness of the hedge against the risk of exchange rate fluctuation.

Summary of Financial Performance

Revenue Structure

1. Sales Revenue

The Company has sales revenue majorly from the sales of frozen vegetables such as frozen soy beans, frozen green beans, frozen sweet corns and frozen mixed vegetables. The details of sales revenue, according to the financial statement categorized by the geographic is as follows,

Sales Revenue	Value (THB Million)			Increase (decrease) %		
	2018	2019	2020	2018	2019	2020
Export Sales Revenue	1,238.32	1,092.29	1,022.83	(6.38)	(11.79)	(6.36)
Domestic Sales Revenue	27.19	70.97	73.69	(22.71)	161.01	3.83
Total Sales Revenue	1,265.51	1,163.26	1,096.53	(6.80)	(8.08)	(5.74)

In 2020, sales revenue indicated totaling THB 1,096.53 Million, of which domestic sales proportion is 6.72% of total sales revenue, increase from proportion 6.10% comparing to 2019, and the proportion of export sales for the year 2020 is 93.28%, slightly decreased from 93.90% in 2019.

Total sales revenue in 2020 totaling THB 1,096.53 Million decreasing from THB 1,163.26 Million in 2019, equivalent to the decrease of 5.74%. This due to the reduce of selling price for some products due to higher competition and the sluggish demand from overseas.

2. Other Revenue

In 2020, the company has indicated other revenue which mainly derived from the selling of by-product of THB 8.59 Million which increased from THB 7.84 Million in 2019, equivalent to the increase of 9.49%. Also, the Company has revenue from investment THB 3.38 Million as the return from the investment in fixed income term fund and money market.

Cost of Goods Sold

Cost of goods sold in 2020 presented THB 949.01 Million, equivalent to the decrease of 7.12%, comparing to THB 1,021.76 Million in 2019. The major reasons for the decrease is as follows,

- ☐ The sales volume has decreased comparing to the previous year, due to COVID-19 has caused household consumption in Japan to drop.
- ☐ The raw material cost has decreased concern the increased cultivation yield comparing to drought during the previous period. Also, the other overhead production cost per unit has decreased as the decreasing cost for the production factors such as

the increasing efficiency for labor. Also, the cost for bunker has reduced and the external cold storage charge has declining due to the balancing inventory with the agricultural produces.

Selling and Administration Expenses

In 2020, the Company has reported the selling and administration expenses of THB 133.36 Million which decreased from THB 150.91 Million as reported in 2019, equivalent to the decrease of 11.63% which derive from the transportation and export expenses which is the cost for the transportation of finished goods to be delivered at domestic sea port and the custom fee, is decrease due to the decreasing volume export. Also, the appreciation of Thai Baht against USD caused the decline in sea freight expenses. Further, the external cold storage charge has decreased from the attempt to manage the inventory and the cultivation.

Gross Profit Margin and EBIT Margin

The Company has Gross Profit Margin in 2020 of 13.45% increased from 12.16% stated in previous year, which result from the cost of goods sold per unit has decreased concerned the higher efficiency for labor and the price for bunker has decreased. Despite the decreased in selling and administration expense of THB 17.55 Million, the loss on exchange rate THB 25.23 Million comparing to gain on exchange rate THB 39.21 Million due to the volatility of exchange rate in 2020, has caused loss on EBIT Margin of 0.23% comparing to EBIT Margin of 3.24% in 2019.

Net Profit

The Company has indicated net profit in the financial statements in 2020 of THB 1.15 Million, decreased from THB 34.76 Million presented in 2019, equivalent to the decrease of 96.70%. The major contribution for such change is the decrease of sales volume which caused by the COVID-19. Though the Gross Profit Margin has been enhanced as THB has slightly depreciated against USD, and the cost of goods sold per unit has decreased due to the agriculture yield for raw material has lessen effect from draught comparing to previous year, the labor management to increase production efficiency, the bunker price has reduced, Also, the selling and administration expenses has decreased as the sea freight charge and export expenses has decreased, but the loss on exchange THB 25.23 Million comparing to gain on exchange of THB 39.21 Million in previous year, the net profit margin, therefore, significantly reduced. The Company has determined to focus on production cost management including the attempt to improve the quality of seeds and level up its selection standard, increase the production efficiency, improve the cold storage area purposely to improve capacity management and reduce external cold storage charge.

