บริษัท ออลล่า จำกัด (มหาชน)
ALLA PUBLIC COMPANY LIMITED

รายงานประจำปี 2563
ANNUAL REPORT 2020

บริษัท ออลล่า จำกัด (มหาชน)

ALLA PUBLIC COMPANY LIMITED

V

ALLA GROUP VISION

“ผู้นำในธุรกิจระบบขนถ่ายวัสดุ
ที่มีมาตรฐานสากลแบบครบวงจร”
“Business leader of integrated material-handling system with international standards”

M

ALLA GROUP MISSION

“พัฒนาผลิตภัณฑ์และการบริการอย่างต่อเนื่อง
ให้เติบโต มีชื่อเสียง และเพิ่มคุณค่าอย่างยั่งยืน”
“Continuous product and service development for growth, reputation and sustaining value creation”

Objectives and Long Term Goals

ALLA Group has concentrated on being the “Business leader of integrated material-handling system with international standards”. The Group also focuses on sustainable growth with integrity, good governance, also social and environment awareness, and taking into account the stakeholders. The Group sets its long term goals as follow.

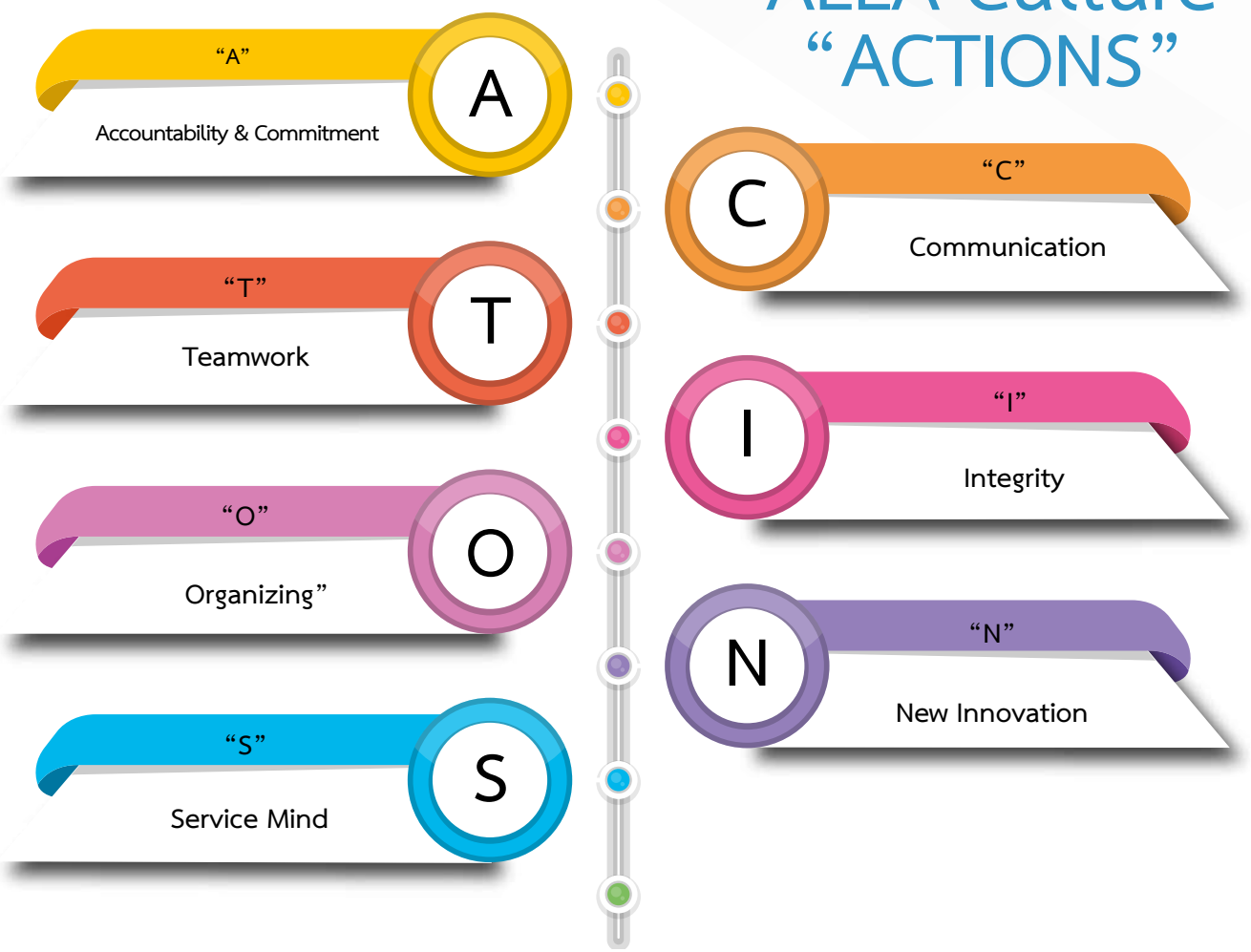
1. Business expansion by developing sustainable products and services for one-stop service provision in terms of integrated material-handling systems and upstream-downstream processes with consideration given to international standards and the ability to provide products and services in line with policy for quality and coverage of customer needs in every industrial group.

2. Continuous growth by earning higher income every year, while managing costs in order to increase competitive capacity.

3. Build credibility and reputation for the group by making products under our own brand name and generating income from large-scale projects or doing business with well-known customers on acontinual basis every year.

4. Continually add value to the organization by creating systematic works, developing personnel into professionals, build knowledge management for the organization with consideration given to all stakeholders.

ALLA Culture “ACTIONS”



Content

2 Message from the Chairman and Chief Executive Officer

3 Summary Key Financial Information

5 The Board of Directors

7 The Board of Directors Profile

12 Executive Committee

14 Executive Comittee Profile

15 Company History and Significant Changes

18 Nature of Business

35 Shareholder Structure of the Group

36 Risk Factors

40 General Information and Other

42 Securities and Major Shareholders Information

43 Dividend Policy

44 Management Structure

72 The Board of Directors report

73 Report of the Audit Committee

76 Report of Nomination and Remuneration Committee

77 Corporate Governance

94 Corporate Social Responsibilities

98 Internal Control and Risk Management

101 Related Party Transactions

103 Key Financial Ratio

104 Management Discussion and Analysis

112 Approach to the Future Operations

113 The Board of Directors's Report on its responsibility to the Financial Statements

114 Independent Auditor's Report and Annual Financial Statements

Message from the Chairman and Chief Executive Officer



During the year of 2020, the pandemic known as COVID-19 which severely impacted the economy not only among Thailand, but also the global. It has been first time both developed country and developing country simultaneously regress. Most countries imposed stringent lockdown measures. Meanwhile Economic activities, business turnover, and purchasing power dramatically contracted on a global scale. As a result, the Group inevitably affected from this crisis. During the lockdown measures, the Group was not able to deliver goods or provide services as scheduled, as well as both domestic and international customers postpone the project. The revenue recognition was slowdown and delayed respectively.

However, among the crisis, the Board and the Executives made the great effort and carefulness to cope with any circumstances as well as brought the Group approach its goals and vision. Meanwhile, the Group improved its strategy to increase the revenue by specifically focusing on the customer related to the nation's infrastructure, as the risk of postponing and canceling the project is low, and the business that benefits from COVID-19 such as logistics, warehouse, and distribution center. With the strong implementation of cost management policy, the Group gained indulge revenue and profit among the recession.

Beside strategic business emphasis, the Group concentrated on code of conduct and good corporate governance for sustainable growth. The Board and the Executives also adhere to transparent operations, internal control, and risk management. In 2020, the Company achieved "Very good", same as year 2019, results in the surveillance project evaluation, which is conducted by Thai Institute of Directors (IOD). This clearly express the commitment to transparent business process, concern for all stakeholders, and conform to good governance. Moreover, the Company was awarded by Forbes Magazine named "Asia's 200 Best Under a Billion List in 2020" as the Company with continuous revenue and growth, low debt, and great governance. This award investigated 18,000 companies among Asia which could specify the potential and growth of the Company.

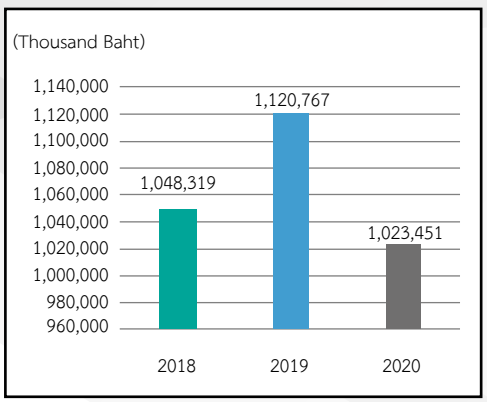
On behalf of the Board and the Executives, we would like to thank the stakeholders, communities in all area that our group operates the business in, trade partners, and all customers for all the support and cooperation as always. We also would like to thank our employees for your determination and commitment which significantly drive the Group toward where it is at the moment and ready to move forward as per our mission and business plan of the Group. The Group will be fully committed to thrive constantly and sustainably as well as create the value and benefits to all stakeholders.



(Mr. Weerachai Ngamdeevilaisak)
Chairman of the Board of Directors

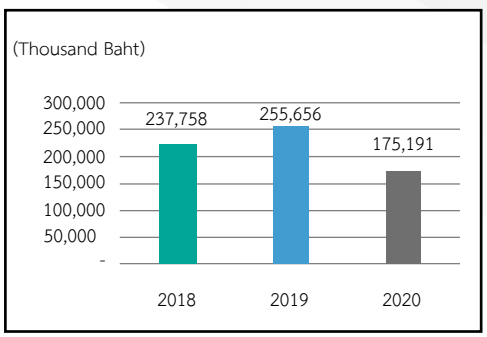
(Mr. Ong-ard Puntuyakorn)
Chief Executive Oficer

Summary Key Financial Information



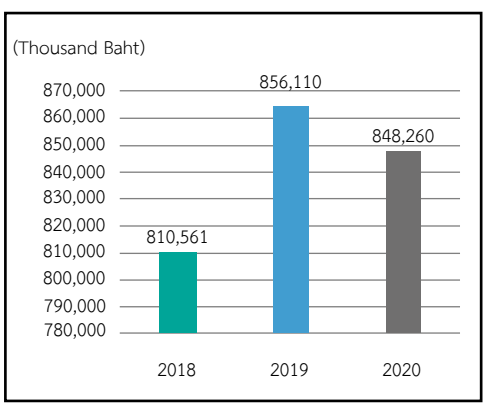
Total Assets

Total assets as at 31 December 2020 was Baht 1,023 million decreased of Baht 97 million or 9%, compared to 31 December 2019. Cash and cash equivalent increased as mainly from the Group's operations. Trade accounts receivable decreased from debt collections and in line with the decrease of revenues. Inventories decreased from goods in transit and work in progress since the handovers have been completed during the year.



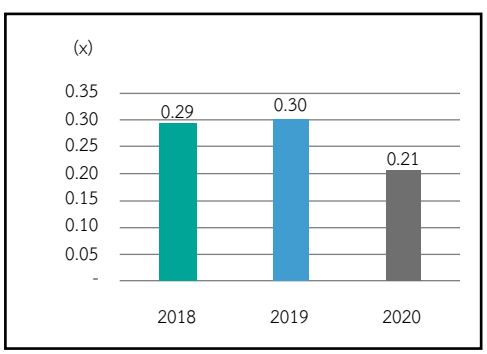
Total Liabilities

Total liabilities as at 31 December 2020 was Baht 175 million decreased of Baht 80 million or 31%, compared to 31 December 2019 mainly due to repayment of trade and other payables. Income tax payable and accrued bonus expenses decreased in line with the operating results. However, deposit received in advance increased in line with the increase of backlog revenue.



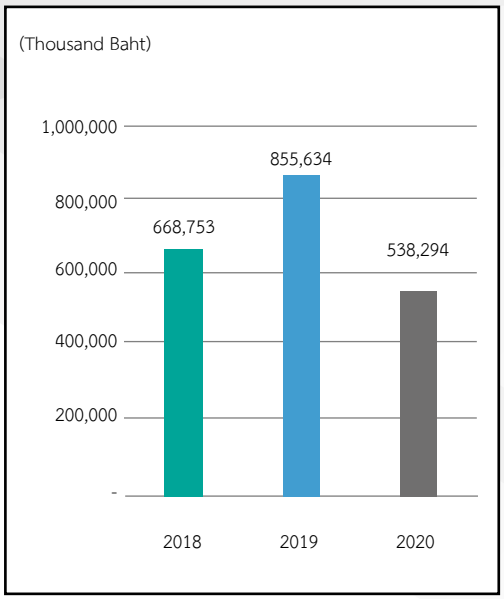
Total Shareholders' Equity

Total shareholders' equity as at 31 December 2020 was Baht 848 million decreased of Baht 17 million or 2%, compared to 31 December 2019 which increased from net profit of the year of Baht 43 million and decreased from dividend payment of Baht 60 million.



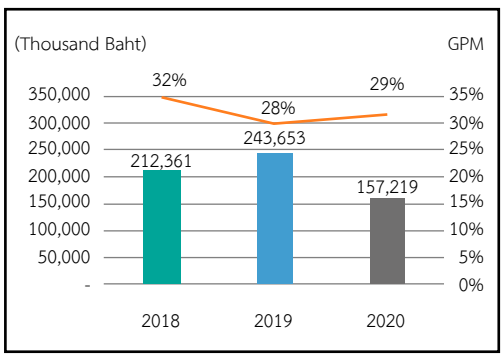
Total Liabilities to Equity

Total liabilities to equity as at 31 December 2020 was 0.21x decreased by 0.09x, compared to 31 December 2019 because current liabilities decreased from trade payables and other payables, income tax payable and accrued bonus expenses.



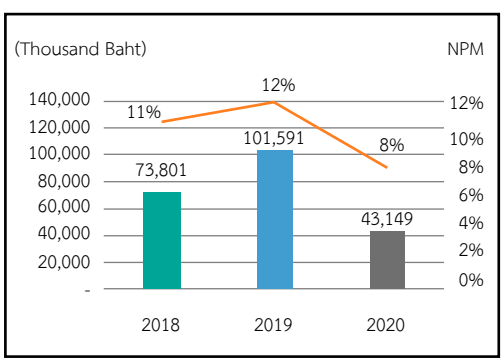
Total Revenue from contracts with customers

Total revenue from contracts with customers for the year of 2020 was Baht 538 million decreased from prior year of Baht 317 million or 37%. As the economic situation in Thailand has declined due to the situation of the Coronavirus 2019 (Covid-19) epidemic, the overall industrial project investments related to the Group's business is still being implemented according to the original plan. However, there may be postponements for the delivery period of goods and the schedule for services, the postponement of other ongoing investment projects, together with the increasing competition. Nevertheless, The Group continues to receive orders from customers.



Total Gross Profit and Gross Profit Margin

Total gross profit for the year of 2020 was Baht 157 million decreased from prior year of Baht 86 million or 15% which decreased as the revenue from contracts with customers decreased. The gross profit margin for the year 2020 was 29% increased from prior year by 1%.



Total Net Profit and Net Profit Margin

Total net profit for the year of 2020 was Baht 43 million decreased from prior year of Baht 58 million or 58% and net profit margin for the year 2020 was 8% which decreased from prior year by 4% in line with the decrease of revenue and gross profit.

The Board of Directors



1. Mr. Weerachai Ngamdeevilaisak

- ▶ Chairman of the Board of Directors
- ▶ Chairman of the Audit Committee
- ▶ Independent Director



2. Prof. Dr. Sahaton Rattanapijit

- ▶ Vice Chairman of the Board of Directors
- ▶ Member of the Audit Committee
- ▶ Member of Nomination and Remuneration Committee
- ▶ Independent Director



3. Mr. Chirawat Srisawadi

- ▶ Director
- ▶ Member of the Audit Committee
- ▶ Chairman of the Nomination Remuneration Committee
- ▶ Independent Director



4. Mr. Ong-ard Puntuyakorn

- ▶ Director
- ▶ Member of the Nomination and Remuneration Committee
- ▶ Chairman of the Executive Committee
- ▶ Chairman of the Risk Management Committee
- ▶ Chief Executive Officer
- ▶ Acting Chief Financial Officer

The Board of Directors



5. Mr. Patai Bunmark

- Director
- Member of the Audit Committee
- Independent Director



6. Mrs. Vallaya Puntuyakorn

- Director
- Executive Director
- Chief Administrative Officer



7. Mr. Chumphol Chanchareon

- Director
- Executive Director
- Vice Chairman of Risk Management Committee
- Chief Operating Officer



8. Miss Rachaya Rattanasrithong

- Director

The Board of Directors Profile



Mr. Weerachai Ngamdeevilaisak

Since 20 April 2016 Age 58 Year

▶ **Education**

- Bachelor of Accountancy, Thammasat University
- Certificate Mini MBA, Thammasat University
- Advance Certificate in Public Administration and Law for Executives Class 11, King Prajadhipok's Institute

▶ **Training**

- Director Certification Program (DCP) Class 0/2000
- Finance for Non-Finance Director (FNA) Class1/2003
- Role of the Compensation Committee Class 3/2007
- Successful Formulation & Execution of Strategy Class 4/2009
- Defining Boardroom Culture- An Imperative of High-Performing Leadership Class 2019

▶ **Share Holding (%) :** - None -

▶ **Family relationship between directors and executives :** - None -

▶ **Experience**

2014 – Present	Chairman of the Board of Directors
	Chairman of the Audit Committee
	Independent Director
	Alla Public Company Limited

▶ **Other Position Listed Companies**

2018 – Present	Chairman of the Audit Committee
	Independent Director
	Autocorp Holding Public Company Limited
2016 – Present	Chairman of the Audit Committee
	Independent Director
	Syn Mun Kong Insurance Public Company Limited
2016 – Present	Audit Committee, Independent Director
	Member of Risk Management Committee
	Chairman of Nomination and Remuneration Committee
	Pruksa Holding Public Company Limited
2013 – Present	Audit Committee
	Independent Director
	Chairman of Risk Management Commitee
	Srisawad Corporation Public Company Limited

▶ **Other Companies**

2005 – Present	Director
	F&A Solution Co., Ltd.
2007 – Present	Director
	Audit One Co., Ltd.
2016 – Present	Director
	Smile P Co., Ltd.
2017 – Present	Director
	W&M Associate Co., Ltd.
2018 – Present	Director
	Mongkolpathawee Co., Ltd.
2020 - Present	Director
	World Asia Solution Co.,Ltd.

▶ **Past Experience**

2009 – 2015	Managing Director
	Accountancy and Business Advisory Co., Ltd.
2005 – 2018	Audit Committee
	Independent Director
	Pruksa Real Estate Public Company Limited
2003 – 2015	Managing Director
	Professional Outsourcing Solution Co., Ltd.



Prof. Dr. Sahaton Rattanapijit

Since 20 April 2016 Age 62 Year

- **Education**
  - Doctor of Law, Thammasat University
  - Master of Law in Commercial Law, Bristol University
  - Master of Law, Thammasat University
  - Bachelor of Law, Thammasat University
  - Thai Barrister – At Law
- **Training**
  - Director Accreditation Program (DAP) Class 131/2016
- **Share Holding (%) :** - None -
- **Family relationship between directors and executives :** - None -
- **Experience**

2014 - Present	Vice Chairman of the Board of Directors
	Member of the Audit Committee
	Member of Nomination and Remuneration Committee
	Independent Director
	Alla Public Company Limited

- **Other Position Other Companies**

2015 – Present	Professor
	Faculty of Law, Thammasat University

- **Past Experience**

1999 - 2020	Member of the Information Disclosure Tribunal for National
	Economy and Finance
	The Office of the Prime Minister
2001 - 2015	Associate Professor
	Faculty of Law, Thammasat University



Mr. Chirawat Srisawadi

Since 20 April 2016 Age 64 Year

- **Education**
  - Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
  - Bachelor of Business Administration in Accounting, Ramkhamhaeng University
- **Training**
  - Director Accreditation Program (DAP) Class 114/2015
  - Director Certification Program (DCP) Class 2016
- **Share Holding (%) :** - None -
- **Family relationship between directors and executives :**- None -
- **Experience**

2014 - Present	Director
	Member of the Audit Committee
	Chairman of the Nomination and Remuneration Committee
	Independent Director
	Alla Public Company Limited

- **Other Position Other Companies**

2005 – Present	Director
	AmplusChem Co., Ltd.
2007 – Present	Director
	Siam Chemicals Solutions Co., Ltd



Mr. Ong-ard Puntuyakorn

Since 20 April 2016 Age 60 Year

- **Education**
  - Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
  - Bachelor of Engineering, King Mongkut's Institute of Technology Ladkrabang
- **Training**
  - Director Accreditation Program (DAP) Class 110/2014
- **Share Holding (%) :** 33.88
- **Family relationship between directors and executives**

  Spouse of Mrs. Vallaya Puntuyakorn and Father of Miss Chalumporn Puntuyakorn
- **Experience**

1992 – Present	Director
	Member of the Nomination and Remuneration Committee
	Chairman of the Executive Committee
	Chairman of the Risk Management Committee
	Chief Executive Officer
	Acting Chief Financial Officer
	Alla Public Company Limited

- **Other Position Other Companies**

1990 – Present	Director
	Chairman of Executive Committee
	Chief Executive Officer
	Onvalla Company Limited



Mr. Patai Bunmark

Since 20 April 2016 Age 55 Year

- **Education**
  - Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
  - Bachelor of Engineering in Electrical, King Mongkut's University of Technology Thonburi
- **Training**
  - Director Certification Program (DCP) Class 196/2014
- **Share Holding (%) :** - None -
- **Family relationship between directors and executives :** - None -
- **Experience**

2014 – Present	Director Member of the Audit Committee Independent Director Alla Public Company Limited

- **Other Position Other Companies**

2006 – Present	Managing Director Raiwin Maintenance and Services Company Limited



Mrs. Vallaya Puntuyakorn

Since 20 April 2016 Age 59 Year

- **Education**
  - YWCA Secretarial School Diploma
- **Training**
  - Director Accreditation Program (DAP) Class 110/2014
- **Share Holding (%) : 22.50**
- **Family relationship between directors and executives**

  Spouse of Mr. Ong-ard Puntuyakorn and Mother of Miss Chalumporn Puntuyakorn
- **Experience**

1992 – Present	Director Executive Director Chief Administrative Officer Alla Public Company Limited

- **Other Position Other Companies**

1990 – Present	Director Executive Committee Onvalla Company Limited



Mr. Chumphol Chanchareon

Since 23 April 2019 Age 53 Year

- **Education**
  - Master of Public Administration, National Institute of Development Administration
  - Bachelor of Engineering in Mechanical, Kasetsart University
- **Training**
  - Director Accreditation Program (DAP) Class 160/2019
- **Share Holding (%) :** - None -
- **Family relationship between directors and executives :** - None -
- **Experience**

2019 - Present	Director Executive Director Vice Chairman of Risk Management Committee Chief Operating Officer Alla Public Company Limited
1997 - 2019	Executive Director Member of Risk Management Committee General Manager Alla Public Company Limited



Miss Rachaya Rattanasrithong

Since 9 November 2017 Age 32 Year

- **Education**
  - Master of International Business, University of Newcastle, Australia
  - Bachelor of Commerce and Accountancy, Thammasat University
- **Training**
  - Director Accreditation Program (DAP) Class 144/2018
- **Share Holding (%) :** 1.67
- **Family relationship between directors and executives :** - None -
- **Experience**

2017- Present	Director Alla Public Company Limited

- **Other Position**

2014 – Present	Financial Manager Alla Public Company Limited

- **Past Experience**

2013 – 2014	International Sales Representative Thai Flavor and Fragrance Company Limited

Miss Prapaporn Saelim

Education

- Bachelor of Law, Ramkhamhaeng University
- Thai Barrister - At Law

Training

- Fundamentals Practice for Corporate Secretaries,Thai Listed Companies Association
- Advances for Corporate Secretaries,Thai Listed Companies Assocation

Experience

2017 - Present	legal officer and Company Secretary Alla Public Company Limited
2012 - 2015	Lawyer Yanisatharm Law office Company Limited

Executive Committee



1. Mr. Ong-ard Puntuyakorn

- Director
- Member of the Nomination and Remuneration Committee
- Chairman of the Executive Committee
- Chairman of the Risk Management Committee
- Chief Executive Officer
- Acting Chief Financial Officer



2. Mrs Vallaya Puntuyakorn

- Director
- Executive Director
- Chief Administrative Officer



3. Mr. Chumphol Chanchareon

- Director
- Executive Director
- Vice Chairman of Risk Management Committee
- Chief Operating Officer

Executive Committee



4. Mr. Pracha Patthanawitthayakul

- ▶ Executive Director
- ▶ Member of Risk Management Committee
- ▶ General Manager



5. Miss Chalumporn Puntuyakorn

- ▶ Executive Director
- ▶ Member of Risk Management Committee
- ▶ Assist General Manager

Executive Committee Profile



Mr. Pracha Patthanawitthayakul

Age 51 year

- **Education**
  - Bachelor of Mechanical Engineering, Chulalongkorn University
- **Training :** - None -
- **Share Holding (%) :** - None -
- **Family relationship between directors and executives :** - None -
- **Experience**

2017 - Present	Executive Director, Member of Risk Management Committee General Manager Alla Public Company Limited

- **Past Experience**

2007 - 2017	Mechanical Construction Manager Italian – Thai Development Public Company Limited



Miss Chalumporn Puntuyakorn

Age 31 year

- **Education**
  - Master of Engineering Business Management, University of Warwick
  - Bachelor Architecture, University of Liverpool
- **Training**
  - Director Accreditation Program (DAP) Class 110/2014
- **Share Holding (%) :** 7.50
- **Family relationship between directors and executives**

  Daughter of Mr. Ong-ard Puntuyakorn and Mrs. Vallaya Puntuyakorn
- **Experience**

2018 - Present	Executive Committee, Member of Risk Management Committee Assist General Manager Alla Public Company Limited
2012 - 2015	Director Executive Director Alla Public Company Limited

- **Other Companies**

2019 - Present	Director Executive Director Onvalla Company Limited

- **Past Experience**

2015 – 2017	Area Manager Mitsubishi Motors Thailand Company Limited
2011 – 2012	Architect Civil Design & Architect

Company History and Significant Changes

Alla Public Company Limited ("the Company") was established by Mr. Ong-ard Puntuyakorn and a group of skillful engineers. With working experience in leading company in Thailand, the founder was experienced in material handling equipment such as hoist and crane which is facilitated in many industries.

The Group History and Significant Changes in brief

Period	History and Significant Changes
1992	Established Alla Company Limited by Mr. Ong-ard Puntuyakorn with Baht 1 million in registered.
1994	- Authorized by STAHL Crane Systems Gmbh, Germany as a sole distributor of hoist and crane in Thailand. - Invested in 7,680 square meters of land in Chachoengsao and built factory with utility space of 1,500 square meters to manufacture hoist and crane parts.
1999	Increased registered capital to Baht 15 million for working capital.
2000	Expanded the utility space to 4,572 square meters for increasing the capacity and supporting the increased demand from customers.
2003	Increased registered capital to Baht 30 million.
2005	Expanded the utility space to 8,242 square meters to bring about more efficient in manufacturing.
2006	- Onvalla Company Limited ("ONVALLA"), with the same major shareholder as the Company, authorized by ABUS Kransysteme Ltd as sole distributer. At the meantime, ONVALLA has registered capital of Baht 1 million. -The Company obtained ISO9001:2008 from TUV NORD which is the certificate of quality management.
2008	ONVALLA invested in land with the area of 8,616 square meters in Lam luk ka, Phatumthani Province to manufacture crane and hoist.

Period	History and Significant Changes
2009	The Company obtained certificate of Occupational Health and Safety Management System TIS18001:2011 and OHSAS18001:2007 from TUV NORD.
2010	The construction of ONVALLA factory Phase I has been completed with the area of 3,687.50 square meters.
2012	ONVALLA factory Phase II has been completed with the area of 4,968.50 square meters totaling factory area approximately 8,656 square meters.
2013	ONVALLA invested in land with the area of 8,490.40 square meters to expand the utility space.
2014	- ALLA implemented restructuring of a group company by acquiring 100% of registered and paid-up common stocks in ONVALLA from original shareholder, thus ONVALLA became the subsidiary company. - The Company increased register capital to Baht 225 million. - The Subsidiary increased registered capital to Baht 70 million.
2015	- The Subsidiary increased registered capital to Baht 150 million. - The Company increased registered capital to Baht 300 million and changed par value from Baht 100 to Baht 0.50 per share. The 150 million new ordinary shares were issued with a par value of Baht 0.5 for initial public offering. - The Company registered for transformation to be public and changed business name from “Alla Company Limited” to “Alla Public Company Limited” on 17 September 2015 in order to prepare for listing in the Stock Exchange of Thailand.
2016	- On 22 September 2016, the Company received the approval from Securities and Exchange Commission, Thailand (SEC) for offering newly issued securities to the public, amount 150 million shares of common stock. - The Company registered for paid - up capital increase to Baht 300 million with the department of Business Development on 3 November 2016. - The Company started the first trading day on 8 November 2016 under stock symbol “ALLA”.

Period	History and Significant Changes
2017	- The Subsidiary increased registered Capital to Baht 250 million for construction new warehouse and working capital.
2018	- The Company obtained ISO9001:2015 from TUV NORD which is the certificate of quality management. - Completed the Subsidiary's new warehouse with the area of 4,230.16 square meters. - The Company was officially appointed as a distributor of hoist parts under "YALE" brand by STAHL CraneSystems GmbH.
2019	- The Company officially set up "Yale Grand Opening" to launch Yale Products. - The Company obtained certificate of Occupational Health and Safety Management System ISO45001:2018. - The Company officially launched its own brand named "AL"
2020	- The Company invested in land, next to head office, with the area of 348 square meters to expand the office. - The Company was awarded by Forbes Asia as "2020 Best Under a Billion" - The Subsidiary obtained the certificate of Quality Management ISO9001:2015 and the certificate of Occupational Health and Safety Management System ISO45001:2018 from TUV NORD.

Nature of Business

Revenue structure of the Group in 2020 - 2018

Particulars (Consolidated Financial Statement)	2020		2019		2018	
	Baht million	%	Baht million	%	Baht million	%
Revenues from sales and services						
• Crane and Hoist	252.10	46.52	474.82	55.06	317.09	47.01
• Loading Dock and Equipment	110.67	20.42	139.14	16.13	153.72	22.79
• Warehouse Management System and equipment	2.90	0.53	43.11	5.00	0.06	0.01
Total revenues from sales and services	**365.67**	**67.47**	**657.07**	**76.19**	**470.87**	**69.81**
Revenues from after-sales services						
• Crane and Hoist	139.90	25.81	168.21	19.51	168.33	24.96
• Loading Dock and Equipment	32.48	5.99	30.20	3.50	29.20	4.33
• Training Center Service	0.25	0.05	0.16	0.02	0.35	0.05
Total revenues from after-sales services	**172.63**	**31.85**	**198.57**	**23.03**	**37.88**	**29.34**
Other revenues[1/]	3.67	0.68	6.76	0.78	5.78	0.85
Total	**541.97**	**100.00**	**862.40**	**100.00**	**674.53**	**100.00**

Note : [1/]Other revenues consist of gain from investment in securities, gain on foreign exchange, gain on sales of assets, and others.

Products and Services

Products and services offered by the Group are as follows

Products and Services	ALLA (the Company)	ONVALLA (Subsidiary)
1. Crane and Hoist	✓	✓
2. Loading Dock and Equipment		
- Dock Leveler and Industrial Door	✓	-
- PVC Strip Curtain and Air Curtain	-	✓
3. Warehouse Management System	✓	-
4. Services	✓	✓

1. Crane and Hoist

Crane and hoist are the necessary machines in manufacturing process of industrial plants since they are used for conveying high-value products such as turbine for power plant, materials, objects and heavy machine in industrial plants. The design of crane and hoist depends on workspace and objectives. If crane and hoist are under maintenance, it will cause a disruption to or delay in production line. Hence, crane and hoist in all factories must be of good quality, always be ready to use and meet standards. In every step of crane production, The Group pay high attention to customers' requirement, concern international standards as well as consider for safety. The Group provides experienced engineering team advising on products and design. Skilled production team, who attended and qualified "ALLA-Crane Systems" training course, pays attention to every steps of production, installation, delivery and after-sales services.

The Company was appointed to be Thailand's sole authorized distributor of important parts of crane, for example, hoist and end carriages under the STAHL brand from Germany, while its subsidiary is Thailand's sole authorized distributor of the ABUS brand from Germany. Moreover, on 27 October 2018, the Company was also appointed as a distributor of the "YALE" brand. STAHL, ABUS and YALE are manufacturers of hoist, end carriages and other parts that meets the standards by focusing on functions, maintenance instruction, and safety in operation. The Group consequently gain reputation and recognition for good quality over the long period. However, the aforementioned brands were internationally certified with high standard, which contributed to great number of high purchasing power customers. In order to penetrate into the market with moderate purchasing power, the Company officially launched "AL"Brand as its own brand in 2019, which is are of the Group's strategy to expand the market.

Type of crane and hoist which the group offers are

1.1 Crane

1.1.1 Overhead Crane includes Single Girder Overhead Crane and Double Girder Overhead Crane normally used in industrial plant which lifts heavy load. This type of crane is suitable for many industries, especially for vehicles industry, chemical industry, and power plant industry.

1.1.2 Gantry Crane and Semi Gantry Crane is suitable for concrete structure parts manufacturing, concrete pile plants and precast plant.

1.1.3 Jib Crane whose arm is designed to be able to rotate from 90 to 360 degrees, is suitable for all industries and plants that have limited space. This includes Pillar Jib Crane and Wall Jib Crane.

1.1.4 Wall Travelling Crane is suitable for lifting goods or products along the wall of factory building.

1.1.5 Monorail Crane is suitable for the work requiring to use specific areas and to stop at each production station.

1.1.6 Suspension Crane is suitable for factory, which needs below area as much as possible, such as airplane hangar.

1.1.7 Explosion-Proof Crane can be used in petrochemical, and oil and gas industry, which STAHL is an expert in this field and regarded as one of the leaders in explosion-proof crane parts manufacturing.



Double Girder Overhead Crane



Single Girder Gantry Crane



Pillar Jib Crane



Monorail Crane



Suspension Crane

1.2 Hoist

The Group is importers and distributors of crane and electric hoist parts under STAHL and ABUS brand. The products can be classified as follow:

1.2.1 Electric Chain Hoist has appropriate size structure, which can be used both indoor and outdoor. Lifting height can be enhanced by changing chain length.

1.2.2 Electric Wire Rope Hoist has fully covered structure and is suitable for outdoor or dusty place. Electric Wire Rope Hoist could not change lifting height as required but it is durable for much load capacity.

1.2.3 Manual Chain Hoist is an equipment without electronic parts hence it does not require power and this is suitable for non-routine work.

1.2.4 Explosion-Proof Hoist can prevent spark from occurring and each of its part is explosive-proof. This reduces and protects spark from leaking out during operation. Explosion-Proof hoist is suitable for petrochemical industry or industry involved with flammable material. It comes in both chain and sling types.



2. Loading Dock and Equipment

Loading Dock is an equipment facilitating goods handling and storing coldness, which is important for logistics systems. Main customer of the Group are logistics, warehouse, cold storage, modern trade, including various industries that are interested in logistics together with production and marketing. The launch of the Asian Economic Community (AEC) at the end of 2015 offered opportunities for logistics industry since Thailand might become logistics hub in the future, creating demand for logistics services. The brands of Dock Leveler imported and distributed include SERCO, STERTIL, INKEMA, and DOCK EQUIPMENT. The brands of Industrial Door imported and distributed include NOVOFERM, CHASE DOOR, OVERHEAD DOOR, and NASSAU.

2.1 Dock Leveler

Dock Leveler is a bridge facilitating goods handling between a truck and factory or warehouse. It helps for handling goods conveniently, rapidly and safely. Dock leveler includes Mechanical dock leveler, Airbag dock leveler, Electric-hydraulic dock leveler, Retractable dock shelters, Inflatable dock shelter and Dock Seal.



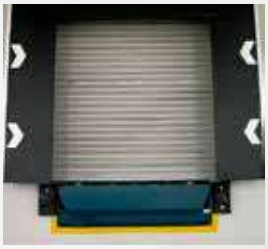
Mechanical Dock Leveler



Airbag Dock Leveler



Electric-hydraulic Dock Leveler



Retractable Dock Shelter



Inflatable Dock Shelter



Dock Seal

2.2 Industrial Door

Industrial Door is specifically manufactured for industrial plant for safety and for protecting things from impurities and fire, and for cold storage. The Industrial Door includes High-speed Roller Door, Overhead Sectional Door, Swing Door, Roller Fire Door and Cold Storage Door.









2.3 PVC Strip Curtain and Air Curtain

PVC Strip Curtain and Air Curtain are equipment installed in factory, warehouse or cold storage in order to block the objects passing through both inside and outside. These curtains protect dust and insect as well as help for maintaining temperature in warm and cold room, and saving energy. This product group is imported from China.



PVC Strip Curtain



Air Curtain

3. Warehouse Management System

The Company foresaw potential growth of the warehouse systems business thus the Company set up the new business unit as comprehensive sales and services related to warehouse systems and accessories. Since the government have supported Thailand to be logistics hub of ASEAN and moving into Thailand 4.0 era focusing on maximize utilities of the warehouse space by increasing the use of machines and automation in order to reduce cost and enhance the warehouse performance to be more efficient, accurate and faster. Products and services offered by the Company are as follows:

3.1 Warehouse Management Systems and Accessories

The Company distribute and installs quality warehouse systems and accessories which be designed to suit the customers' requirement, including simple racking and best technology automated warehouse system - AS/RS, by experienced professionals with the recognized in Europe and America.

3.2 Automated sorting and retrieving system – AS/RS

enhance sorting and picking product more precisely, fast and safe. In addition, it reduce number of staffs by using the program-controlled machine to store in pallets, unit load carriers, a belt or AGV (Automatic Guide Vehicle) as well as non-driver forklift (AGV Truck).

3.3 System Provider is a system design that works together with various types of equipment, such as Warehouse Management System (WMS), Warehouse Control System (WCS), Transportation System (TMS), Conveyor, picking system and sorting system under the cooperation between the Company and foreign companies that expertise in warehousing and distribution.

3.4 Simple Racking is multipurpose shelf helping easy and convenient warehouse placement. It is available in small to large and the level-adjustment shelves as needed and structuring for maximum efficiency including rack guards.

3.5 High Volume Low Speed (HVLS) Fan is large ceiling fan that generate large amounts of air at low rotational speed. HVLS fan is an important equipment to distribute air throughout the working area and suitable for wide areas and warehouse or industrial plants ventilation. The Company has quality products with leading brand. It can be used with ease, safety, energy saving and installing inside and outside.

3.6 Warehouse LED made from good quality materials with international standards and long-term usage together with advanced electrical control techniques in order to prevent light instability caused by the network.



Selective Racking



Drive - in Selective Racking

4. Services

4.1 After-sales services, other services for general customers

As at 31 December 2020, the Group have 38 experienced teams with 78 skilled staff and sufficient stock of spare parts for customer's needs. Furthermore, the Group locates service center in Chonburi Province, Chachoengsao Province, and Pathumthani Province in order to provide 24-hour after-sales services to customers. After-sales services of the group can be classified into three major categories as follows:

4.1.1 After-sales services, other services for general customers

The Group have a warranty, with the period of six months to five years, which scheduling to test load and conduct preventive maintenance for customer on monthly basis as agreed including general repair. The major services under warranty include:

- Preventive Maintenance is checking services for crane and hoist, industrial door and dock leveler in forms of preventive maintenance in order for products to be always ready for use. As required by law, especially for crane and hoist, must have preventive maintenance.

- General maintenance and spare part replacement. The customer can ask for service immediately. The warranty covers spare parts replacement for damage from normal use.

4.1.2 Contract Service

This service is a continuous service after the warranty expired. Moreover, it provides load test service, which is an additional service to warranty for crane as required by law, including scheduled load test by skilled engineer. After load test is performed and results meet internal standards, the engineer will issue Por Jor 1 certificate to customer.