Summary Table for the Financial Performance

Financial Highlight	Value (THB Million)			Increase (decrease) %		
	2018	20179	2020	2018	2019	2020
Sales Revenue	1,265.51	1,163.26	1,096.53	(6.80)	(8.08)	(5.74)
Cost of Goods Sold	1,018.94	1,021.76	949.01	(1.51)	0.28	(7.12)
Gross Profit	246.57	141.50	147.52	(23.74)	(42.61)	4.26
Gain on Exchange Rate	19.17	39.21	(25.23)	(44.64)	104.50	(164.35)
Other Revenue	12.03	7.84	8.59	40.50	(34.84)	9.49
Operating Profit	277.78	188.55	130.87	(24.44)	(31.58)	(30.59)
Selling and administration Expenses	162.55	150.91	133.36	(7.16)	(7.16)	(11.63)
Earnings Before Interest and Tax	115.23	37.64	(2.49)	(39.72)	(64.83)	(106.62)
Net Profit	105.82	34.76	1.15	(39.23)	(64.34)	(96.70)
Earnings Before Interest, Tax, Depreciation and Amortization	163.11	87.52	52.98	(32.57)	(43.67)	(39.47)
Cash Flow From Operation	(66.08)	206.66	127.19	(181.82)	412.75	(38.45)
Earnings per share (Baht)	0.28	0.09	0.003			
Book Value per share (Baht)	3.74	3.70	3.60			

Key Financial Ratios

Key Financial Ratios	2018	2019	2020
Current Ratio (Times)	12.94	14.85	12.42
Quick Ratio (Times)	5.45	7.32	3.13
Gross Profit Margin (%)	19.48	12.16	13.45
Operating Profit Margin (%)	9.44	3.61	-0.23
Net Profit Margin (%)	7.70	2.99	0.10
Return on Equity (%)	6.80	2.45	0.08
Return on Assets (%)	6.22	2.42	-0.16
Debt To Equity Ratio (Times)	0.09	0.10	0.11

Company's Financial Position

Assets

The Company has total assets according to the financial statements as of 31 December 2020 of THB 1,517.64 Million comparing to THB 1,549.27 Million in the previous year, equivalent

to the slightly decrease of 2.04%. The major decrease is from the decrease of cash and cash equivalent due to the investment in Solar Roof Project in attempt to achieved energy cost saving. Also inventory has dropped from THB 499.86 Million to THB 461.12 Million, equivalent to the decreased of 7.75%

Trade Receivables in 2020 indicated THB 78.29 Million, decrease from THB 109.32 Million presented in 2019, of which THB 49.24 Million is receivable that not yet due for payment, equivalent to 67.49% of total receivables in 2020 which indicated THB 72.96 Million. The Company has policy to reserve for allowance for bad debt for the whole amount on any doubtful receivable, considering financial position of client and their historical payment. In 2020, most of the clients able to settle the payment within due.

Liabilities

The Company has total liabilities according to the financial statements as of 31 December 2020 of THB 146.61 Million which slightly increase THB 7.21 Million, equivalent to the increase of 5.17%, comparing to the previous year. This is due to the increase of trade payables which increased from THB 54.73 Million in 2019 to THB 74.32 Million, equivalent to 35.79% increased.

As of 31 December 2020, the Company has liabilities obligation other than employee benefit which are

- ☐ Licensing agreement and consulting agreement for the usage of computer program and system for the amount of THB 0.25 Million
- ☐ Consulting agreement for financial advisor regarding the investment in Myanmar. The obligation amount according to the contract is THB 0.3 Million
- ☐ The Company might expose to the occurrence of obligation from the issuance of guarantee letter from bank against the government authorities for the amount of THB 10.07 Million
- ☐ The Company has capital expenditure in respect of the solar rooftop on-grid system and the installment of machine amounting of THB 30.27 Million

The Company has appropriate and sufficient liquidity for the payment of liabilities and obligation. In the year 2020, the Current Ratio indicated 12.42 times and the Quick Ratio of 3.13 times, while most of the current assets are in the form of inventory, including cash and cash equivalent.

Currently, there is no file or active case of lawsuit against the Company.