4.1.3 Non Contract Service

This service includes preventive maintenance, load test, repair and spare parts replacement, depending on the requirement of customer at the time. This service offers to both customers who use products of the Group and general customers.

4.2 Training center service

The Group have training center offering courses of operation for crane operator, signalman and rigger. According to Department of Labour Protection and Welfare, the employer is required to provide the aforementioned course for the employee, and provide review course for crane operation in accordance with specific rules, procedure, training course and trainer.

Market and Competition

Competitive Strategy

The Group defines competition strategy and business policy in order to promote long-term competition, create customer satisfaction and to continuously develop production capability by focusing on quality of products, on time delivery and good services to customers. The marketing strategy and main business policy includes:

1. Quality of products

The Group utilizes international standard machine and technology for production in order to maximize production capacity and acquire good quality products, as well as provide technician team with knowledge and expertise in control and check quality of product in each step of the process in order for safety. The determination on developing production process contributed to obtaining international certifications, including ISO9001:2015 for Quality Management System and ISO45001:2018 for Occupational Health and Safety Management System from TUV NORD.

2. After-sales services

The Group focus on highest customer's satisfaction by providing 24-hour after-sales services and a team to advice customer on products regularly

3. Spare parts

The Group has appropriate spare parts policy in order to provide spare parts for customers in short period of time and to response to customer's demand in timely manner.

4. Safety

The Group places importance on safety by providing equipment and advising on product instruction. Besides, the Group realizes on the importance of production safety by having production process that conforms to rules on safety, accident protection for employees, and installation of products by experts, which helps to reduce and control risk of accident to employee and concerned party.

5. Delivery time

The Group places importance on delivery products and services in timely manner by estimating duration in production and installation in order to be confident that the Group are able to complete the production and installation for customer in time.

6. Competitive Price

In order to appropriately set price related to the market environment, the Group constantly employs cost management policy including sourcing procurement, developing from upstream to downstream as well as utilizing new technology. The Group also encourages personnel to constantly conduct process improvement for maximize efficiency and effectiveness of work.

7. Continuous development in knowledge and capability of staff

The Group places importance on continuous development in knowledge and capability of personnel in order to improve efficiency and quality of operation by improving working process to be always up-to-date and constantly supporting employee's training and development. This is resulted in improving capability and more importantly, the working system itself will enable employee to develop constantly.

Distribution Channels and Target Customer

The Group assigns sales departments to manage products distribution which is segregated duty and responsibility for each product category to their sales force. These sales staffs responsible for contacting customers, addressing customer demand and introducing products and services to customers. Products distribution of the Group consists of:

1. Distribution through contractors

Since the Group's products are mainly used in factories and warehouses, their customers are contractors from small size to large size contractors who have projects to build factories or warehouses. In building factories or warehouses, operators or owners of the factories will invite the contractors to bid for the project. The contractors will submit price according to the drawing and specifications. For the work related to products of the Group, the contractors will contact the Group to propose price according to the drawing and specifications. When operators or owners of the factory choose the contractors, the contractors will complete sales contract with the Group then allow the Group will produce or prepare products for installation and deliver products to customers.

2. Distribution to end users

This target group is the owners of factories or warehouses, which the Group used to provide service through contractor. After project delivered, the Group continue to provide after-sales services, including maintenance, repairing and spare parts replacement. Hence, when these owners have project to expand their investment, factories or warehouses, they will contact the Group to conduct the work without going through the contractors. Moreover, the customer

in this category may be referred by factory owners, who were the Group's customers and satisfied with quality and services, and they accordingly recommend other factory owners to use products and services of the Group.

Customer structure of the Group, classified by type of business:

Type of Business	Percentage (%)		
	2020	2019	2018
1. Steel and aluminum	10.55	4.37	23.54
2. Motor vehicles	20.24	18.89	19.17
3. Agriculture and foods	4.34	4.45	13.08
4. Power plant	11.36	19.96	5.70
5. Warehouse and logistics	16.14	16.69	5.59
6. Hypermarket and convenient stores	4.21	2.63	5.14
7. Construction materials	3.76	1.92	2.52
8. Real Estate	3.67	12.39	1.33
9. Petrochemical	2.19	4.01	0.66
10. Rail Transit system	4.25	2.82	4.60
11. Others[1/]	19.29	11.87	18.67
Total	**100.00**	**100.00**	**100.00**

Note: [1/]others include electronic parts, textile and food preservation film sector.

Pricing Policy

The Group adopts cost plus pricing policy and consider together with other factors such as comparison of the Group's price to market price and price of competitors. Products pricing may appropriately adjust by product type, target customer and distribution channel in response to competition situation at that time in order to compete with the competitors in the market, but maintain margins as required by the Group to be sufficient for expenses and operating expenses.

Certificate and International Standard

The Company focuses on improving efficiency in production and management in order to that meet international standards and is recognized by customers. Details of certificates obtained by the Company include:

Standard	Period	Detail
1. ISO9001:2015 for Quality Management System	16 Mar 2018 - 15 Mar 2021	Standard, which International Standardization and Organization set up in order to promote management in quality of organization and systematically create customer's satisfaction
2. ISO 45001:2018 for Occupational Health and Safety Management	10 April 2020 - 23 Mar 2022	International Industrial Standard, which is used to manage organization in order to reduce safety risk and increase employees' safety; and to improve operation of organization for safety, and to reduce and control safety risk to employee and concerned. ISO 45001 is the standard represents the placement of OHSAS 18001 which ISO (International Organization for Standardization) announced to be terminated certified.

Industry Overview and Competition

Prospect customers of the Group comprising government agencies and private agencies, being end users, main contractor and sub-contractor in a variety of industries. For the year 2020, the Group have decreased in performance due to the slowdown of industry environment and investment activities caused by the Pandemic and its lockdown regulations. However, the Group's products are fundamental products for various industries as well as the Company launched its own brand in 2019 in order to facilitate the middle market. Moreover, the Company initiates new business unit enhancing the leader in manufacturing and distribution in material handling equipment as warehouse equipment system to fulfill the Group to be warehouse solution center with customers' value creation.

Investment Promotion

In 2020, the overall Thai economy has slowdown while the investment promotion got stronger evidenced by records of the Board of Investment (BOI) for 2019 and 2020 that number of BOI project applications increased from 1,523 projects to 1,717 projects and a registered capital value decreased from Baht 691 billion to Baht 481 billion, which mainly reduced from foreign projects due to the pandemic of coronavirus (COVID-19). However, the aforementioned increase in investment will be an opportunity for the Group to boost sales of products and services as well as expand their customer base since their products can be used in diverse industries, especially for large-scale industries with continuous production process.

Table: BOI promotion application filed 2019 - 2020

	Number of Project		Registered Capital (Billion Baht)	
	2020	2019	2020	2019
Thai Project	724	540	244	98
Foreign Project	559	596	109	177
Joint Venture between Thai - Foreign	434	387	128	416
Total	**1,717**	**1,523**	**481**	**691**

Source: the Board of Investment (www.boi.go.th)

Investment in Transport Infrastructure

The government plans to develop Thailand's Transport Infrastructure Development Strategy B.E 2558-2565 under the accelerated plan the achievement of development goals in order to solve traffic problems in Bangkok Metropolitan Region. The Group have well-experienced in installing overhead cranes in the Depot, and have ability to add new products to the existing production line to meet the needs of transport customer group especially sky train. As a result of the investment in the public transport network, there are opportunities for the Group to sale products and services to target customers related to the development plan and also have the potential growth from investing in the development of transportation infrastructure from the upcoming Eastern Economic Corridor (EEC).

Expansion of logistics and warehouse business

According to Thailand's Logistics Development Strategy No.3 B.E.2560-2564, it enhance the logistics system of the country, support to be the ASEAN trading and services center as well as increase competitiveness. This development in the logistics business, with the effect of intensive control measures for the coronavirus (COVID-19) epidemic, has resulted in an increase in online trading. This contribute to the private investment by a large number of warehouses and distribution centers. It is an opportunity for the Group to expand their customer base.

Power Generation

Power generation business, or power plant, is necessary to national development since business sector, private sector and households require electricity for their business and daily life. The expansion of power production business helps the Company's business to grow as well since power plants employ large and heavy machinery which must be lifted and moved by crane during the usual course of operation, especially for repairing and maintenance process.

According to the Office of the Energy Regulatory Commission's record, there are many

power producers desiring to produce and supply power to the Electricity Generating Authority of Thailand (EGAT) and the Provincial Electricity Authority (PEA). However, power producers who filed application to EGAT and PEA are classified into various status and types of plants. Therefore, the Company has an opportunity to produce and distribute cranes for power plants that have filed an application but have not yet signed the power purchase agreement (PPA), and those that have obtained approval but have not yet commenced operation (Commercial Operation Date or "COD").

However, for the power plants that have already started commercial operation, the Group may have an opportunity to produce and distribute crane or provide repairing and maintenance services to those power plants.

Table: Power Plant Information by Category and Status

	COD		Signed PPA but have not yet COD		Approved but have not yet signed PPA	
	Project	Capacity (MW)	Project	Capacity (MW)	Project	Capacity (MW)
Waste	41	362	15	127	-	-
Biomass	213	3,572	15	155	15	355
Biogas	180	410	3	8	-	12
Hydro	46	118	-	-	27	28
Wind	34	1,522	2	18	2	2
Solar	7,067	2,962	324	2	234	62
RE-Others	4	97	-	-	-	-
Total	**7,585**	**9,043**	**359**	**310**	**278**	**459**

Source: Power plant information of the Office of the Regulatory Energy Commission (www.erc.or.th)
COD Means Commercial Operation Date
PPA means Power Purchase Agreement

Eastern Economic Corridor - EEC

The government supports infrastructure developments and provide investment privilege. The 10 targeted industries are comprise of First S Curve, including next – generation automotive, smart electronics, affluent, medical and wellness tourism, agriculture and biotechnology and food for the future, and New S Curve consisting of robotics, aviation and logistics, biofuels and biochemical, digital and medical hub, that four of ten promoted industries are in the target customer. The investment in industrial promotional zone of 3 provinces, including Rayong, Chonburi and Chachoengsao, tend to expand considerably. Therefore, it is the business opportunity to distribute industrial products such as crane and electric hoist, Industrial doors and offer services to customers located in the Eastern Economic Corridor.

Product and Service Procurement

Capacity Utilization

In crane production, the Group customize the products to customer's requirement. The whole process from production to installation takes about four to six months, depending on complexity of work. Dock leveler, industrial door, PVC strip curtain and air curtain are finished products that are distributed to customers and will be completely installed within about four months after purchase order are confirmed by customers.

The Group have two factories for crane production, one of which belongs to the Company located in Chachoengsao Province, on land area of 4 rai 3 ngan 20 square wah. The subsidiary has one factory, located in Pathumthani Province, on land area of 10 rai 2 ngan 77 square wah.

Maximum capacity of the Group, classified by type of crane, and utilization as follow:

Type of Crane	Maximum Annual Capacity (No. of Crane) [1/]		Combined Utilization in 2020 (No. of Crane)	
	Company	Subsidiary	Company	Subsidiary
Single girder crane, less than 15 meters long	102	94	30	9
Single girder crane, more than 15 meters long	76	75	15	9
Double girder crane, less than 15 meters long	60	43	1	0
Double girder crane, more than 15 meters long	42	36	6	17
Special-function crane, less than 15 meters long	32	-	6	4[2/]
Special-function crane, more than 15 meters long	25	-	6	0

Note : [1/]maximum annual capacity = No. of cranes produced in a year, assuming that only a single type of crane is produced and based on working 8 hours/day

[2/]the subsidiary received special inquiries.

Procurement of Raw Materials and Finished Products

The Company procures raw materials, supplies, spare parts, and finished parts from numerous local and abroad producers and suppliers with details as follow:

1. Raw materials, supplies and spare parts

includes structural steel, such as steel plate, steel, rust preventive primer, electrical equipment, equipment in electrical system. These raw materials are procured from several local suppliers, both large and small, representing 100% of value of raw material procured for production.

2. Finished Parts

- Hoist and parts, including hoist, end carriages, spare parts, are imported from Germany since both companies are sole authorized distributor of these products in Thailand. One hundred percent of parts order is for crane and hoist production. AL Brand is imported from China.

- Dock leveler, industrial door, PVC strip curtain and spare parts are procured by importing from the overseas brand owners who appointed the authorized dealership to the Group.

Customer Satisfaction Level

The Company surveyed customer satisfaction, responsible by Customer Relations Department, the main survey area included sales and installation of crane and hoist, sales and installation of industrial door and dock leveler, sales and installation of warehouse system provider, as well as after-sales service. Total of 3,482 questionnaires were issued, the result found that most customer satisfaction is excellent in line with the target. In addition, any recommendations received from customers and concerned department, directly report to Chief Operating Officer, then suggestions from customers will continue to improve.

Customer Satisfaction results for 2020 are consist of five areas, the satisfaction scores in each area are as follow:

- Product Quality has satisfaction score 90.40%
- Sales Representative Quality has satisfaction score 90.11%
- Performance Quality has satisfaction score 91.52%
- Safety has satisfaction score 91.91%
- Overall has satisfaction score 91.22%

Environmental Impacts

Crane manufacturing process of the Group minimally affect environment, not exceeding regulated levels required by related-government agency detailed as follow:

- Noise quality In production process, noise may occur during welding, grinding, polishing, cutting and assembling process or from broken machines. Hence, the Group provide preventive and noise-reduction equipment for employees working in the noise area and always provide repair and maintenance for the machine to run efficiently

- Air quality Air quality from production process can be affected by mist from spraying and paint in crane assembling area and dust in shot blast area, where the dust level is not exceeding legal requirements. The Group provides equipment to protect odor, dust and smoke (Filter Half Mask) for employees who work in those areas. The Group's plants are located far from community and plant areas are fully enclosed to prevent dust emissions

- Water quality Since water is not used in the Group's production process, there is no direct water pollution. Waste water from washing and cleaning within the plant, which is small amount, indirectly affects water quality. The Group do not discharge waste water but stores in sump manhole in order to use for watering plants in factory area,

- Waste Waste from production process, such as steel scraps, are collected and made into various weights for test load. The Group sell wood and paper waste to scrap dealers, registered with Department of Industrial Work. Other wet and dry waste are separated and collected by municipality.

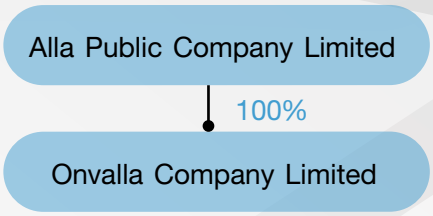
The Group have engaged a private, recognized by the Department of Industrial Works, to conduct an environmental quality evaluation on yearly basis. The latest results from evaluation of the Company on 7 July 2020 by Pacific Laboratory Company Limited and of the subsidiary on 1 and 2 July 2020 by Pacific Laboratory Company Limited demonstrate that the noise level and air quality meet legal requirements.

Backlog

As at 31 December 2020, the Group has backlog amounting to Baht 337 million, increased 19% from the previous year amounting to Baht 283 million.

Shareholder Structure of the Group

Shareholder structure of the Group



Alla Public Company Limited

ALLA Public Company Limited engages in production, distribution and installation of crane and hoist. The Company was appointed as a sole distributor of hoist and crane parts under STAHL and YALE, Germany. The Company also has its own brand named "AL". Moreover, the Company imports, distributes and installs industrial door and dock leveler, PVC strip curtain and air curtain, warehouse systems, including after-sales services and training center service. The factory located at Koh Rai Sub-District, Ban Pho District, Chachoengsao Province.

The Company's target customers using crane and hoist, are various industrial plants desiring to use specific products since crane and hoist parts of STAHL brand can be produced to suit customer's requirements. These customers include automotive, power plant, construction materials, agriculture and warehouse. While crane and hoist parts of YALE and AL brand normally suit for non-complicated usage such as small to medium factories.

Onvalla Company Limited

Onvalla Company Limited engages in production, distribution and installation of crane and hoist by using crane and hoist parts of ABUS brand. Moreover, the subsidiary imports, distributes and installs PVC strip curtain and air curtain, including after-sales service and training center service. The factory located at Lam luk ka Sub-District, Lam luk ka District, Pathumthani Province.

The Subsidiary target customers using crane and hoist, are various industrial plants requiring to use uncomplicated products without specific requirements, since crane and hoist parts of ABUS is standard type. These customers are property sector, steel and aluminum, construction materials and warehouse.

Risk Factors

The Group takes importance to manage risks systematically and effectively. Major risks factors are as follows

1. Operation Risks

1.1 Risk from dealerships cancellation by brand owners.

The Group are authorized sole distributors of crane and hoist under brands STAHL, YALE, and ABUS. These imported parts such as end carriage, gearbox, electric hoists are assembled to crane structure and hoist, which are designed and produced by the Group, and subsequently installed for customers. Moreover, the Group are distributors of dock leveler and industrial door under brands SERCO, STERTIL, INKEMA, NOVOFERM and DOCK EQUIPMENT. If the Group are not granted authorized dealerships or new products have inferior quality to the existing products, this will have adverse impact on customers' confidence in products and lower revenue from products and services accordingly.

Mitigation Plan Since the Group constantly meet terms and conditions specified in dealership agreements, the Group have been trusted from the brand owners to be their distributors and have never been cancelled the dealerships. With efficient distribution channels, strong sale teams, more than 20-year experienced in the business, good services and good relationships with customers and brand owners, the Group are confident that the brand owners will continue to grant authorized dealerships to the Group.The Company has also launched its own brand named "AL" since 2019.

1.2 Risk from declining revenue due to dependence on customers in a few industries.

During the past three years (2018-2020), the Group's revenue was mainly contributed by customers in power plant, automobile, and warehouse industry which the growth mainly rely on Thailand's economy. With the 2020 slowdown in economy both local and international affected from the Coronavirus pandemic, these customers have scaled down their production capacities, thus lowering the Group's revenue.

Mitigation Plan The Group has diversified customer base to other potential industries, in order to create diversify and reduce dependence on specific groups of customers. Moreover,

the business plan is to focus more on after-sales services and maintenance since the large number of customers who use the products of the Group and need these services to ensure that their equipment is ready for operation. This will resulting in increase in revenue.

Meanwhile, to entirely fulfill the customer's requirement, the Group deployed product strategy which emphasizes on new product with old product line such as roller door, as well as new product line such as warehouse equipment system etc.

1.3 Risk from delay in project/ product delivery.

In production and distribution of crane and hoist, industrial door and dock leveler, the agreement normally specifies delivery date and penalty in the case that the Group are not able to deliver project in timely manner. The penalty is usually a fine to compensate for damages from delay in product delivery. This fine, which varies from contract to contract, causes an increase in project cost and a decrease in profits accordingly. Moreover, the project delay will damage the Group' reputation and lower trust from other customers, thus leading to potential loss of future business.

Mitigation Plan The Group closely monitor, examine, and control each step of work process - since design, procure parts from overseas, production and quality control. This will keep the management and concerned parties up to date on status of each project and allow the team to solve problem as soon as it arises, thus improving efficiency in project management.

1.4 Risks from shortages of skilled labor.

Production and after-sales services require experienced staff to reduce potential loss during production process. In addition, the after-sales services require less time to identify and solve problems, leading to customer's satisfaction. Hence, the Group always focus on recruiting qualified staff for efficient production and services. However, technicians, welders and service staff are in demand. There are risks of not being able to recruit replacements for these staff when required.

Mitigation Plan To avoid shortages of skilled labor in the past, the Group adjusted its salary structure and other benefits to be competitive with other companies in the same industry. This is also to incentivize staff to work for a long term. Although the new recruits are experienced, the Group provide training courses to improve staff's knowledge and skills.

1.5 The risk to rely on personnel and executives.

Personnel are one factor in the success of the Group if the Group loses personnel or Executive Officer and / or key personnel of the management and are not being able to recruit suitable and comparable qualifications for replacement, it may have negative impact significantly to the financial condition, performance and business prospects of the Group.

Mitigation Plan The Group recognizes the importance of maintaining human resources, hence the Group has a plan to develop human resources by focusing on talent development and personnel as well as guiding career path of the personnel in each level clearly, including the allocation of a reasonable return on the capability of the individual, and then compare with other operators in the industry. Moreover, The Group also has a policy about the succession plan to delegate the work, The Group has continued to seek for new staff to replace staff who may resign in order to have enough staff in accordance with the plans of the Group.

1.6 The risk from the stability of the information technology system.

The Group introduced a system in the database management for their organizations to optimize operations and reduce capital of the Group. The risk associated with database of enterprise information system, which may cause the damage of sensitive data, the risk from the data theft of critical information such as customer data and information. These are significant risks these are necessary to manage data, the impact on operations and its financial status.

Mitigation Plan The Group has also developed networks by develop, manage, control, monitor and maintenance for IT Management systems. Providing the sufficient and efficient back up of information, to prevent the loss of data. Set persons who have authorized to access to a computer, network, program and information, as well as the completion of the operation of the repair and maintenance information technology systems plan of the Group for stability. As a result, the Group is able to quickly solve the systems in case of damaging

2. Financial Risks

2.1 Risk from Fluctuation in Foreign Exchange Rate

The Group's products have a lot of import components. Most costs of import parts and payment are denominated in Euro and US dollar, whilst revenues from products and services in Thailand are in Baht. The agreement does not allow the Group to adjust Baht price to pass onto the impact of Euro and US Dollar appreciation to customer. Exchange rate fluctuation might affect costs and gross profit of the Group.

Mitigation Plan The Group reduce risk exposure by entering into forward contract, which is at management's discretion in accordance with approved policy and guidelines from the Board of Directors. The Group closely monitor exchange rates and evaluate trends in order to quote selling prices, which reflects exchange rate in that period. In addition, the proper procurement and delivery plan together with products pricing to cover exchange rate fluctuation will limit exchange rate risks. The Group do not have policy to speculate on exchange rate.

3. Risks of Investors in the Company's Securities

3.1 Risk from major shareholder with 50% ownership

After shares offering in the Stock Exchange of Thailand (SET), the major shareholder which is Puntuyakorn group will hold 63.88% of the Company's total paid up capital. Puntuyakorn group also are management and authorized directors of the Company. Therefore, such group has authority in managing the Company and can control almost all major resolutions in shareholders' meeting. This includes the appointment of directors or other resolutions, which requires majority votes of the shareholders' meeting, except for agendas, which are in accordance with law or articles of association of the Company require three out of four of all votes of the shareholders attending the meeting and having the right to vote such as capital increase and capital reduction. Therefore, other shareholders attending the shareholders' meeting might not be able to collect sufficient votes to examine the Company's operations managed by the major shareholder.

Mitigation Plan The Company realizes such risk; therefore, the Company has managed to appoint four out of total eight directors to be independent directors. All four independent directors, who also serve in the Audit Committee, are knowledgeable, competent and well known. Besides, the Company engaged Internal Auditor, who is an external party, to examine and evaluate the Company's operations and report directly to the Audit Committee, thus providing thorough and transparent examination on operations and counterbalancing the Board of Directors.

General Information and Other

General Information

1. The Company

Company Name	:	Alla Public Company Limited
Head Office	:	933 935 937 939 Soi Onnut 46, Onnut Road, Onnut, Suanluang, Bangkok 10250
Branch		
Branch1 (Factory)	:	2/1 Moo 4, Watpimpawad-Klongkohdon Road, Kohrai, Banpho, Chachoengsao 24140
Branch2 (Service Center)	:	255/22 Moo 3, Route 311, Bo Win, Sriracha, Chonburi 20110
Branch3 (Office)	:	621 Soi Onnut46, Onnut Road, Onnut, Suanluang, Bangkok 10250
Registration No.	:	0107558000393
Telephone	:	0 2322 0777, 0 2721 5699
Fax	:	0 2322 1891-2
Website	:	www.alla.co.th

2. The Subsidiary

Company Name	:	Onvalla Company Limited
Head Office	:	50 Moo 20, Lam luk ka, Lam luk ka, Phatumthani 12150
Branch		
Branch1	:	50/1 Moo 20, Lam luk ka, Lam luk ka, Phatumthani 12150
Registration No.	:	0105533015476
Telephone	:	0 2193 5380-5
Fax	:	0 2193 5386-7
Website	:	www.onvalla.com

3. Securities Registrar

Company	:	Thailand Securities Depository Co., Ltd
Address	:	The Stock Exchange of Thailand Building 93 Ratchadapisek Road, Din Daeng, Din Daeng, Bangkok 10400
Telephone	:	0 2009 9000
Fax	:	0 2009 9991

4. Auditor

Company	:	EY Office Limited
Address	:	33 rd Floor, Lake Rajada Office Complex 193/136-137 Rajadapisek Road, Klongtoey, Bangkok 10110
Telephone	:	0 2264 0777
Fax	:	0 2264 0789

5. Investor Relations

Name	:	Miss Rachaya Rattanasrithong
Addresss	:	933 935 937 939 Soi Onnut 46, Onnut Road, Onnut, Suanluang, Bangkok 10250
Telephone	:	0 2322 0777, 0 2721 5699
Fax	:	0 2322 1891-2
E-mail	:	ir@alla.co.th

Other Information

- None -

Securities and Major Shareholders Information

Registered and paid-up capital

As at 31 December 2020, the Company has Baht 300 million in registered and paid-up capital dividing into 600,000,000 common shares at Baht 0.50 par value.

Shareholders

The Company has top ten shareholders and their shareholdings as at the latest book closing date on 30 December 2020 as follows:

Name	Number (Shares)	%
1. Puntuyakorn Group		
1.1 Mr. Ong-ard Puntuyakorn	203,282,300	33.88%
1.2 Mrs. Vallaya Puntuyakorn	135,000,000	22.50%
1.3 Miss Chalumporn Puntiuyakorn	45,000,000	7.50%
Total Puntuyakorn Group	383,282,300	63.88%
2. Mr. Chaivat Taepaisitphongse	10,415,000	1.74%
3. Miss Rachaya Rattanasrithong	10,000,000	1.67%
4. Mr. Bophit Phattrara-rangrong	7,923,100	1.32%
5. Mr. Thiti Suthirasan	6,990,000	1.17%
6. Mr. Kosin Phobaikul	6,243,600	1.04%
7. Mr. Tratorn Rattanasrithong	6,200,000	1.03%
8. Miss Kallayarat Kruawan	5,800,000	0.97%
9. Mr. Anucha Saengchareonwanakul	4,249,400	0.71%
10. Mr. Taksin Tantipichit	3,717,200	0.62%
Total	**444,820,600**	**74.15%**

Source: The Thailand Securities Depository Co., Ltd

Other Securities

- None -

Dividend Policy

The Company and the subsidiary have prescribed a dividend payment policy which has term and condition as follow:

1. The Company's policy is to pay dividends at not less than 50% of the Company's net profit after tax deduction and statutory reserves from the separate financial statement and must be comply with Public Limited Companies Act. However, such dividend payment subjects to cash low, investment plan, necessity and appropriateness in the future.

2. The subsidiary's policy is to pay dividends at not less than 50% of net profit of its financial statements and subjects to appropriateness investment plan and it cash flow and financial position.

However, the dividend payout ratio could be able to change, subjects to the operating performance, financial position, liquidity and the needs of working capital investment, additional investment, business expansion, terms and restrictions of loan agreement and other factors related an administration as it deems appropriate by the Board of Directors and/or the shareholders

The approved dividend payment by the Board of Directors, must be proposed to the Shareholders' Meeting for approval. The Board may have authority to pay interim dividends to shareholders and report to the Shareholders' Meeting subsequently.

History of Dividend payment

Separate Financial Statement	2020	2019	2018
Net Profit per share (Baht per share)	0.09	0.13	0.09
Dividend per share (Baht per share)	0.07	0.10	0.08
Dividend payout ratio (%)	75.79	79.20	86.66

Management Structure

Management structure of the Company consists of the Board of Directors and four Sub-Committees, namely the Audit Committee, the Executive Committee, the Risk Management Committee, and the Nomination and Remuneration Committee. The Company's Board of Directors and the Executives have complete qualifications and do not possess any prohibitive attributes pursuant to Section 68 of the Public Limited Companies Act B.E. 2535 (including amendments). In addition, they do not have any prohibitive attributes and attributes that lack of appropriateness to be trusted to manage and administrate business, whose shareholders are public under Section 89/3 and Section 89/6 of the Securities and Exchange Act B.E. 2535 and the notification of the Capital Market Supervisory Board. Detail of management structure are as follow

The Board of Directors

As at 31 December 2020, the Board of Directors comprised of eight members details as follow

Name – Surname	Position
1. Mr. Weerachai Ngamdeevilaisak	Chairman of the Board of Directors/ Chairman of the Audit Committee/ Independent Director
2. Prof. Dr. Sahaton Rattanapijit	Vice Chairman of the Board of Directors/ Member of the Audit Committee/ Member of the Nomination and Remuneration Committee/ Independent Director
3. Mr. Ong-ard Puntuyakorn	Director/ Chairman of the Executive Committee/ Chairman of the Risk Management Committee/ Member of the Nomination and Remuneration Committee/ Chief Executive Officer/ Acting Chief Financial Officer
4. Mrs. Vallaya Puntuyakorn	Director/ Executive Director/ Chief Administrative Officer
5. Mr. Chirawat Srisawadi	Director/ Member of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/ Independent Director
6. Mr. Patai Bunmark	Director/ Member of the Audit Committee/ Independent Director
7. Mr. Chumphol Chanchareon	Director/ Executive Director/ Vice Chairman of the Risk Management Committee/ Chief Operating Officer
8. Miss Rachaya Rattanasrithong	Director

Miss Prapaporn Saelim acts as the Company Secretary

Authorized Directors

Mr. Ong-ard Puntuyakorn or Mrs. Vallaya Puntuyakorn co-signs with either Mr. Chumphol Chanchareon or Miss Rachaya Rattanasrithong, and affix the Company seal.

Change in shareholding of directors and top executive

Name – Surname	Position	Period 2020 outstanding share as 30 December 2020	Period 2019 outstanding share as 30 December 2019	Change Increase/ (Decrease)
1. Mr. Weerachai Ngamdeevilaisak	Chairman of the Board of Directors/ Chairman of the Audit Committee/ Independent Director	-	-	-
2. Prof. Dr. Sahaton Rattanapijit	Vice Chairman of the Board of Directors/ Member of the Audit Committee/ Member of the Nomination and Remuneration Committee/ Independent Director	-	-	-
3. Mr. Ong-ard Puntuyakorn	Director/ Chairman of the Executive Committee/ Chairman of the Risk Management Committee/ Member of the Nomination and Remuneration Committee/ Chief Executive Officer/ Acting Chief Financial Officer	203,282,300	203,232,300	50,000
4. Mrs. Vallaya Puntuyakorn	Director/ Executive Director/ Chief Administrative Officer	135,000,000	135,000,000	-
5. Mr. Chirawat Srisawadi	Director/ Member of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/ Independent Director	-	-	-
6. Mr. Patai Bunmark	Director/ Member of the Audit Committee/ Independent Director	-	-	-
7. Mr. Chumpol Chancharoen	Director/ Executive Director/ Vice Chairman of the Risk Management Committee/ Chief Operating Officer	-	-	-
8. Miss Rachaya Rattanasrithong	Director	10,000,000	10,000,000	-
9. Mr. Pracha Patthanawitthayakul	Executive Director/ Member of the Risk Management Committee / General Manager	-	-	-
10. Miss Chalumporn Puntuyakorn	Executive Director/ Member of the Risk Management Committee / Assist General Manager	45,000,000	45,000,000	-

Attendance of the Board of Directors Meeting in 2020 and 2019 can be summarized as follow

Name - Surname	Presence/ Total Meeting (times)	
	2020	2019
1. Mr. Weerachai Ngamdeevilaisak	7/7	6/6
2. Prof. Dr. Sahaton Rattanapijit	7/7	6/6
3. Mr. Ong-ard Puntuyakorn	7/7	6/6
4. Mrs. Vallaya Puntuyakorn	7/7	6/6
5. Mr. Tratorn Rattanasrithong[1/]	-	1/1
6. Miss Rachaya Rattanasrithong	7/7	6/6
7. Mr. Chirawat Srisawadi	7/7	6/6
8. Mr. Patai Bunmark	4/7	4/6
9. Mr. Chumphol Chanchareon[2/]	6/7	5/5

Remarks: [1/]Resigned due to retirement on 5 March 2019.

[2/]The Annual General Meeting of 2019 on 23 April 2019 approved to appoint Mr. Chumphol Chanchareon as a director of the company and attended the first meeting of Board of Directors' Meeting No. 2/2519.

There was one meeting that was held between non-executive directors, in order to consider the operating results of the management team in 2020.

Composition and Qualifications

The Board of Directors is composed of directors with various qualifications in the area of skills, experience and ability. The Board of Directors is to have gender diversity, skills, occupations and special expertise to benefit the Company according to the following content

1. The Board of Directors requires a sufficient number of directors to supervise the Company's business. The Board of Directors must have no less than five directors with at least one non-executive director who has experience in accounting and finance.

2. The Chairman of the Board of Directors and Chief Executive Officer must not the same person.

3. The Company requires independent directors in the number announced and specified by the Office of the Securities and Exchange Commission. At least one-third of all directors must be independent directors and at least three of all directors must be independent directors. Every director must have qualifications meeting criteria in relevant capital market regulatory notifications.

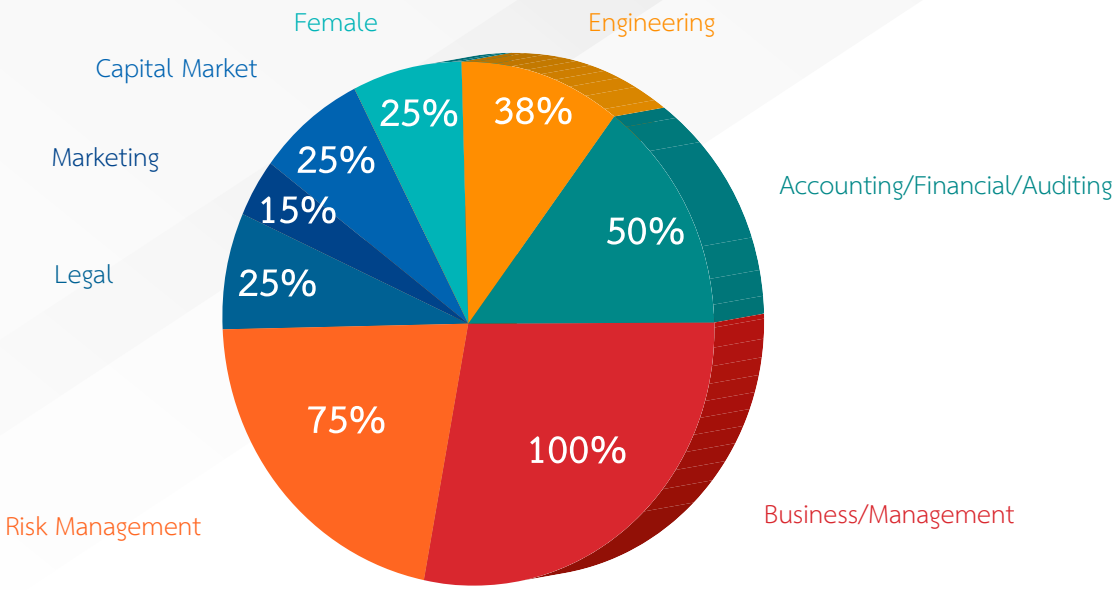
4. Director appointments must comply with the Company's regulations and associated requirements of the law.

5. The Board of Directors requires each director to hold positions in no more than five other registered companies and thoroughly considers work efficiency of directors who hold positions in multiple companies in order to ensure that directors can sufficiently dedicate time to perform duties in the Company.

6. Concerning policies in holding significant director or executive positions in other companies, the Company's regulations stated directors may not engage in businesses or become partners in ordinary partnerships or a partner without limited responsibilities in limited partnerships or directors in other limited companies or public limited companies engaged in the same business in competition with the Company's business unless the shareholder meeting was notified before a resolution of appointment.

7. Furthermore, the Board of Directors has no policy to send executives to become directors in other companies outside the Group. In cases where the Company's executives will hold director positions in other companies, the executive must first obtain approval from the Board of Directors except for director positions in charitable non-profit organizations. Director positions must not conflict with decrees of the law and regulations related to the Company's business. Directors must not use work positions in the Company as references to support outside businesses.

The Company's board of directors has diversity in terms of gender, skills, professions and expertise that is of benefit for the Company as follow



Roles and Duties of the Company's Chairman of the Board

1. Arrange the meeting of the Board of Directors and provide the directors accurate, timeliness, and adequate information.

2. Act as the Chairman of the meeting of the Board of Directors and the Annual General Meeting of Shareholders, ensure the meeting to be effective and comply with the Company's regulations as well as promote the effective relationship and open communication among the directors. Also provide the shareholders equally rights.

3. In case of the vote are equal, the Chairman of the Board will have the final vote.

4. Arrange at least one meeting held between the non- executive directors without the attendance of management.

5. Ensure the Board of Directors to efficiently perform duties with responsibilities prescribed by laws, the Company's regulations and policy, as well as good corporate governance.

6. Promote the participation of the directors who are executive, non-executive directors, and independent directors for the activities and decision making process of the Board of Directors.

Office Term of the Directors

1. In every Annual General Meeting of the Shareholders, at least one-third of total directors must be retire. If the number of directors cannot be divided into three portions, the number of directors to retire must be nearest to one-third of total directors. To identify which directors to retire in the first and second year after the registration of the Company, this shall base on draw lots. Thereafter, directors with the longest tenure will be retired and can be reappointed.

2. n addition to the expiration for retirement of rotation, the director will be vacated the office term upon

- Death
- Resignation
- Disqualification or having prohibitive attributes under the Public Limited Companies Act B.E. 2535 and the Securities and Exchange Act B.E. 2535 (including amendments)
- By the resolution of the meeting of shareholders

3. If the position of the director is vacant because of other reasons, apart from the expiration for retirement of rotation. The Board of Directors shall elect qualified person without prohibited characteristics as prescribed under the Public Limited Companies Act B.E. 2535 and the Securities and Exchange Act B.E. 2535 (including amendments) to be the Company's directors. Unless the office term is less than 2 months, the appointed director will remain in the office term only for the remaining term of the director who he/she replaces of.

4. In cases where the directors resign prematurely, the directors should notify the Chairman of the Board of Directors appropriately in advance and state reasons for resigning.

Scope of Authorities, Duties and Responsibilities of the Board of Directors

1. Take actions in compliance with the law, the Company's objectives and regulations and shareholder meeting resolutions with integrity and honesty in addition to preserving the Company's interests.

2. Evaluate, review, inspect and authorize the Company's vision, policies, direction, strategies and business plans as prepared by the Executive Committee and management that prepare them.

3. Hold meetings of the Board of Directors at least six times annually where each meeting should be attended by the entire board, unless unavoidable circumstances cause otherwise.

4. Each director should attend at least 75 percent of all Board of Directors' meetings held each year.

5. The Chairman of the Board is to serve as the chairman of meetings in charge of supervising and allocating sufficient time for each meeting agenda. In addition, each director is entitled to express opinions freely on key issues with fair consideration given to the interests of shareholders and all parties involved.

Each resolution passed by Board of Directors' meetings must be passed by a majority

of votes, whereby each director holds one vote. In addition, stakeholder directors not present at a meeting and/or who do vote on a given agenda, in cases where votes are even, the meeting chairman will cast an additional deciding vote. In addition, each meeting has to be composed of at least two-thirds of all directors in order to form a quorum.

6. Make arrangements to establish an appropriate accounting, financial reporting and auditing system that is both reliable and effective. In addition, ensure that a record keeping system exists to allow subsequent verification of information accuracy.

7. Ensure that financial statements are created accurately in order to accurately demonstrate financial position and performance over each accounting period in accordance with facts, completely and correctly in line with generally accepted financial reporting standards. The Board of Directors is required to make arrangements for auditors approved by the Office of the Securities and Exchange Commission to audit and express opinions about the financial statements of the Group before presentation at shareholder meetings. In addition, the Board of Directors is required to ensure the preparation and audit of quarterly financial statements.

8. Supervise the Company to ensure the presence of an adequate and effective internal control and internal audit system, and create a process for regularly evaluating the adequacy of the Company's internal control system.