Shareholder's Equity

Shareholder's equity for the company presented in the financial statement for the period ended 31 December 2020 of THB 1,371.04 Million, decrease from THB 1,409.87 Million comparing to the previous year, equivalent to the decrease of 2.75%. The major contribution to the decrease is the inappropriate retained earnings from financial performance which indicated THB 901.60 Million in 2020, comparing to THB 922.61 Million in 2019, equivalent to the decrease of 2.28%.

Cash flow and Capital Structure

In the year 2020, the Company has net cash flow received from operation THB 127.19 Million, comparing to the cash flow received from operation THB 206.66 Million indicated in 2019, majorly caused by decreasing revenue from sales volume. In addition, the Company has been reported THB 135.31 Million on the investing activities majorly on acquiring new machine and the repair and maintenance of building and machine, and THB 24.61 Million as the dividend payment in the year 2020.

In 2020, the Company has sufficient liquidity which evidence from the current ratio of 12.42 times, slightly decrease from 14.85 times in 2019. The major assets are current assets equivalent to 64.71% of total assets. On the other hand, the Company has only 5.21% of current liabilities which mostly consists of trade payable. There is no outstanding borrowing from the financial institution.

The Company has not engaged in any long term borrowing during the year 2020, whereas the debt to equity ratio is slightly increase to 0.11, comparing to 0.10 debt to equity ratio indicated previous year.

Summary Table for Company's Financial Position

	Value (Million Baht)			Increase (decrease) %		Common Size		
	2018	2019	2020	2019	2020	2018	2019	2020
Current Assets								
Cash and short term investment	122.35	180.33	147.61	47.39	(18.14)	7.85	11.64	9.73
Trade Receivables	147.54	126.99	100.21	(13.39)	(21.09)	9.46	8.20	6.60
Short-Term Loan	0.00	13.60	6.93	-	(49.04)	0.00	0.88	0.46
Inventory	613.17	499.86	461.11	(18.48)	(7.75)	39.33	32.26	30.38
Derivative Assests	0.00	0.00	24.68	-	-	0.00	0.00	1.63
Other Current Assets	190.11	191.21	241.51	0.58	26.31	12.19	12.34	15.91
Total Current Assets	1,073.17	1,011.99	982.06	(5.70)	(2.96)	68.84	65.32	64.71

Non-Current Assets								
Property Land and Equipment	379.02	425.48	455.56	12.26	7.07	24.31	27.46	30.02
Other Non-Current Assets	106.81	111.80	80.02	4.67	(28.42)	6.85	7.22	5.27
Total Non-Current Assets	485.83	537.28	535.59	10.59	(0.32)	31.16	34.68	35.29
Total Assets	1,559.00	1,549.27	1,517.64	(0.62)	(2.04)	100.00	100.00	100.00
Current Liabilities	82.96	68.14	79.10	(17.86)	16.08	5.32	4.40	5.21
Non-Current Liabilities	51.33	71.26	67.50	38.82	(5.26)	3.29	4.60	4.45
Total Liabilities	134.29	139.40	146.61	3.81	5.17	8.61	9.00	9.66
Shareholder's Equity	1,424.71	1,409.87	1,371.04	(1.04)	(2.75)	91.39	91.00	90.34

Certification of correct information

I have reviewed the data in the list of annual data from of this copy and with caution in the capacity as an executive director of the company or person to hold highest executive rank in accounting field. I hereby certify that such data is perfectly correct, untrue, not make others misunderstanding or not lack of data that should inform in significant substance. Besides, I hereby certify that;

1. Financial Statements and financial data that concluded in the list of annual data form have shown perfectly correctness of data in the significant substance related with financial status, operation result and cash flow of the company and subsidiary company.
2. I am responsible toward an arrangement for the company to have a good data disclosure system to assure that the company has disclosed data in the part that is significant substance both the company and subsidiary company with perfectly correctness including supervise to have performed according to such system.
3. I am responsible toward an arrangement for the company to have a good internal control system and supervise to have performed according to such system and I have informed an assessment data of internal control system on December 31, 2020 to Independent Auditor and Audit Committee of the company which covers defect and significant changes of internal control system including misconduct that may affect toward managing financial report of the company and subsidiary company.