9. Consider setting risk management policies for the entire organization and oversee the presence of systems and processes for managing risks with measures in place to support and methods to control impacts to the Company's business as deemed appropriate, which includes effective reporting and monitoring and mechanisms for handling complaints and responses to informants. In addition, ensure that the Company has management that is consistent with good business governance policies.

10. Evaluate and authorize the Company's activities consistently with the Company's regulations and consider and authorize expenses for activities in the Group in addition to creating a table for the delegation of authority.

11. Continuously monitor the performance of the Group in order to ensure consistency with the Group's objectives, guidelines, policies, business plans and budgets, and regularly evaluate the performance of the Executives Committee and management. Furthermore, specify remunerations and review succession plans.

12. Consider and set mechanisms for ensuring that the Company can control and supervise the management and work responsibilities of subsidiary as if they are an agency of the Company. In addition, set measures for monitoring the management of subsidiary to preserve the Company's capital investments in line with Announcement No. Tor. Jor. 39/2559.

13. Set in place and ensure compliance with written policies concerned with oversight in the businesses of the Group in line with the principles of good governance such as the anti-corruption, reporting of clues and use of internal information policies and implement the aforementioned policies effectively in order to ensure confidence that the Group is responsible and fair to all stakeholders.

14. Set in place written business ethics and morals to create a standard in the work of the Company's directors, executives and employees. In addition, the Board of Directors should monitor activities to ensure serious adherence to business ethics and morals.

15. Create the charters of the Board of Directors, Chief Executive Officer, sub-committees, and company secretary and also revise the Board of Directors' charter and approve proposals made by sub-committees, Chief Executive officer, and company secretary on changes to the contents of their charters to ensure that information is current and appropriate to changes in regulations, rules and situations. Furthermore, review charters at least once annually.

16. Make arrangements to ensure personal work evaluation annually conducted as by-committee and by-individual evaluations.

17. Consider and set the management structure with the authority to appoint specify authority and duties and remunerations for the Board of Directors, sub-committees, and the Chief Executive Officer.

18. Consider specifying and revising or changing the names of directors who possess binding signatory authority. In addition, in the event that a directorship is vacant due to any other reason aside from term expiration, the Board of Directors is in charge of selecting a person possessing the qualifications without the prohibitions stated by the Public Limited Companies Act B.E.2535 and the Securities and Exchange Act B.E.2535, including all relevant announcements, regulations and/or rules to become a new director on the occasion of the next Board of Directors' meeting, unless the remaining term of the vacant directorship is less than two months.

19. Appoint people to become directors and executives in subsidiaries and associated companies at least according to the Company's share ratio in subsidiaries and associated companies. In addition, specify the remunerations, scope of authority, duties and responsibilities of appointed directors and executives and set the voting authority for the meetings of subsidiaries' and associated companies' boards of directors on issues that require prior approval from the Board of Directors. Furthermore, oversee and control the administration and management of subsidiaries and associated companies to ensure consistently with the Company's plans and policies in addition to supervising and regulating transactions to ensure compliance with relevant laws and regulations. Moreover, monitor and ensure that subsidiaries and associated companies fully and correctly disclose information about their financial positions, performance, connected transactions and acquisition or disposal of significant assets as well as monitor and ensure that directors and executives in subsidiaries perform their duties and responsibilities in line with legal specifications.

20. Consider and propose remunerations for the Board of Directors and sub-committees as presented by the Nomination and Remuneration Committee for approval consideration at shareholder meetings. In the consideration of the Board of Directors' remunerations, judgement has to be based on consistency with the Company's long-term strategies and objectives and each director's experience, work obligations, scope and roles of responsibilities and expected benefits. In addition, the Company is prohibited from paying funds or assets to directors aside from remunerations as prescribed by the Company's regulations. In cases not covered by the Company's regulations, remuneration payments are to be decided by shareholder meeting resolutions passed by at least two-thirds of all votes of attending shareholders.

21. Appoint the Company's secretary to handle various affairs on behalf of the Company or the Board of Directors such as preparation and keeping of the registration of directors, director

meeting invitations, director meeting reports, shareholder meeting invitations, shareholder meeting reports and stakes reports among others.

22. Consider and authorize transactions for the acquisition and disposal of the assets o the Group, investments in new businesses and various other activities as stipulated by laws, announcements and/or regulations related to the Stock Exchange of Thailand and the Capital Market Supervisory Board, including other relevant regulations.

23. Consider and/or express opinions about connected transactions between the Group and connected persons as required by the Securities and Exchange Act B.E.2535, including the regulations set by the Stock Exchange of Thailand and the Capital Market Supervisory Board. Furthermore, consider and authorize in principle trade agreements that have general trade conditions for transactions between the Group and directors, executives or other connected people in order to set the scope of activities and grand the Executive Committee and management the authority to conduct the aforementioned transactions within the frameworks and scopes of relevant laws and regulations. Furthermore, consider and/or express opinions about the Company's transactions (in cases where the transaction's value does not require consideration and approval of a shareholders' meeting) consistently and in compliance with all relevant laws, announcements, regulations and rules.

24. Supervise, control and prevent conflicts of interest between the Group's stakeholders and take actions to resolve conflicts of interest and misuse of the Group's assets and inappropriate actions in transactions between people connected to the Group

25. Ensure confidence that the structures and work procedures of the Board of Directors and sub-committees support and exist to provide appropriate oversight and that changes can be made whenever required.

26. Hold an annual meeting of shareholders within four months after the conclusion of each of the Company's accounting years.

27. Make arrangements to ensure the disclosure of appropriate news and information to all stakeholders, persons with conflict of interest and all other related people. Furthermore, ensure the appropriate disclosure of significant news and information to shareholders in financial statements and reports prepared for shareholders. Moreover, the aforementioned information should be published via the Stock Exchange of Thailand's system first before possibly additionally published on the Company's website, and people should be assigned to be responsible for giving information to investors, and the Board of Directors should take actions to ensure that information is disclosed correctly, fully, appropriately and in a timely manner.

28. Ensure the preparation of annual reports and take responsibility for the creation and disclosure of financial information in compliance with laws and relevant regulations and present them to shareholder meetings for consideration and approval.

29. The Board of Directors may authorize one or several directors or other people to perform specific actions on behalf of the Board of Directors under the supervision of the Board of Directors or possibly through authorization of powers to the aforementioned persons as the Board of Directors deems appropriate and for time periods the Board of Directors deems fitting. In addition, the Board of Directors can revoke, cancel, revise or change granted authorizations as deemed

appropriate. Furthermore, the aforementioned authorizations must not be in the manner that constitutes an authorization or sub-authorization that allows the aforementioned persons to evaluate and authorize transactions in which they or individuals with conflict of interest or stakes may gain or conflict of interest might arise as a result in any manner to the Group (if any) (as defined in announcements of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other announcements of relevant agencies), unless the aforementioned transactions are normal transactions of the Company and have the same criteria that exist for transactions conducted with external parties (arm's-length basis).

30. Seek independent opinions from professional consultants whenever it is deemed necessary concerning the expenses of the Company or subsidiary whereby the aforementioned hiring of consultation follows the regulations of the Company or subsidiary.

31. Take joint responsibility for people who trade in the Company's securities and damages resulting from disclosure of information to shareholders and general public whereby information is presented falsely or with concealment in essential content as should have been disclosed in essential content in compliance with the specifications set by laws governing securities and exchange, unless directors can prove that their positions did not grant them knowledge in the authenticity of information or lack of information that should have been disclosed.

32. The Company's directors and executives are responsible for correctly, fully, appropriately and timely reporting to the Company about the relationships and ownership of the shares and debentures of the Group, including the transactions of the Company's directors and executives and people related to the aforementioned directors and executives with the Group in a manner that might cause conflict of interest, including avoidance of transactions that might lead to conflict of interest with the Group.

33. Take joint responsibility for damages caused to the Company in accordance with the criteria set by the Public Limited Companies Act B.E.2535.

34. Consider and approve payment of interim dividends in line with the Company's regulations when the Company views that sufficient profits exist, and report to shareholder meetings whenever inter-period dividends payments occur.

35. Perform all other duties related to the Company's business as assigned by shareholders.

The Audit Committee

As at 31 December 2020, the Audit Committee included four members with their attendance of the Audit Committee meeting in 2020 and 2019 as follow

Name – Surname	Position	Presence/ Total Meeting(times)	
		2020	2019
1. Mr. Weerachai Ngamdeevilaisak	Chairman of the Audit Committee	5/5	5/5
2. Prof. Dr. Sahaton Rattanapijit	Member of the Audit Committee	5/5	5/5
3. Mr. Chirawat Srisawadi	Member of the Audit Committee	5/5	5/5
4. Mr. Patai Bunmark	Member of the Audit Committee	3/5	3/5

Miss Woraratt Mekkerdchoo acts as the Secretary of the Audit Committee

Mr. Weerachai Ngamdeevilaisak and Mr. Chirawat Srisawadi are knowledgeable and experienced in accounting. (Please see credentials of both audit committee members).

Composition and Qualifications

1. The Audit Committee must be composed of directors with qualifications specified by the Capital Market Supervisory Board and the Company's corporate governance policy. In addition, the Audit Committee must receive approval for appointments from the Board of Directors.

2. The Audit Committee must be composed of no less than three independent directors and at least one audit director must have sufficient knowledge and experience to perform duties in reviewing financial statements.

3. Audit directors must be neutral without holding direct or indirect benefits or stakes which may have effects on freedom of judgment in duties and responsibilities.

4. The Board of Directors is to select and appoint an audit director to be the Chairman of the Audit Committee.

Office Term of the member of the Audit Committee

1. The office term of each Audit Committee's member is based upon the office term they occupied as the Board of Directors.

2. The Audit Committee's members may be re-appointed if the Board of Directors see as appropriate, but the office term of the Audit Committee shall not be automatically renewed.

3. In addition to the expiration for retirement of rotation, the audit will be vacated the office term upon

- Death
- Resignation
- Dismissal by the Board of Director
- Disqualification as specified in the Audit Committee's charter or fail to comply with the regulations set by the Capital Market Commission, the Stock Exchange of Thailand and other regulatory agencies.

4. In case of the completion of the office term or any circumstances that don't allow the audit committee to continue the term of office, which result in the decrease in number of audit committee and therefore violates the required amount of at least three Audit Committee's members, the Board of Directors shall, immediately or within three months, appoint a new member to meet the requirement in order to resume the operation of the Committee. The substituted member can only be in the office within the remaining term of the member he/she replaced.

5. In cases where audit directors resign prematurely, audit directors should notify the Chairman of the Board appropriately in advance and state reasons for resigning.

Scope of Authorities, Duties and Responsibilities of the Audit Committee

1. Review the Company's financial reports correctly with sufficient disclosure of information

in line with financial reporting standards through coordination with external auditors and executives responsible for creating quarterly and annual financial reports. The Audit Committee can make recommendations for auditors to audit or review any important transaction as necessary during audits.

2. Review the Company to ensure the presence of an adequate and effective internal control and audit system and evaluate the independence of the internal audit agency in addition to granting approval for the appointment, transfer and termination of employment of the head of the internal audit agency or other agencies with responsibilities associated with internal audit.

3. Review the Company to ensure that the Company complies with laws governing securities and exchange as well as the specifications of the Stock Exchange of Thailand, the Capital Market Supervisory Board and/or other laws related to the business of the Group.

4. The Audit Committee should hold meetings to deliberate on various matters as assigned as follows

4.1 Evaluate financial statements and related financial reports, accounting principles and accounting practices.

4.2 Compliance with accounting standards, business continuity, significant changes in accounting policies, including reasons of management for setting accounting policies befor they are proposed to the Board of Directors for disclosure to shareholders and investors in general.

4.3 Evaluate the internal control and internal audit system.

4.4 Evaluate and review the Company's annual internal audit plans, procedures for coordinating work in related audit plans and joint evaluate the audit results with internal auditors and auditors. The Audit Committee should make inquiries about the scope of planned audits in order to ensure that audit plans can detect corruption and faults in the internal control system.

4.5 Make joint considerations with internal auditors about problems and limitations encountered during audits and review the performance of internal auditors.

4.6 Make joint considerations with auditors about problems and limitations encountered during financial statement audits.

4.7 Make joint considerations with internal auditors and auditors about the presence of plans for reviewing procedures and control of electronic information processing and make specific inquiries about the security in order to prevent corruption and misuse of computers by company employees and external parties.

4.8 Consider and review transactions posing potential conflicts of interest such as connected transactions within the Company and others.

4.9 Ensure compliance with laws governing security and exchange and the specifications of the Stock Exchange of Thailand and/or all other relevant laws.

4.10 Perform all other tasks as assigned by the Board of Directors.

5. Consider, select and nominate for the appointment of independent people to serve as the Company's auditors as well as propose the remunerations and termination for

the aforementioned people. In addition, attend auditor meetings without the participation of management at least once annually in order to learn about the results of quarterly and annual financial statement audits and discuss problems and obstacles that might have been encountered in the work of auditors.

6. Evaluate connected transactions and transactions posing potential conflicts of interest and consider specifications and cancellations of transactions that deviate from specifications governing cancellation of evaluated transactions prior to conducting transactions in essential content. Furthermore, evaluate transactions for the acquisition and disposal of the Group's assets in compliance with the law and specifications of the Stock Exchange of Thailand in order to ensure that the aforementioned transactions are reasonable and for the greatest benefit of the Company. In addition, if the Audit Committee lacks the necessary expertise for evaluating potentially connected transactions or other transactions as stated above, the Company will arrange for independent experts or the Company's auditors to give opinions on the aforementioned connected or other transactions to accompany the consideration and/or decisions of the Audit Committee.

7. Review and monitor the outcomes of risk management as well as evaluate risk management activities by risk management committees.

8. Prepare the Audit Committee's reports and disclose them in the Company's annual reports. These reports must be signed by the Chairman of the Audit Committee and contain at least all of the information stipulated by the Stock Exchange of Thailand.

9. In the duties performed by the Audit Committee, if any of the following transactions or actions are suspected due to significant potential impact on the Company's financial position and performance, the Audit Committee is to report to the Board of Directors for corrective actions within a timeframe that the Audit Committee deems appropriate:

9.1. Transactions causing conflicts of interest.

9.2. Corruption or significant irregularities or faults in the internal control system.

9.3. Violations of laws governing securities and exchange and specifications of the Stock Exchange of Thailand or other laws related to the Company's business.

If the Board of Directors or executives fail to complete the corrective actions within the time period stated in the aforementioned paragraph, any audit director can report the occurrence of the aforementioned transactions or actions to the Office of the Securities and Exchange Commission.

10. Conduct a self-evaluation of performance annually by-committee and by-individual.

11. Review the Audit Committee's charter at least once annually to submit to the Board of Directors for approval.

12. Seek independent opinions from professional consultants when necessary at the expenses of the Company or subsidiary by having the hiring follow the regulations of the Company or subsidiary.

13. Review and express opinions about anti-corruption on the suitability and consistency of the Company's anti-corruption policies.

14. Perform other assignments given by the Board of Directors with the approval of the Audit Committee.

The Executive Committee

As at 31 December 2020, the Executive Committee had five members with their attendance of the Executive Committee meeting in 2020 and 2019 as follow

Name – Surname	Position	Presence/ Total Meeting (times)	
		2020	2019
1. Mr. Ong-ard Puntuyakorn	Chairman of the Executive Committee	12/12	11/11
2. Mrs. Vallaya Puntuyakorn	Member of the Executive Committee	12/12	11/11
3. Mr. Chumpol Chancharoen	Member of the Executive Committee	11/12	10/11
4. Mr. Pracha Patthanawitthayakul	Member of the Executive Committee	12/12	11/11
5. Miss Chalumporn Puntuyakorn [3/]	Member of the Executive Committee	12/12	1/1
6. Mr. Tratorn Rattanasrithong[1/]	Member of the Executive Committee	-	2/2
7. Miss Rawiphun Tantiauschariyakul[2/]	Member of the Executive Committee	-	3/3

Miss Prapaporn Saelim acts as the Executive Committee Secretary.

Remarks: [1/]Resigned due to retirement on 5 March 2019.

[2/]Resigned on 26 April 2019.

[3/]Appointed as an executive director on 20 November 2019 and first attended a meeting at Executive Board Meeting No. 11/2019.

Composition and Qualifications

The Board of Directors appoints the Executive Committee by recruiting from the Company's directors, executives or high-ranking employees who can manage work on topics related to normal business operations and management. In addition, the Executive Committee may specify policies, business plans, budgets and management structure in addition to checking and monitoring the Company's performance based on policies specified by the Board of Directors.

Office Term of the member of the Executive Committee

The executive director will vacate the position when

- Death
- Resignation
- Dismissal by the Board of Directors
- Disqualification as specified in the Executive Committee's charter

In cases where an executive director resigns prematurely, executive directors should notify the Chairman of the Board at an appropriate time in advance of resignation and specify causes of resignation.

Scope of Authorities, Duties and Responsibilities of the Executive Committee

1. Conduct and manage the Company's business in line with the purposes, regulations, policies, rules, specifications, orders and resolutions of the Board of Directors' meetings.

2. Filter and propose objectives, policies, business plans, business strategies, financial objectives and annual budgets, business expansion, management structure and annual action plans with proper consideration to business factors.

3. Supervise, inspect and oversee the Company's business activities and monitor the Company's

performance in line with set business objectives, policies and plans. In addition, supervise budgetary spending as approved by the Board of Directors and report performance results to the Board of Directors.

4. Appoint, supervise, coordinate and specify the authority and duties of special work committee and work management committees in addition to considering and approving proposals made by work committees and special work committees in addition to holding the authority to appoint chief advisors, advisors and an advisory board for the Executive Committee as appropriate. The Executive Committee also has the authority to set appropriate remunerations for the aforementioned advisors.

5. Set procedures and methods for transactions between the Group and major shareholders, directors or executives of the Company along with people connected to the aforementioned persons as appropriate in order to prevent transfers of gains and make proposals to the Board of Directors for approval in principle and ensure that practices follow principles and specifications approved by the Board of Directors.

6. Consider and approve transactions that are part of the Company's normal business activities, contracts, investments, general work administration and take actions concerning transactions that support the Company's normal business in line with general trade conditions and within the financial limit set by the Board of Directors.

7. Evaluate the Company's performance and proposed interim dividend payments before making proposals to the Board of Directors for approval. Furthermore, inspect and give recommendations concerning the dividend payment policy and evaluate the Company's annual dividend payment proposals in order to make proposals to the Board of Directors for approval and subsequent proposals to shareholder meetings for approval.

8. Conduct feasibility studies in new investment projects by conducting appropriate and comprehensive technical and financial studies in order to facilitate decision-making and investment cancellation considerations and make proposals to the Board of Directors.

9. Monitor the performance and progress of investment projects in each business and report overall problems and obstacles that occur along with solution guidelines to the Board of Directors.

10. The Executive Committee is authorized to evaluate and approve financial transactions with financial institutes in opening accounts, borrowing funds, withdrawing funds from the Company's accounts, using loans and submitting the Company's assets as a bond for the aforementioned debts, whether registered or not, in order to benefit the Company's business activities. The Executive Committee also has the authority to conduct juristic acts, enter into contracts, file requests, submit proposals, contact and otherwise engage in other juristic acts with governmental bodies in order to acquire various rights for the Company and/or take any actions relating to the aforementioned undertakings until completion within set financial limits and/or according to set delegation of authority as set by the Board of Directors and/or in accordance with related laws and regulations and/or the Company's regulations.

11. The Executive Committee is authorized to seek independent opinions from professional consultants when deemed necessary by making the hiring follow the Company's regulations.

12. Supervise and oversee the presence of procedures for operators to report incidents, unusual activities and legal violations to the Executive Committee in a timely manner. In addition,

in cases where the aforementioned occurrences have potentially significant impacts, the Executive Committee is required to report to the Board of Directors for consideration of proper corrective actions within a timely manner.

13. The Executive Committee is required to report the duties that it performs to the Board of Directors on a regular basis as well as report resolutions and significant activities within the authority of the Executive Committee to the Board of Directors for acknowledgement on each subsequent Board of Directors' meeting.

14. The Executive Committee may authorize one or several other people to perform specific actions under the supervision of the Executive Committee or possibly through authorization of powers to the aforementioned persons as the Executive Committee deems appropriate and for time periods the Executive Committee deems fitting. In addition, the Executive Committee can revoke, cancel, revise or change granted authorizations as deemed fitting. Furthermore, the aforementioned authorizations must not be in the manner that constitutes an authorization or sub-authorization that allows people authorized by the Executive Committee to have the ability to authorize transactions in which they or individuals with conflict of interest or stakes (as defined in announcements of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other announcements of relevant agencies) may gain or other conflict of interest might arise as a result in any manner to the Company. The Executive Committee does not have the power to authorize the such undertakings, and the aforementioned issues must be presented to a meeting of the Board of Directors' and/or shareholders (depending on the case) for approval, unless the aforementioned transactions are normal transactions of the Company and have the same criteria that exist for transactions conducted with external parties (arm's-length basis).

15. Conduct a self-evaluation of performance annually by-committee and by-individual.

16. Review the Audit Committee's charter at least once annually in order to present it to the Board of Directors for approval

17. Perform all other tasks as assigned by the Board of Directors with the approval of the Executive Committee.

The Risk Management Committee

As at 31 December 2020, the Risk Management Committee had five members and attendant of the Risk Management Committee Meeting in 2020 and 2019 can be summarized as follow :

Name – Surname	Position	Attendance/ Total Meeting (times)	
		2020	2019
1. Mr. Ong-ard Puntuyakorn	Chairman of the Risk Management Committee	5/5	5/5
2. Mr. Chumphol Chancharoen	Vice Chairman of the Risk Management Committee	5/5	4/5
3. Mr. Pracha Patthanawitthaykul	Member of the Risk Management Committee	5/5	5/5
4. Mr. Waiyakorn Sehanern[3/]	Member of the Risk Management Committee	5/5	1/1
5. Miss Chalumporn Puntuyakorn[3/]	Member of the Risk Management Committee	5/5	1/1
6. Mr. Tratorn Rattanasrithong[1/]	Member of the Risk Management Committee	-	1/1
7. Miss Rawiphun Tantiauschariyakul[2/]	Member of the Risk Management Committee	-	1/1

Miss Rachaya Rattanasrithong acts as Risk Management Committee Secretary.

Remarks : [1/]Resigned due to retirement on 5 March 2019.
[2/]Resigned on 26 April 2019.
[3/]was appointed as member of the Risk Management Committee on 7 November 2019, and first performed duties in the Risk Management Committee meeting No. 5/2019,

Composition and Qualifications

1. The Board of Directors appoints the Risk Management Committee. The Risk Management Committee must have no less than two directors. The Chief Executive Officer is the Chairman of the Risk Management Committee by virtue of position.

2. Risk management directors must have knowledge and understanding in the company group's business or have special expertise as a major factor in enabling the company group's business operations to achieve the organization's objectives.

3. The Chairman of the Risk Management Committee does not hold the position of the Chairman of the Board.

Office Term of the member of the Risk Management Committee

1. The term of each risk management director is consistent with terms as directors of the Company. If any risk management director is not a company director, the risk management director is to have a term of three years in the position.

2. The member of the risk management committee can be reappointed as the Board of Directors deems appropriate. It should not be automatically re-appointed.

3. Upon by the expiration for retirement of rotation, the member of the risk management committee will be vacated the office term upon :

- Death
- Resignation
- Dismissal by the Board of Directors
- Disqualified of being the member of the risk management committee

4. When a risk management director's term is complete or if there is any reason for the risk management director to be unable to remain until the term is complete, causing the number of risk management directors to be lower than the required number of two directors, the Board of Directors is to appoint new risk management directors to complete the number in order to create consistency of the Risk Management Committee's operations. Persons who will become risk management directors may remain in position only for the remaining term of that risk management director.

5. In cases where a risk management director resigns prematurely, risk management directors should notify the Chairman of the Board at an appropriate time in advance of resignation and specify causes of resignation.

Scope of Authorities, Duties amd Responsibilities of the Risk Management Committee

1. Consider and identify significant risks in the Company's business activities potentially caused by internal and external environmental conditions. Analyze and assess the probability of risk situations and impacts relative to acceptable risk levels. Prioritize risks and propose prevention and risk management methods to keep risks within acceptable levels. Set appropriate and effective policies and propose guidelines for the management of various risks in the Company's business activities and present them to the Board of Directors for consideration.

2. Oversee compliance to risk management policies and risk management frameworks in order to ensure that the Company has an effective risk management system covering the entire organization and which is continuously implemented. In addition, the Risk Management Committee has the authority to invite the Company's employees to provide explanations, express opinions, attend meetings or send documents as deemed necessary.

3. Monitor risk statuses and risk management progress along with issues that require changes and corrections in order to ensure consistency with risk management policies and strategies. In addition, the Risk Management Committee is required to report the aforementioned to the Board of Directors every quarter.

4. Evaluate risk management reports submitted by agencies responsible in risk management in order to monitor significant risks on the organization level and express opinions about potential risks, control measures and guidelines and risk management plans in order to ensure that the Group has sufficient and proper risk management.

5. Coordinate with the Audit Committee about significant risks and internal control information to provide information to accompany the Audit Committee's decisions in the approval of internal audit plans and provide reasonable confidence that the Company has an appropriate internal control for risk management and that the risk management system is appropriately implemented and applied throughout the entire organization.

6. Regularly provide knowledge and understanding and instill a culture of risk management in executives and company employees.

7. Conduct a self-evaluation of performance annually by-committee and by-individual.

8. Review the Risk Management Committee's charter at least once annually in order to present it for approval by the Board of Directors.

9. Perform other tasks as assigned by the Board of Directors with the approval of the Risk Management Committee.

The Nomination and Remuneration Committee (NRC)

As at 31 December 2020, the Nomination and Remuneration Committee had three members with their attendance of the Nomination and Remuneration Committee meeting in 2020 and 2019 as follow

Name – Surname	Position	Presence/ Total Meeting (times)	
		2020	2019
1. Mr. Chirawat Srisawadi	Chairman of the Nomination and Remuneration Committee	3/3	3/3
2. Prof. Dr. Sahaton Rattanapijit	Member of the Nomination and Remuneration Committee	3/3	3/3
3. Mr. Ong-ard Puntuyakorn	Member of the Nomination and Remuneration Committee	3/3	3/3

Miss Wararatt Mekkerdchoo acts as Nomination and Remuneration Committee Secretary.

Composition and Qualifications

1. The Nomination and Remuneration Committee is appointed by the Board of Director and consists of at least three directors and executives. More than half of all Nomination and Remuneration directors must be independent directors.

2. The Chairman of the Nomination and Remuneration Committee must be independent directors.

3. The Chairman of the Board should not be a director in the Nomination and Remuneration Committee.

Office Term of the member of the Nomination and Remuneration Committee

1. The office term of each Nomination and Remuneration Committee member is based upon the office term they occupied as the Board of Directors.

2. The Nomination and Remuneration Committee's member may be re-appointed as the Board of Directors see as appropriate and shall not be automatically renewed.

3. Apart from vacating upon the end of office term stated in Item 1, the Nomination and Remuneration Committee's member will retire from the office upon the following conditions:

- Death
- Resignation
- Dismissal by the Board of Directors

4. When a nomination and remuneration director's term is complete or if there is any reason for nomination and remuneration director to be unable to remain until the term is complete, causing the number of nomination and remuneration directors to be lower than the required number of three directors, the Board of Directors is to appoint new nomination and remuneration directors to complete the number in order to create consistency of the nomination and remuneration directors. Persons who will become nomination and remuneration directors may remain in position only for the remaining term of that nomination and remuneration director.

5. In cases where a nomination and remuneration director resigns prematurely, nomination and remuneration directors should notify the Chairman of the Board at an appropriate time in advance of resignation and specify causes of resignation.

Scope of Authorities, Duties and Responsibilities of the Nomination and Remuneration Committee

1. Evaluate the structure and composition of the Board of Directors to ensure that the number of directors are consistent with the size and complexity of the Company's business and make adjustments in line with environmental changes. In addition, specify the qualifications of directors in each committee and each director in terms of knowledge, skills, experience and expertise and specialization in order to benefit related areas within the Company.

2. Set policies, criteria and methods for the nomination and specification of remunerations and other benefits for the Company's directors and high-ranking executives.

3. Evaluate the qualifications and specify guidelines for nomination and selection of qualified people in line with relevant regulations and laws and make proposals to the Board of Directors and/or shareholder meetings for considerations of appointments to the following positions:

- Directors.
- Directors in sub-committees directly authorized and responsible to the Board of Directors.
- High-ranking executives and management authority.

Recruitment considerations have to be open, transparent and free from prejudices.

4. Evaluate the independence and qualifications of each independent director in order to ensure that the Company's independent directors possess all of the qualifications stipulated by relevant regulations and/or laws.

5. Nominate suitable people to become directors and high-ranking executives whenever a term concludes or a position becomes vacant, or nominate people to other executive positions as assigned by and with the consideration of the Board of Directors.

6. Consider and set guidelines for payment of monetary and non-monetary remunerations, including other remunerations, for the Company's directors and high-ranking executives to ensure consistency with the missions, duties, responsibilities and qualifications of appointees and employment and make proposals at meetings of the Board of Directors and/or at shareholder meetings for consideration of approval.

7. Set guidelines and evaluation for the Company's directors and high-ranking executives in order to determine annual remuneration adjustments with consideration to duties, responsibilities, associated risks and attention to long-term increases in shareholders' equity during evaluation.

8. Consider and create director improvement plans to enhance and develop knowledge and skills in the Company's various committees and create understanding in the roles and duties of directors, business, economic conditions, technology and laws and regulations related to the Company's business.

9. Consider and create or take actions to ensure the creation of succession plans for the Company's directors and high-ranking executives in order to ensure work continuity and replaceability without disruption. In addition, disclose policies and details in the recruitment process along with remuneration specification policies and various forms of remunerations in the Company's annual reports.

10. The Nomination and Remuneration Committee has the authority to seek independent opinions from professional consultants when deemed necessary with hiring in accordance with the Company's regulations.

11. Conduct a self-evaluation of performance annually by-committee and by-individual.

12. Review the Nomination and Remuneration Committee's charter at least once annually in order to present it for approval by the Board of Directors.

13. Perform other tasks as assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

14. Nomination and Remuneration Committee Reports are prepared and disclosed in the Company's annual report. The aforementioned report must be signed by the Chairman of the Nomination and Remuneration Committee.

15. The Nomination and Remuneration Committee must provide orientation, documents and information to benefit new directors in performing duties.

The Executive

As at 31 December 2020, the Company's executives comprises of five persons as follow

Name – Surname	Position
1. Mr. Ong-ard Puntuyakorn	Chief Executive Officer and Acting Chief Financial Officer
2. Mrs. Vallaya Puntuyakorn	Chief Administrative Officer
3. Mr. Chumphol Chancharoen	Chief Operating Officer
4. Mr. Pracha Patthanawitthaykul	General Manager
5. Miss Chalumporn Puntuyakorn	Assist General Manager

Composition and Qualifications of the Chief Executive Officer

The Board of Directors appoints the Chief Executive Director nominated by the Nomination and Remuneration Committee, which considers persons with knowledge and ability to manage work related to normal business operations and the Company's management. In addition, the Chief Executive Officer must be able to determine policies, business plans, budgets, management structures including auditing and monitoring the Company's performance in line with policies specified by the Board of Directors. The Chief Executive Officer must meet the following requirements and have the following qualifications:

1. The Chief Executive Officer may hold director positions in no more than three other registered companies with thorough consideration of work efficiency when holding positions in multiple companies and to ensure that the Chief Executive Officer may dedicate sufficient time to perform duties in the company.

2. Concerning policies in holding significant director or executive positions in other companies, the Company's regulations state that the Chief Executive Officer may not engage in businesses or become partners in ordinary partnerships or a partner without limited responsibilities in limited partnerships or directors in other limited companies or public limited companies engaged in the same business in competition with the Company's business unless the shareholder meeting was notified before a resolution of appointment.

3. Furthermore, the Board of Directors has no policy to send executives to become directors in other companies outside the Group. In cases where the Chief Executive Officer will hold director or executive positions in other companies, the Chief Executive Officer must first obtain approval from the Board of Directors except for director positions in charitable non-profit organizations. Positions must not conflict with decrees of the law and regulations related to the Company's business. The Chief Executive Officer must not use work positions in the Company as references to support outside businesses.

Terms in Office

The Chief Executive Officer will vacate the position in the following events:

- Death.
- Resignation.
- Dismissal by the Board of Directors reaches a resolution to remove the Chief Executive Officer from positions.
- Disqualifications on characteristics prohibited by the Public Limited Company Act B.E. 2535 and the Securities and Exchange Act B.E. 2535 (including revisions and additions).

In cases where the Chief Executive Director resigns prematurely, the Chief Executive Officer should notify the Chairman of the Board at an appropriate time in advance of resignation and specify causes of resignation.

Scope of Authorities, Duties and Responsibilities of the Chief Executive Officer

1. Supervise, manage, operate and perform work regularly as part of the Company's normal business activities for the benefit of the Company and in line with related policies, vision, objectives, annual work plans and business strategies, including annual budgets allocated by the Board of Directors.

2. The Chief Executive Officer has the authority to hire, appoint, transfer, dismiss, terminate and set remunerations and pay, including pension, salary adjustments and compensation, for the Company's employees within the framework and policies set by the Board of Directors, whereby the Chief Executive Officer is authorized to appoint people to perform actions on his or her behalf.

3. Enter into contracts and/or conduct any transactions relating to the Company's normal business activities with financial limits for each transaction as stipulated for the authority to act as approved by the Board of Directors.

4. The Chief Executive Officer has the authority to assign other persons he or she deems fitting to perform management duties and take actions on behalf of the Chief Executive officer in necessary and suitable matters at the discretion of the Chief Executive Officer within the specifications of the law and the Company's rules and regulations.

5. Issue orders, regulations, announcements, manuals and records within the Company as well as maintain discipline within the organization to ensure that the Company's activities comply with the policy and for the Company's interests.

6. Conduct a self-evaluation of performance annually.

7. Review the Chief Executive Officer's charter at least once annually in order to present it for approval by the Board of Directors.

8. Perform all other duties as assigned by the Board of Directors as well as take all other necessary actions in order to carry out the aforementioned duties.

The Chief Executive Officer does not have the power to authorize undertakings in which the Chief Executive Officer or a person authorized by the Chief Executive Officer or a person with potential conflict of interest or stakes has gains or in which other conflict of interest might be caused to the Group. Such issues must be proposed to a meeting of the Board of Directors and/or shareholders (depending on the case) for consideration of approval, unless the issues

are concerned with authorization of transactions according to normal business activities and general trade conditions as approved in principle by the Board of Directors.

The Company Secretary

The Board of Directors' Meeting No. 3/2562 on 28 June 2019 approved to appoint Miss Prapaporn Saelim to the position of Company Secretary in compliance with Article 89/15 of the Securities and Exchange Commission of B.E. 2535 revised by the Securities and Exchange Act (4th Edition) of B.E. 2551. The Company Secretary has the following duties and responsibilities:

Scope of Authorities, Duties and Responsibilities

1. The company secretary has the duty of creating and keeping the following documents:
   - The registration of the Company's directors.
   - Invitations to Board of Directors' meetings, Board of Directors' meeting reports and the Company's annual reports.
   - Invitations to shareholder meetings and shareholder meeting reports.

2. Prepare reports on stake-holding by directors or executives at least on an annual basis and keep records of stakes reported by the Company's directors and executives.

3. Provide preliminary recommendations to the Company's Directors concerning laws and appropriate practices in line with the Company's criteria, regulations and rules and monitor activities to ensure correct and consistent practices as well as report significant developments to the Company's Directors.

4. Promote knowledge and understanding about business governance, provide information and push the Board of Directors to ensure compliance and conduct an inspection on performance in line with the aforementioned principles.

5. Organize meetings of shareholders and the Board of Directors' in accordance with the law, the Company's regulations and good practices.

6. Ensure the disclosure and reporting of information in parts under the secretary's responsibilities to agencies that oversee the Company in line with government specifications and regulations.

7. Contact shareholders to inform them about their rights and the Company's news and information and serve as a medium between shareholders, the Board of Directors and executives.

8. Communicate policies, regulations and orders received from resolutions issued at Board of Directors' meetings.

9. Control and supervise all sections/departments within the organization covering the entire Group to ensure that activities properly comply with all relevant laws.

10. Coordinate work between the Board of Directors, the Company's executives, shareholders and the Office of the Securities and Exchange Commission.

11. Serve as an investor relations person to provide the organization's information to interested parties in regards to the organization's management and business administration.

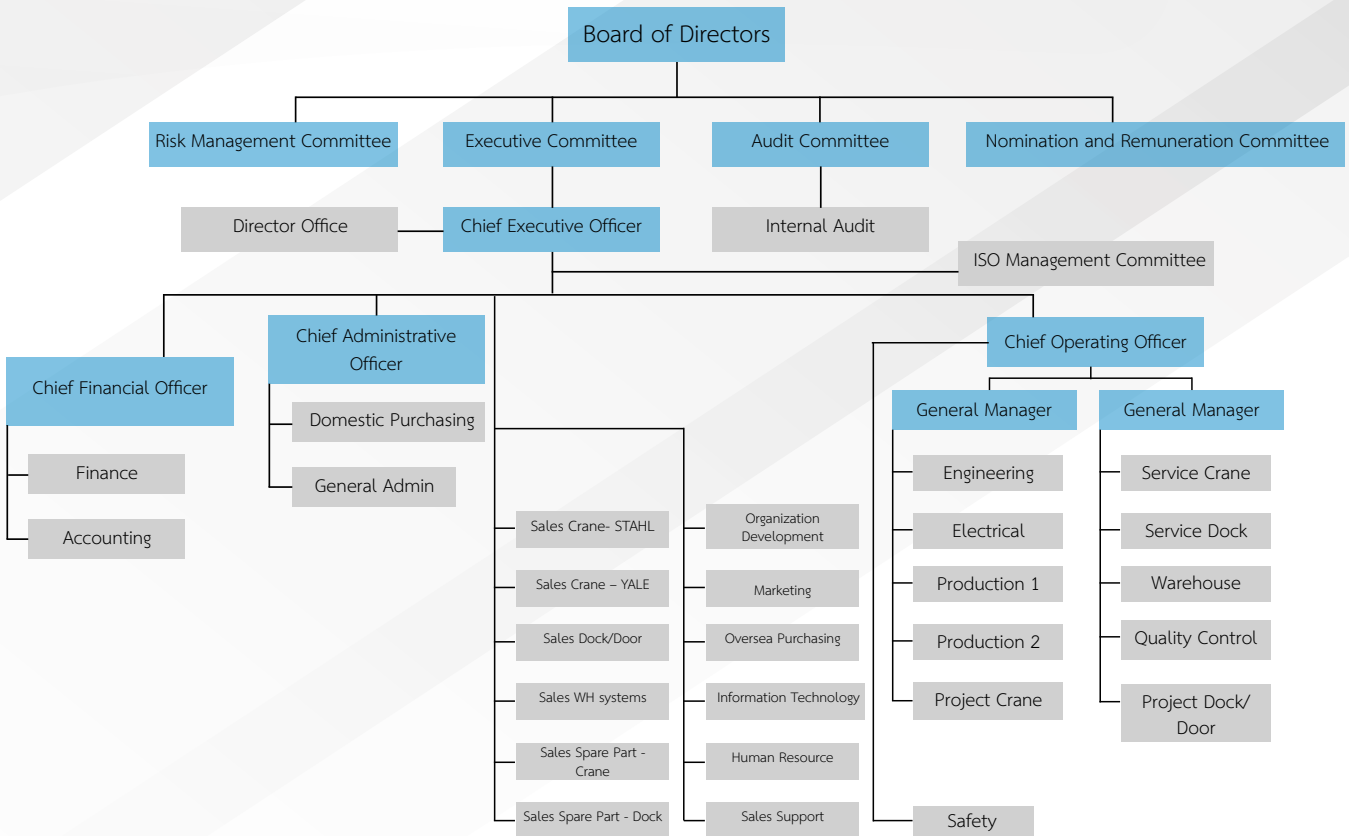
12. Perform other activities as assigned by the Board of Directors without breaking the law or violating good morals.

13. Review the Company Secretary's Charter at least on an annual basis to present to the Board of Directors for approval.