In this case, as an evidence that all documents are the same set document accepted by myself for the correctness. I have assigned Mr. Tewin Rungratanapitak to give signature enclose in every page of this document. If any document has no signature of Mr. Tewin Rungratanapitak enclosed, then I will consider that it is not the data I accepted correctness.

Names	Position	Signature
1.Mr.Prayoon Pholpipattanaphong	Chairman of Board of Company	
2.Mr.Prapas Pholpipattanaphong	Chairman of Executive Committee	
3.Mr.Ankoon Pholpipattanaphong	Managing Director	
Name	Position	Signature
The attorney-in-fact: Mr.Tewin Rungratanapitak	Financial Controller and Company's Secretary	

Attachment 1 Details of Directors, Management, Authorized Control and Company Secretary

Remark: Others details of Directors, Management, Authorized Control and Company Secretary can see data from clause 8.Management Structure page 24-33

Name - Surname	Position	Family relations between executive
Mr. Prayoon Pholpipattanaphong	Chairman of Board of Company Authorized Director Related Company's Director (The company invested >10%)	Brother of Mr. Prapas & Farther of Mr. Ankoon
Mr. Prapas Pholpipattanaphong	Chairman of Executive Committee Authorized Director Board of Nomination & Remuneration Committee Chairman of Risk Management Committee	Younger brother of Mr. Prayoon
Mr. Ankoon Pholpipattanaphong	Managing Director Authorized Director Marketing Manager Board of Corporate Governance Committee Board of Risk Management Committee Board of Nomination & Remuneration Committee Approved of Information of Company	Son of Mr. Prayoon
Mr. Lan, Mu-Chiou	Non-executive Director	None
Mr. Amnuay Yossuck	Independent Director Chairman of Board of Audit Committee Chairman of Nomination & Remuneration Committee	None
Mr. Ampon Ruayfupant	Independent Director Board of Audit Committee Board of Nomination & Remuneration Committee Board of Corporate Governance Committee	None
Dr. Phusit Wonglorsaichon	Independent Director Chairman of Board of Corporate Governance Committee	None

	Board of Risk Management Committee	
Miss Chutima Tangmatitham	Independent Director Board of Audit Committee Board of Nomination & Remuneration Committee	None
Miss Warissara Kangkanka	General Manager and Acting Office Manager 2	Age 54 Years Education: Diploma Holding: None, Relations: None
Mr. Tewin Rungratanapitak	Financial Controller (CFO) Company's Secretary Approved of Information of Company (TSD)	Age 39 Years Education: Bachelor of BA, International, Master of BA in Finance, Birmingham City University Holding: None, Relations: None
Mr. Thanamet Sutta	Accounting Manager (Accountant) Issued Information Board of Corporate Governance Committee Board of Risk Management Committee	Age 48 Years Education: Bachelor of Accounting, MBA Holding: None, Relations: None
Miss Piyaluk Chuaphudee	Plant Manager 1	Age 52 Years Education: Bachelor of Food Science Holding: None, Relations: None
Mr. Tummarat Charoensanti	Plant Manager 2	Age 48 Years Education: Bachelor of Mechanical Engineer, Master of Agro Industry Management Holding: None, Relations: None
Mr. Sairung Boontom	Agricultural Promotion Manager	Age 56 Years Education: Agricultural Education Horticulture Holding: None, Relations: None

Attachment 2 Details of Directors of Subsidiary Company

- None -

Attachment 3

Details on Chief of work Internal Audit and Chief of work performance of the company

Chief of work performance of the company	Chief of work Internal Audit
Name-Surname: Mr. Thanamet Sutta	Name-Surname: Mr. Weerawat Sakulmeerit
Position: Accounting Manager & Issued Information	Position: Vice Internal Audit Manager
Age: 48 years	Age: 45 years
Education: -Bachelor Degree, Accounting -MBA -Anti-Corruption: ACPG.20/2015	Education: -Bachelor Degree in accounting -CPIAT (Institute of Internal Auditors of Thailand) -IACP (Federation of Accounting Professions) -IT Audit (NSTDA)
Experience: -Accounting Manger-Chiangmai Frozen Foods PCL. (Jan.2020-present) -Director & Secretary of Board of Risk Management Committee (Jan.2021-present) -Director & Secretary of Board of Corporate Governance Committee (Jan.2021-present) Investor Relations (Jan.2020-present)	Experience: -Vice Internal Audit Manager, Chiangmai Frozen Foods PCL., Jan.2017-Present -Assistant Internal Audit Manager, Chiangmai Frozen Foods PCL., July2016-Dec.2016 -Internal Audit Manager, Eastern Technical Engineering PCL., Feb.-Jun.2016 -Internal Audit Manager, Group Lease PCL., Jun.2013 – Jan.2016 -Control Supervisor, Suzuki Leasing, Apr.2010 – May.2013