The company secretary is required to perform his or her duties responsibly, cautiously, honestly and with integrity as well as follow all laws, the Company's purpose and regulations, the Board of Directors' resolutions and resolutions passed at shareholder meetings.

Internal Management Structure

The chart of the Company's internal management approved by the Board of Directors' Meeting No. 7/2020 on 25 December 2020 is shown in the following content:



Director and Executive Remunerations

The Board of Directors

In 2020 and 2019, the remunerations for the Board of Directors and the Audit Committee are as follow:

Position	Director Remuneration			
	2020		2019	
	Remuneration Per month (Baht/Person/Month)	Meeting Allowance (Baht/Meeting)	Remuneration Per month (Baht/Person/Month)	Meeting Allowance (Baht/Meeting)
Chairman of the Board of Directors	25,000	15,000	25,000	15,000
Directors	20,000	10,000	20,000	10,000
Chairman of the Audit Committee	-	15,000	-	15,000
Member of the Audit Committee	-	10,000	-	10,000
Chairman of the Nomination and Remuneration Committee	-	15,000	-	15,000
Member of the Nomination and Remuneration Committee	-	10,000	-	10,000

Remarks : Conditions on remuneration

- The remunerations above were paid to independent directors and non-executive directors in each committee only. Non-executive directors entitled for remunerations must not be shareholder representative
- Bonus is not more than 2% of the dividend paid to shareholders in the case of cash dividend payment.
- Remuneration for directors and sub-committees must be in the amount not exceeding Baht 5,000,000 and considered on year-by-year basis, depending on the shareholders' discretion.

In 2020 and 2019, the Company paid remunerations to the directors as follow:

Name – Surname	Remuneration (Baht)					
	Director		Member of the Audit Committee		Member of the Nomination and Remuneration	
	2020	2019	2020	2019	2020	2019
1. Mr. Weerachai Ngamdeevilaisak	405,000	390,000	75,000	75,000	-	-
2. Prof. Dr. Sahaton Rattanapijit	310,000	300,000	50,000	50,000	30,000	30,000
3. Mr. Ong-ard Puntuyakorn	-	-	-	-	-	-
4. Mrs. Vallaya Puntuyakorn	-	-	-	-	-	-
5. Mr. Chirawat Srisawadi	310,000	300,000	50,000	50,000	45,000	45,000
6. Mr. Patai Bunmark	280,000	280,000	30,000	30,000	-	-
7. Mr. Chumphol Chanchareon	-	-	-	-	-	-
8. Miss Rachaya Rattanasrithong	-	-	-	-	-	-
Total	**1,305,000**	**1,270,000**	**205,000**	**205,000**	**75,000**	**75,000**

In addition in 2020, the Company paid bonuses to independent directors and non-executive directors in the amount of Baht 1,200,000 by calculating at a rate of two percent of the dividends paid to shareholders without offering any other benefits to directors. Thus, the remuneration for Company directors, sub-committee members and bonuses paid to directors amounted to a total of 2,785,000 baht, which is within the limit of no more than Baht 5,000,000 in compliance with the resolution of the annual general meeting of shareholders 2020, which set forth the terms for payment of remuneration to directors.

Remuneration	2020	2019
	Remuneration (Million Baht)	Remuneration (Million Baht)
The remuneration for the directors and sub-committee members	1,585,000	1,550,000
Bonus	1,200,000	960,000
Total	**2,785,000**	**2,510,000**

The Executive

In 2020 and 2019, the Company paid remuneration to the executives as follow

Remuneration	2020		2019	
	Number (person)	Remuneration (Baht million)	Number (person)	Remuneration (Baht million)
Salary, Bonus, Other remunerations i.e. social security contribution, provident fund, post-employment benefits and other welfares	5	15.34	7*	15.82

Remarks : *Mr. Tratorn Rattanasrithong, Chief Operating Officer, resigned due to retirement on March 2019 and Miss Rawiphun Tantiauschariyakul, Chief Financial Officer, resigned on April 2019.

Remuneration policy of the Chief Executive Officer

Chief Executive Officer Remuneration in short and long term, the Company has a transparent and fair consideration process. The Nomination and Remuneration Committee determines the criteria and policies for determining the remuneration of the Chief Executive Officer in every year, including performance evaluation and determining remuneration policy in short and long term that consider from the evaluation score, working, business performance and business strategy etc.

Personnel

As at 31 December 2020 and 2019, the Group had 454 and 476 employees, respectively (excluding executives). Employees of the Company by department are as follow.

The Company's employee	31 December 2020	31 December 2019
Sales and management	113	111
Production and after-sales service	225	228
Total	**338**	**339**

Employee remuneration policy

The Group has determined the incentive for the employees with good and effective performance, as well as ensures proper and standard remuneration for the Group's employees. In regards, the Group sets the employee remuneration policy in the aspect of position, role, responsibility, experience, and related industry remuneration. However, The Group has determined the employees' performance evaluation according to the KPI (Key Performance Indicator) which regards to the Group's vision, mission, and long-term goals. The Group also evaluates Core Competency, Functional Competency, and Leadership Competency which regards to the organization culture.

Composition of the employee remuneration as follow:

1. Salary including over time and holiday wage as employee compensation.

2. Short-term remuneration such as commission and bonus, are intended to compensate employee for achieving performance. This remuneration rely on employee's performance, or the Company and its subsidiary operations for the fiscal year.

3. Long-term remuneration such as provident fund to persuade performance employee for long-term career with the Group.

4. Other welfare such as car insurance and annual health check up to promote the employee's quality of life.

Employee remunerations

In 2020 and 2019, the Group paid for employee remunerations in a total amount of Baht 155.82 million and Baht 184.58 million, respectively, comprising of salary, bonus and other benefits.

Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The employees contribute to the fund monthly at the rate of 3 - 15 percent of basic salary, the Group contributes to the fund monthly at the same rate as its employees but not more than 5 percent of basic salary. The fund, which is managed by BBL Asset Management Co., Ltd., will be paid to employees upon termination in accordance with the fund rules.

The contributions for the year 2020 by the Group amounting to approximately Baht 2.85 million (2019: Baht 2.96 million) were recognized as expenses, the Company only Baht 2.42 million (2019: Baht 2.37 million).

Policy on human resource development

The Company realizes that employees are the crucial factor to drive and support the Company's business to reach its goal. As such, the Company set policy to develop employees at all levels regularly in order to create knowledge and capability for employees, thus enabling employees to perform their job efficiently. The Company plans to provide both internal and external trainings in order to enhance employees' skills in their respective area of responsibilities, resulting in benefits to overall work development of the Company. The responsible department is Human Resource department which has set the strategic approach for personnel development and regularly report to the Executive Committee. In 2020, the personnel development are as follow.

1. Capability

It is a management tool used in individual development and will be used to assess the strengths and weaknesses of each employee. The supervisor will evaluate and consider the potential in order to identify the area and set the tool for employee by focusing on four areas of capability as follow

1. Core capability refers to the ability that everyone must have or can perform. It is a common characteristic of all positions. This ability is determined by the vision, mission, mission, main objectives or strategy of the organization.

2. Functional capability is a specific capability for each position. For those who hold the position can behave appropriately to their role and can perform duties better.

3. Management capability is knowledge and management ability which will be different depends on management roles and responsibilities.

4. Academic capability is knowledge and specific skill including the behavior that employees must have for working in key positions.

The planning of capability must be clear and having mutual understanding of both supervisor and employee, in order for employee using as self-development guideline, and to be consistent with the capabilities that have been set the organization. To build employee engagement by using employee development tools in their own department such as coaching, mentoring, challenging work assignment, increasing tasks assignment and self-learning.

2. Career Development or Career Planning

Preparing the plan to develop the potential of employees individually and to develop talented and good people. It is important aspect of career development that the Company do recognizes and have started seeking for talented and good people in the organization in order to motivate and retain these people to work in the organization as long as possible. The Company is preparing these people to be successor for important role or management level.

3. Performance Management

The process of creating an environment and working methods that encourage the employees to perform most effectively. The main goal is to create higher productivity and performance, and clarify the performance by aligning with organizational performance goals. The Company also focuses on all relevant processes that are continuous and consistent, not only on performance assessment or at the end of the measurement but starting from performance planning, performance development, performance monitoring and performance assessment.

4. Organization Development

By creating good values to be a corporate culture. It is an internal process that creates teamwork and behavioral change throughout the organization. The concept of organizational development can be considered as integrated the human resource development. The organization will continue to develop when it develops individual employees. Maintaining good employees by continually developing employee career, as well as the adjustment of performance management guideline to ensure fair evaluation of the performance.

The Company also takes into account of the safety and health of all employees. Therefore, the Company encourages seminars and self-development as required by law, such as safety training in electrical work, training course on occupational safety and health at workplace, safety training both of supervisory and administrative levels and basic firefighting training.

Training

In 2020, the Company provided internal and external training to employees at all levels. The topics in the training are divided into the following categories.

1. General Categories total hours with 865
2. Leadership development, Self development, and Management Categories total hours with 2,130.
3. Career development Categories total hours with 1,170.
4. Skills, Technology, and Innovation development Categories total hours with 366.
5. Working safety Categories total hours with 1,598.

Unit: hours/person/year

Average Training Hour	2020	2019
Employee and Executive	13.5	17.9

The Board of Directors report

Alla Public Company Limited (the Company) have conducted the business by manufacturing and selling integrated material handling systems. The Company focuses on quality and service mind. The Company is determined to be the leader in material handling system. The Company is also devoted to the communities, societies and environment in order to promote sustainable growth together. In the business operation, the Company adheres to good governance policy and promote good governance practice and improvement. These are conformed to concerned authorities regulation and accepted international standard. The Company position is strongly against all form of corruption.

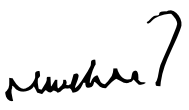
In 2020, the Company has arranged 7 meetings for the Board of Directors in order to follow up work results and discuss important issues which are beneficial to Company's operation. The summary is as follow:

- Review and follow up work practices to be performed effectively as per the vision, policy, direction, strategy, and business plan of the Group. As well as good corporate governance, and the charter of the Board of Directors, sub-committee, Chief Executive Officer, and Company Secretary. Moreover, the Group reviewed and improved the Business Continuity Plan (BCP) in order to properly handle with the Coronavirus Pandemic, and to ensure the continuity of business operations.
- Set up an improvement system for accounting and financial reporting to be appropriate, dependable and efficient.
- Compile a correct financial statements to truly reflect financial status and operation result over the past fiscal year. The information shall be correct, complete, reliable, and conform with generally accepted financial reporting standards.
- Arrange sufficient and effective internal control system and internal audit system. Evaluation for appropriateness of internal control system shall be carried out regularly.
- Arrange risk management process with countermeasure and mitigation. Report and follow up for complaint shall be carried out once there is reported evidence. Make sure that the Company has good governance for business.
- Regularly control and follow up business results of the Group.
- Enforce effective anti-corruption policy, whistleblower policy, internal information usage policy and business ethics to the Group.
- Arrange and enforce the implementation of Personal Data Protection Act.

The Board of Directors has operated with passion to achieve significant target, which will lead to continuous and sustainable growth for the greatest good for the Group, shareholders, and stakeholders. As a result of commitment of all directors, management team, and employees, the Company achieved "very good" results in 2020 surveillance project evaluation, which is conducted by Thai Institute of Directors (IOD). The Board of Directors will maintain its determination and monitor the Group to operate the business as per the objective with caution, transparence, responsibility for social, environment and all stakeholders as always.

This report was reviewed and approved by the Board of Directors on 23 February 2021.

On behalf of the Board of Directors



Mr. Weerachai Ngamdeewilaisak
Chairman of the Board of Directors
23 February 2021

Report of the Audit Committee

The Audit Committee, appointed by the Board of Directors, is comprised of four independent directors, each of which has experiences in management, engineering, financial accounting and law. Mr. Weerachai Ngamdeevilaisak serves as Chairman of the Audit Committee, Prof. Dr. Sahaton Rattanapaijit, Mr. Chirawat Srisawadi and Mr. Patai Bunmark are Members of the Audit Committee. Ms. Woraratt Mekkerdchoo is Secretary of the Audit Committee.

The Audit Committee performs its duty within scope of responsibilities in accordance with assignments from the Board of Directors and the Audit Committee Charter. In term of the corporate governance, the Company purposes integrity and transparency of operations which are responsible for shareholders. The Audit Committee ensures that the Executive Committee and the management operates correctly, completely and generally in accordance with the Company's policies.

In 2020, the Audit Committee held five meetings upon consultations with the management, internal auditor and auditor to acknowledge, approve and discuss on various issues, which can be summarized as follows:

1. Review of Financial Statements

The Audit Committee reviewed quarterly and yearly 2020 reviewed/audited consolidated financial statements before proposing to the Board of Directors for approval. The Audit Committee inquired and obtained clarification from the management and the auditor in relation to accuracy of the financial statements, significant adjustment which impacts on financial statements, appropriateness of accounting treatment and scope of audit as well as adequate and accurate disclosure. The Audit Committee and the auditor had meeting without the management's presence to independently discuss important matters in relation to preparation of financial statements, disclosure of useful information and consider suggestions by the auditor to improve the Company's internal control more efficiently.

2. Review of Internal Control and Risk Management

The Audit Committee reviewed internal control and risk management in order to evaluate its adequacy and suitability in accordance with standards of internal audit and guidelines by the Securities and Exchange Commission, Thailand. The Audit Committee quarterly monitored and

discussed with the Risk Management Committee on the risk management operations and reviewed the report of internal audit, an external party hired by the Company. The Audit Committee was of the opinion that the Company's overview had adequate, concise, suitable and efficient internal control and risk management.

3. Review of Compliance with Law

The Audit Committee required the review and monitoring of the Company's operation to ensure that the Company abides by the security law, regulations of the Stock Exchange of Thailand and other related laws. This review was included the scope of work for internal audit and was one of the agenda to be reported in the quarterly meeting of the Audit Committee.

The Audit Committee did not find any indicator that the Company intended to neglect and/or operated any transactions to violate the laws which was material.

4. Review of the guidelines for entering into Connected Transactions

The Audit Committee reviewed suitability and adequacy of the rules and procedures of entering into connected transactions or transactions that could be conflict of interests. The Audit Committee also reviewed transactions that could be within the scope of connected transaction or conflict of interests during the year and reviewed disclosure of the transactions in accordance with regulations and guidelines by the Stock Exchange of Thailand.

The Audit Committee was of the view that connected transactions occurred during the year were the ordinary transactions of business and benefited the Company. Moreover, the disclosure of information of such transactions were adequate and suitable.

5. Oversight Internal Audit

The Audit Committee had oversight of the internal audit department for both the Company's internal audit and outsourced internal audit firm in order to properly expand the audit scope by reviewed and approved the 2020 audit plan, prepared in accordance with the risks assessment of the Company's departments, and reviewed the internal audit results on a quarterly basis. As well as giving advices and guidance for improvement to the management, to ensure that the Company had effective and appropriate internal control system.

6. Appointment of External Auditor for 2020

The Audit Committee carried out the evaluation of auditor and their remuneration for 2020 by taking into consideration of performances, independence and ethical requirements according to the guidelines from the Securities and Exchange Commission, Thailand (SEC). The Audit Committee offered the Board of Directors to propose approval from the shareholders' meeting to reappoint EY office limited as auditor for 2020.

7. Report of Operation Results

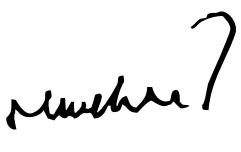
The Audit Committee quarterly reported operation results to the Board of Directors by providing useful suggestions to the management. The management properly improved operations in accordance with the suggestions.

In 2020, the Audit Committee performed its duty with competency, carefulness, independence and without limitation of obtaining information from the management, staff and other concerned parties. The Audit Committee opinioned and provided useful suggestions for all stakeholders equally.

In conclusion, the Audit Committee was of the view that the Board of Directors, the management and staff determined to perform their duties to achieve the Company's goal by emphasizing on operating under appropriate internal control, risk management systems and sufficient good corporate governance.

This report was reviewed and approved by the Audit Committee on 23 February 2021.

On behalf of the Audit Committee



Mr. Weerachai Ngamdeevilaisak
Chairman of the Audit Committee
23 February 2021

Report of Nomination and Remuneration Committee

The board of directors of Alla Public Company Limited has appointed a Nomination and Remuneration Committee with specifications for the Committee to be composed of at least three persons of directors and executives. More than half of the Nomination and Remuneration Committee must be composed of independent directors and the chairperson of the Nomination and Remuneration Committee can only be an independent director.

At present, the Nomination and Remuneration Committee is composed of three people, namely Mr. Chirawat Srisawadi, Chairman of the Nomination and Remuneration Committee, Mr. Sahaton Rattanapijit, Director and Independent Director, and Mr. Ong-ard Puntuyakorn, Director and Executive, all of whom make up the Nomination and Remuneration Committee. In 2020, the Nomination and Remuneration Committee held meetings on three occasions. The relevant information on the performance of duties by the Nomination and Remuneration Committee can be summarized as follows:

1. Consideration of recruitment and selection of people to hold director positions in the Company, including sub-committee directors who have been released from their positions based on their terms of office. The recruitment was considered based on complete fulfilment of appropriate qualifications as specified by the Securities and Exchange Commission and the Stock Exchange of Thailand. Furthermore, consideration must be given to the recruit's credentials, experience and competence to benefit the Company in order to be proposed to the meeting of the Company's board of directors and meeting of shareholders (as the case may be) and for approval to be considered. Directors who have conflict of interest will not attend and will abstain from voting on the aforementioned issue.

2. Consideration of remuneration for Company Directors, sub-committee directors and the setting of remuneration for 2020 based on evaluation criteria, the Company's work performance and in comparison to similar industries in the same field by careful an d sufficient filtering to maintain the qualified directors and in order to be proposed to the meeting of the Company's shareholders and the shareholders meeting for further consideration of approval.

3. Arrangements were made for evaluating the performance of the Company's board of directors and sub-committees for 2020. Furthermore, the evaluation results were reported to the Company's board of directors to improve the efficiency of performance and to be disclosed in the annual report.

4. The charter of the Company's Nomination and Remuneration Committee was reviewed in line with the principles of good governance and related environmental factors, which were revised as deemed fitting.

5. There was follow-up and monitoring to ensure that the Company has proper succession plans and continuity in its management for high ranking executive and other key positions in order to prepare and enable personnel to support in response to business expansion.

In 2020, the Nomination and Remuneration Committee performed work in line with its appointed duties and responsibilities by applying sufficient knowledge, ability, caution and independence with various opinions and recommendations for the benefit of stakeholders with equality.

This report was reviewed and approved by the Nomination and Remuneration Committee on 23 February 2021.

On behalf of the Nomination and Remuneration Committee.



Mr. Chirawat Srisawadi

Chairman of the Nomination and Remuneration Committee

23 February 2021

Corporate Governance

Corporate Governance

The Company is aware of the importance of governance in line with the Company's main objectives and goals based on set strategies, policies, work plans and budgets with proper follow-up, evaluation and care for work performance reports under business ethics with responsibility for shareholders and stakeholders. Thus, consideration is given to social benefits and care for environmental impact, including adaptation to constantly occurring changes to ensure that the Group has competitive capacity and long-term good performance. The Board of Directors has, therefore, set good governance policy as practice guidelines for the performance of duty by all personnel in the Group with the following eight main practices:

Code of Conduct 1 – Remain aware of the roles and responsibilities of the Board of Directors as corporate leaders who build value toward sustainable business operations.

The Company has clearly set the roles and responsibilities of the Board of Director as per the details specified in the Company's charter for the Board of Directors. The main duties of the Board are to set key objectives and goals for the Company's business operations, financial policy, risk management and operational strategies, including the allocation of necessary resources to enable the Group's personnel to perform duties toward achieving set objectives. The Board of Directors will properly monitor, evaluate and care for the Group's work performance reports.

Thus, the Board of Directors will govern the Group's operations ethically with respect for the rights and responsibilities of every shareholder and stakeholder for the benefit of society with consideration given to environmental adaptation to handle constant changes due to various factors by continuing to preserve competitive capacity and good performance for the long-term benefits of shareholders.