Attachment 4 Details of assets evaluation subject

Evaluation by Panns Integrated Property Consultants Networks Solution on November 2018

Description	Evaluate method	Book value on 31 December 2020	Fair value	Margin
Office Building, Bangkok, Land 54.4 square wahs with Building 4 Floors, 3 Units	Land-Compare with market information Building-Replacement method	27.7	39.0	11.3
Land-Phitsanulok Province, 154 rais 0 ngan 30 square wahs	Compare with market information	15.4	61.6	46.2
Plant 1-Chiangmai Province, Land 15 rais 0 ngan 36.6 square wahs with Factory Building	Land-Compare with market information	70.1	225.0	154.9
Plant 2-Chiangmai Province, Land 74 rais 2 ngan 56.9 square wahs with Factory Building	Land-Compare with market information Building-Replacement method	114.1	267.8	153.7
Machinery & Equipment Plant 1 + 2	Replacement method	144.7	183.1	38.4
Total		372	776.5	404.5
Assets not evaluate		106.1	106.1	-
Grand total (Property, plant and equipment)		478.1	882.6	404.5

Remark: Assets not evaluate such as Right-of-use, Vehicle, Office Equipment, Building under construction, Machinery during Installation.

Report from the Company's Board of Directors

Dear Shareholders,

The Company's Board of Directors is responsible to the preparation of financial statements of the company, also the financial information that appeared in the form of annual data (type 56-1) and/or 2020 annual report. Such financial statements have been prepared according to the generally accepted auditing standards in Thailand by selecting the appropriate accounting policy and holds practice regularly. The Company used carefully discretion and reasonably estimated in management of financial statements inclusive having disclosed important data sufficiently in notes to financial statements.

The Company's Board of Directors are fully aware an important of managing the business operations under business ethics principle and good corporate governance, the company then appoints Committees, consists of Executives Committee, Audit Committee, Nomination and Remuneration Committee, Corporate Governance Committee, and Risk Management Committee purposely to allow these Committees to perform duty of corporate governance, advise management section to execute work under the laws frame, basis, discipline and practical point that are present of an organization that perform duty of corporate governance and arrange to have internal inspection section and efficient internal control system to ensure that accounting data is correct, having usage the company resources efficiently and capable to know its weak point in order to protect not to raise corruption and damage toward the business with important essence, having efficient management system under appropriate risk on business for sustainable growth.

The Company's Board of Directors fully recognized an important of misconduct protection in organization. Therefore, the resolution in the Board of Directors' no. 1/2015 on 26 February 2015 resolved to consent the policy of misconduct and corruption resistant in writing in order to allow directors, executives and officials to hold practice of misconduct and corruption resistant to incur form and appearance earnestly, and later on 21 April 2015, the company has applied for a member of misconduct resistant partnership network for Thailand in order to create the awareness on the misconduct and corruption impact. The Company has been certified as the member for the Private Sector Collective Action Coalition Against Corruption since 9 March 2017 and later has been certified for the 2nd term on 4 November 2019.

In addition, the Company's Board of Directors has played an important role toward good practical on society, community, environment and stakeholders equally. Therefore, the Board of Directors then established the role, duty burden and responsibility of directors, executives and company officials that have to treat the shareholders, customers, co-trader, debtors, creditors, officials, competitors, society, community and environments in the business ethics principle of the company in order to allow the directors, executives and officials of the company to hold for practice to incur equality, transparent, justice and help together to promote development of society, community and environments to have strong, live together in sustainable and happy.

In the year 2020, the Board of Company's had gather 8 meetings and had completely fulfilled the duty as director, also committed to the continuous improvement for the performance. Further, the Board of Directors had made self-assessment. For result of assessment for the year 2020, the overall results indicated the effective and good performance for the duty of Board of Company.

A handwritten signature in black ink, appearing to be 'P. Pholpipattanaphong', written over a horizontal line.

(Mr. Prayoon Pholpipattanaphong)

Chairman of the Board of Directors

24 February 2021

Message from the Chairman of the Audit Committee

To : The Shareholders ;

As the Board of Company has resolved to nominate the Board of Audit Committee which comprise three independent non-executives directors, namely Mr. Amnuay Yossuck as Chairman of the Board of Audit Committee, Mr. Ampon Ruayfupant and Miss Chutima Tangmatitham as Audit Committee to perform the duties assigned from the Board of Company which is according to the provision of The Stock Exchange of Thailand.

During the year 2020, the Board of Audit Committee conducted 4 meetings by inviting Auditors, Management and Internal Auditor. The significant tasks could be summarized as follows :

1. Reviewed the Financial Statements quarterly and Annual Financial Statements of 2020 and adequately listen the clear explanations and report from the Management and Auditor in related subject, therefore, the Audit Committee were of a same opinion with the External Auditors that said quarterly annual financial statements were correct in essence in conformity with the generally accepted accounting principles.
2. Reviewed the disclosure of connected and related information between the company, subsidiary company and concerned company and it was of opinion that such related information were adequately and correctly disclosed.
3. Reviewed the compliance with the laws and regulation of Securities and Stock Exchange and related laws with the company business and not found any point in the matter of not acting in accordance with the law of Securities and Securities of Stock Exchange and related laws with the company business.
4. Promoted the independence of internal audit operation, agreeing with annual internal audit plan and reviewing to have the adequacy and effective internal control system and risk management, evaluate to have the adequacy of internal control system accordance with guideline of The Securities and Exchange Commission (SEC) that are factor of Control Environment, Risk Assessment, Control Activities, Information & Communication and Monitoring Activities. In summary, The Board of Audit Committee reviewed and determined that to have the adequacy and effective internal control system and risk management and found no significant weakness of control that may have adverse impact.
5. Considered to propose the Board of Company for asking approval to appoint Auditor and audit fee for annual 2020 by proposing Auditor of AST Master Office who is independence and approved by the office of SEC.
6. Oversight of Fraud Prevention The Committee encouraged improvement of the Company's internal controls system to assure optimal controls over fraud prevention. The Company has also become certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), demonstrating our determination to stand strongly and prominently against corruptive practices. The Committee also was responsible to verify results of the Company's self-assessments relating to the anti-corruption process as required by CAC and as required according to the Corporate Governance Code for Listed Company

By continuously raising the standard of operations in 2019, the company being get a member of the Thai Coalition Against for the Corruption (CAC) for the second time on November 4, 2019

7. From self-assessment of the Board of Audit Committee which was an assessment of yearly result. For result assessment of annual 2020, sum up the results overall that effective in performing duty of the Board of Audit Committee and accordance with plan.

A handwritten signature in black ink, appearing to read 'Amnuay Yossuck', written in a cursive style.

(Mr. Amnuay Yossuck)

Chairman of Audit Committee

24 February 2021

8 March 2021

The Board of Directors
Chiangmai Frozen Foods Public Company Limited

Subject: Internal Control Report

Dear Sirs,

We have audited the financial statements of Chiangmai Frozen Foods Public Company Limited as of 31 December 2020 in accordance with generally accepted auditing standards as indicated in the audit report dated 24 February 2021. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements presents fairly, in all material respects, the financial position, financial performance and cash flows in accordance with Thai Financial Reporting Standards. During the auditing process, we have studied and appraised the efficiency of the company's accounting internal audit deemed necessary to set the planned scope, testing, and timing of auditing procedure. We do not find any material weakness in the accounting internal control which will significantly affect the opinion on the financial statement for the year ended 31 December 2020.

We also would like to notify that the audit was not done for all accounts, but only by testing. Furthermore, the study and appraisal of the efficiency of the accounting internal control was done on the purposes specified prior. We, therefore, may not specify absolute assurance that there are no misstatements weakness in the internal auditing control.

We would like to thank all officers of the company for their sincere cooperation during the operation.

Yours sincerely,

Chamaporn Rodloytuk

(Chamaporn Rodloytuk)
Certified Public Accountant
Registration No.9211