Furthermore, the Board of Directors has specified the duties, responsibilities and governance for the directors, the chief executive officer and executives to meet specifications with responsibility, caution, honesty and care in operating the Group's business in compliance with related laws, criteria, various rules and regulations as well as meeting resolutions and the Group's policies.

Code of Conduct 2 – Set key objectives and goals for sustainable business activities.

The Board of Directors gives great importance for setting key objectives and goals in the Group's business activities in order to enable sustainable growth in tandem with society, build value and benefit the Group, customers, competitors, employees, shareholders, stakeholders and society as a whole. The Board of Directors will further promote communication, create the Group's key objectives and goals that reflect the decision-making and work performance of personnel at every level until the aforementioned become a corporate culture under the principles of good governance.

Thus, the Board of Directors has set strategies, work plans, regularly monitors and evaluates work performance in order to ensure consistency with the Group's purpose and key objectives. In addition, innovations and technologies are applied appropriately together with ensuring readiness and expertise for meeting the needs of customers and stakeholders on the basis of responsibility for society and the environment. Furthermore, the Board of Directors has to have awareness about risks involved in setting goals that might lead to illegal activities or unethical conduct and must ensure that the Group's purpose and objectives are disseminated as strategies and work plans throughout the Group.

Code of Conduct 3 - Promotion of an Effective Board of Directors

The Board of Directors must be composed of knowledgeable, skilled and experienced people who can perform their duties in the interest of the Group as well as be accepted by every party and play key roles in setting the Group's policies. The Board of Directors has to be composed of executive directors, non-executive directors and independent directors in order to ensure appropriate checks and balances as well as at least one non-executive director who has experience in the Company's current business or primary industry. Accordingly, the details on the components of the Board of Directors, qualifications of company directors, term of tenure, duties and responsibilities are specified in the Board of Directors' charter.

Independent directors must make up at least one-third of all directors and number at least three people in order to appropriately provide checks and balances. In addition, the Company's independent directors are required to possess the qualifications without the prohibitions in the criteria set by the Securities and Exchange Commission and the Stock Exchange of Thailand, and sub-committees must be established to provide assistance in the Board of Directors' management in line with the scope specified by the charter of each sub-committee in order to enhance the Board of Directors' work effectiveness and work efficiency.

The Board of Directors will appoint suitable people to serve as Chairman of the Board. In addition, if the person serving as the Chairman of the Board is not an independent director, the Board of Directors will appoint an independent director to jointly consider and set the Board of Directors' meeting agendas in order to promote checks and balances between the Board of Directors and Management and ensure compliance to the good government principles for registered companies.

The Board of Directors has formed the Nomination and Remuneration Committee to play a supporting role to the Board of Directors in selecting qualified and suitable directors using transparent and clear processes and in evaluating appropriate remunerations before submitting nominations for approval by shareholders.

The Board of Directors will supervise and ensure that every director takes responsibility for their duties, also arrange the meeting schedule in advance throughout the year. Therefore, all directors can allocate sufficient time and provide oversight to disclose the roles and duties of the Board of Directors and sub-committees, including numbers of meetings and attendances of each director in meetings over previous years and performance reports of every sub-committee.

The Board of Directors will provide oversight and ensure the presence of frameworks and mechanisms for governing the policies and activities of subsidiaries and other businesses in which the Company has significant investments as appropriate to each business. In addition, the Board of Directors will promote correct and mutual understanding between subsidiaries and other businesses in which the Company has investments.

Furthermore, the Company has appointed a company secretary to support the Board of Directors' activities and coordinate activities in line with the Board of Directors' resolutions in addition to oversee and manage matters related to meetings of the Board of Directors and shareholders, as well as provide the documentary support for the Board of Director's meeting at least seven days in advance. In addition, the company secretary is required to have appropriate qualifications and experience in order to perform duties and give recommendations related to laws and regulations that the Board of Directors should know about.

Code of Conduct 4: Recruitment and Development of Top Executives and Human Resource Management

The Board of Directors has set in the policy for the recruitment of the directors and top executives along with succession in order to provide guidelines for recruiting qualified, experienced and beneficial people to work with the Group, the details of which are described by the recruitment policy for the directors, top executives and succession.

The Board of Directors has set the remuneration structure for the Company's directors and executives also conduct performance evaluation as deemed fitting for the scope of responsibilities and duties for each assignment. In addition, the Nomination and Remuneration Committee serves to provide oversight and ensure compliance to the Company's human resource management and organization development policies, including shareholders' resolutions. Thus, the Company's directors receive monthly remunerations along with meeting attendance fees, and executives receive remunerations in the form of salaries, other benefits and annual bonuses, which are judged based on the performance of the Company and each individual.

In terms of human resource development, the Board of Directors promotes training and knowledge provision within the Company and at external institutions for all persons involved in the Company's business governance such as the Company's directors, audit directors, executives and company secretary in order to ensure continuous performance improvement.

In cases where the change of Company's directors or new directors are appointed, The Nomination and Remuneration Committee on behalf of the management will provide documents and beneficial information to facilitate the activities of new directors as well as introduce the Company's nature of business and business practice guidelines to new Company's directors.

Code of Conduct 5: Promotion of Innovations and Responsible Business Practices

The Board of Directors gives importance to and supports value-adding innovations and has developed a modern information and technology systems to boost the Company's capacity to meet needs and provide services and support the Company's growth in the digital age. Furthermore, the Company has a business continuity plan (BCP) in place to ensure that business

can operate continuously during times of crisis and emergencies.

Furthermore, the Board of Directors will monitor management to ensure that business activities take place in conjunction with creating value for all stakeholders, corporate social and environmental responsibility. The Board of Directors will promote activities to increase the Group's value based on constantly changing environmental factors, which might cover business models, product and service design and development perspectives, research, production and work process improvements as well as cooperation with trade partners. The Group is determined to operate business honestly and transparently while adhering to justice and excellent service provision for customers. The Company will also gladly compete in business without taking advantage or seeking unlawful gains and will operate within the frame of good governance. Furthermore, the Board of Directors realizes the importance in the roles of stakeholders and will treat all stakeholders transparently, appropriately, equally and fairly. These stakeholders include the following:

- Shareholder:

The Group has policy in doing business with integrity, moral and ethics, and tries to develop the business for growth and good performance to create returns suitable for investment by shareholder and investor. The Company adheres to equitable treatment of shareholders and ensures that directors, executives and employee conduct their duties with integrity and make decision with transparency carefulness and fairness to all shareholders with equitability to maximize benefit of all shareholders.

- Employees:

Remunerations are given to employees primarily based on work performance, fairness and measurable capabilities in line with set criteria. In addition, the Group supports and develops employees to continuously enhance their knowledge and capabilities while also giving primary consideration to employees' rights and gives them opportunities to file complaints through several channels in cases of injustice.

- Customers

Long-term relations and cooperation are built with customers based on integrity, honesty, reliability and trust. The Group is responsible for maximizing customer satisfaction by fulfilling its obligations and giving first considerations to customers' problems and needs on the basis of ethical conduct and good and effective service provision.

- Creditors

The Company establishes relationships with and treats creditors on the basis of integrity and honesty, reliability and trust, and the Company takes responsibility and gives importance to conditions and terms agreed with creditors to the best of the Company's ability.

- Competitors

The Company treats trade partners with integrity, honesty and equality in order to ensure business fairness, shared interests and sustainable development as well as to maintain long-term trade partners with the Group. The Company chooses to do business with trade partners based on various conditions such as prices, quality, trustworthiness, adherence to rightness and technical,

legal and environmental protection expertise.

• Government sector

The Group operates its business to support the development of the country by adhering to law, rules, regulations and normal business practice.

• Communities and the Environment

The Group ensures that its employees conduct business responsibly and in the interests of society and communities. In addition, the Group is responsible to treat communities and nearby inhabitants in friendly terms and provide assistance and support in community development in order to ensure quality living. The Group also arrange training program for the employee in the area of environment in order to promote the acknowledgement of the environmental effect and the conscious of environment preservatives.

• Fair Competition

The Group takes care to operate business openly and transparently without creating unfair competitive advantage.

• Anti-Corruption

The Group takes care to comply with all relevant laws and standards and ensures that the Group announces its anti-corruption policy to the public.

• Intellectual Property

The Group respects the intellectual property of others and will only utilize if after obtaining permission to do so. Any infringement of intellectual property rights is against the Group's policy. The Group purchases all the licensed software necessary for employees to perform their functions adequately. Employees are not permitted to install any unlicensed software onto the Group's computers or devices.

• Safety, occupational health and environment in the workplace

The Group is aware and recognized the importance of safety, occupational health and the environment in the workplace as well as the life and health of employees at all levels. The Group has a policy for employees to follow, including a Safety Officer, who supervised and trains employees to follow the Group's policy on safety and occupational health and environment in the workplace.

The Company strictly follow the safety standard by implementing Occupational Health and Safety Management System. It also obtains ISO45001:2018 which globally acknowledged.

In 2020, there are forty-six occupational accident, while injury rate, occupational disease rate, absent rate, and occupational death rate are as follow.

Description	Rate (%)
Injury Rate	0.02
Occupational disease rate	0
Absent rate	0
Occupational death rate	0

Code of Conduct 6: Ensuring the Presence of an Appropriate Risk Management and Internal Control System

The Board of Directors will provide oversight to build confidence that the Group has a risk management and internal control system that will effectively fulfill its purpose. In addition, the Board of Directors ensures compliance to all relevant laws and standards and has formed the Audit Committee to support the Board of Directors in providing oversight, ensuring the presence of a system for good governance and giving direct opinions on financial reports and internal control to ensure the reliability and good quality of financial reports as well as increase the organization's value. The Audit Committee is required to be composed of at least three independent directors who meet all of the required qualifications stipulated by the Securities and Exchange Commission and the Stock Exchange of Thailand with at least one member possessing accounting or financial knowledge, understanding and experience or continuous knowledge about events that influence changes in financial reports. Accordingly, the details about the composition of the Audit Committee, qualifications of audit directors, terms of office and duties and responsibilities of the Audit Committee are described in the Audit Committee's charter.

The Board of Directors has set the following policies to provide appropriate risk management and internal control guidelines:

1. Principles of business ethics
2. Risk management policy
3. Policy on insider information and securities trading
4. Policy on computer safety and information technology
5. Policy on conflicts of interest
6. Policy on connected transactions
7. Anti-corruption policy
8. Policy on investment and governance of subsidiary and associated companies
9. Policy on dividend payments for the Company and its subsidiary.
10. Delegation of Authority Table

The Board of Directors has in place a clear anti-corruption policy as stated by the Company's charter and ethics. The anti-corruption is communicated to personnel on every level within the organization as well as external parties in order to facilitate implementation. In addition, the Board of Directors provides oversight to ensure that mechanisms exist for handling complaints and takes actions in response to informants and has in place clear practice guidelines in the Company's policy for handling complaints about corruption and wrongdoing. Furthermore, the Company has specifications governing reporting, investigations, ethical violations and dealing with corruption and wrongdoing complaints filed by stakeholders who encounter such situations in the activities of the Group. Moreover, stakeholders can make inquiries, file complaints or report clues about legal violations, inaccurate financial reporting, faulty internal control

and business ethics violations by contacting the Company's independent directors or Audit Committee. All information about complaints and clues reported to the Company are kept secret, and independent directors or audit directors will order the Company's compliance officer to investigate information and seek solutions (if any) and report to the Chairman of the Board and/or Board of Directors. The following are the Company's channels for handling complaints and/or expressing opinions along with the added channel of directly emailing the top executives.

Channels for Contacting the Company

Stakeholders can express opinions to the Company through the following communication channels.

1. By Post

   Send to Chairman of the Board or Chairman of the Audit Committee or Chief Executive Officer or Administrative Office.
   Alla Public Company Limited
   933 935 937 939 Soi Onnut 46, Onnut Road,
   Onnut, Suan Luang, Bangkok 10250

2. By Email

   • Chairman of the Board and Chairman of the Audit Committee:
   Mr. Weerachai Ngamdeevilaisak: weerachai@alla.co.th
   • Chief Executive Officer: Mr. Ong-ard Puntuyakorn:
   ongardp@alla.co.th
   • Administrative Office through the Company's secretary: Miss Prapaporn Saelim:
   company_secretary@alla.co.th

3. Complaints can be filed through the Company's website at www.alla.co.th on the Complaint Hotline page where complainers can send complaints to the Chairman of the Audit Committee or the Chief Executive Officer.

4. Complaints can also be filed through the Company's comment boxes found at the Company's main office at Soi Onnut 46 and at Alla's factory in Chachoengsao. People in charge of watching over comment boxes will send any complaints filed there to the Chairman of the Audit Committee through the Company's secretary.

Code of Conduct 7: Maintaining Financial Reliability and Disclosure of Information

The Board of Directors gives importance to the disclosure of correct, complete, sufficient, transparent and timely financial and regular information along with other information that might affect the Company's stock prices, all of which impact the decision-making of the Company's investors and stakeholders. Accordingly, the Company discloses the aforementioned information in line with the criteria set by the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board and the Stock Exchange of Thailand.

The Company has an investor relations department to serve in communications with investors and shareholders. In addition, the Company organizes meetings on a regular basis to analyze the Company's performance and discloses the Company's information, both financial

and regular, to shareholders, securities analysts, reliability ranking companies and related government agencies through various channels. To elaborate, the Company reports to the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand and publishes information on the Company's website. Moreover, in 2020, the Company communicated the information and events by public press through news agencies.

The Company gives importance to the regularly disclosure in order to communicate the information via the Company's website which is being regularly updated. The aforementioned information includes the Company's vision, mission, financial statements, news, public relations, annual reports, organization structure and executives, including share structure and major shareholders, meeting invitation letters, registration information and various charters.

The Company gives importance to the Company's financial statements and financial information that appear in the Company's annual reports. Thus, the Audit Committee is responsible for reviewing the quality of financial reports and internal control, along with sufficient disclosure of information in financial statement annotations and reporting to the Board of Directors. In addition, the Board of Directors is required to state its financial reporting responsibilities alongside annual auditor's reports.

The Company also discloses in annual reports and the Company's annual information disclosure form information about each of the Company's directors along with the roles and responsibilities of the Board of Directors and sub-committees, number of meetings and meeting attendances over the previous year and opinions based on performance of duties and professional training and knowledge development. Furthermore, the Company discloses the Company's remunerations payment policy along with the characteristics and details of remunerations for the Company's directors and top executives.

The Company also discloses audit fees and fees for other services provided by the Company's auditors.

Code of Conduct 8: Supporting Participation of and Communication with Shareholders

The Company will send meeting invitation letters along with meeting agenda information to shareholders at least 21 days in advance or within other periods of time as stipulated by relevant laws or regulations. Each meeting agenda is accompanied by the opinions of the Board of Directors along with sufficient other accompanying information to allow shareholders time to study the aforementioned information ahead of each meeting. Furthermore, the Company publishes the aforementioned information on the Company's website at least 30 days before the date of each shareholder meeting.

The Company gives opportunities for shareholders to express opinions and recommendations and make inquiries. In addition, shareholders can propose additional meeting agendas and nominate people to directorships before scheduled meeting dates in line with the Company's criteria and specifications, which the Company announces on the Company's website.

In organizing shareholder meetings, the Company will select locations suitable for travel and attach maps that display each meeting location to shareholders together with meeting

invitation letters. In addition, meeting dates are appropriately selected and sufficient time is allocated for each meeting for the convenience of the Company's shareholders.

In cases where a shareholder is unable to personally attend a meeting, the Company will allow the aforementioned shareholder to appoint an independent director or a third party to serve as proxy at the meeting on the shareholder's behalf. The shareholder can appoint a proxy by using any of the proxy forms the Company delivers along with meeting invitations.

At shareholder meetings, the Company gives equal right to every shareholder to freely express opinions and recommendations and raise questions in each agenda before voting on a resolution for the agenda. In addition, the Board of Directors and related executives will also participate in shareholder meetings to answer meeting inquiries.

The Company supports the use of voting ballots in every agenda in order to ensure transparency and vote counting verification as follows:

1. The Company assigns independent personnel to count votes in every agenda.

2. The Company discloses votes for each agenda to shareholders through the SET Link of the Stock Exchange of Thailand and the Company's website subsequent to meeting adjournment.

The Company reports meetings correctly in essential content and records signification inquiries, opinions and recommendations in the minutes to meetings in order to allow verification by shareholders.

Investor Relations

The Board of Directors realizes that its information, both financial and non-financial, affect to the decision-making investors and stakeholders. For the investor relations part, the Board of Directors and executives provide important information to stock analysis and investors. In 2020, the Company presented its performance summarized below:

- Always meeting with the investors at the "Opportunity Day" hosted by SET to provide information, movement and performance of the company to analysts and investors.
- Provide top management interview, public press, and journal.
- Answer questions to shareholders, investors, analysts via e-mail and phone by the Investor Relations Department

Director's Self-Assessment

The Nomination and Remuneration Committee annually determines the policy that the Board of Directors, Sub-committees and individual director are able to appraise the annual performance assessment, the objective for adequate and effective determination and/or improvement. The Nomination and Remuneration Committee will review the result of assessment and concluding the appraise result and reporting to the Board of Directors for acknowledgement accordingly.

In 2020, the Company arranged the annual performance assessment for the Board of Directors and Sub-committees as follows.

Performance assessment category

1. Performance assessment for the Board of Directors

2. Performance assessment for the Sub-committees i.e. Audit Committee, Executive Committee, Risk Management Committee and Nomination and Remuneration Committee

3. The individual assessment for each director

Topic and Criteria of Performance assessment

Performance assessment for the Board of Directors shall consist of the main consideration topics such as structure and qualification of the Board of Directors, Role, Responsibilities and Duties of the Board of Directors, the Board of Directors meeting, work performance of Directors, relationship towards management division and self-improvement of directors. In addition, each sub-committee has evaluated their own performance by comparing with each charter of sub-committee.

Scoring criteria

The evaluation form has a scoring criteria by specifying a score between 0 and 100 points, which 0 points means strongly disagree, no implementation found or no action, and 100 points mean strongly agree, completely implemented or has been done perfectly. In that regard, all scores obtained will be averaged and the mean score in each period has the following meanings.

Score (%)	Level
90-100	Excellent
80-89	Good
66-79	Quite Good
50-65	Fair
below 50	Need improvement

Assessment Method

The secretary of Nomination and Remuneration Committee provided the assessment both individual assessment and committee assessment to each committee in order to evaluate the performance assessment. The secretary of Nomination and Remuneration Committee collected the assessment and reported to the Nomination and Remuneration Committee and the Board of Directors respectively.

The assessment result of the Board of Directors and each Sub-Committee are as follow:

1. The Board of Directors assessment included 6 main areas and the average score is at a good level of 87%. The details as follows:

No.	Topic of Assessment	Result (%)
1	Structure and Qualifications of Director	92
2	Role, Responsibilities and Duties of the Board of Directors	86
3	The Board of Directors Meeting	87
4	Work Performance of Directors	86
5	Relationship towards management division	88
6	Self-improvement of directors	85
	Average percentage	**87**

2. The individual director assessment included 3 main areas and the average score is at a good level of 88%. The details are as follows:

No.	Topic of Assessment	Result (%)
1	Structure and Qualifications of the Board of Directors	90
2	Role, Responsibilities and Duties of the Board of Directors	88
3	The Board of Director Meeting	85
	Average percentage	**88**

3. The Sub-Committees assessment consist of 3 main areas which are Structure and Qualifications of the committees, Committees Meeting and Role, Responsibilities and Duties of the Committees and the average score is at a good level. The details of each Sub-Committee are as follows:

No.	The Committee	Result (%)
1	Executive Committee	87
2	Audit Committee	89
3	Nomination and Remuneration Committee	87
4	Risk Management Committee	85

The result of assessment of the Board of Directors and each Sub-Committees are satisfactory and effective for the year 2020.

Evaluation of Chief Executive Officer's performance

There is a regulation that independent directors and non-executive member of the Nomination and Remuneration committee annually evaluate the performances of the Chief Executive Officer for the success of the administration, in accordance with the Company's strategy. However, Chief Executive officer's score is at good level which the Independent Director has informed the performance evaluation and recommendation to Chief Executive officer.

Remuneration

Remunerations for directors depend on duties, experiences, accountability and responsibility, including expected benefits from each director. The Board of Directors sets clear policy and criteria in paying remuneration to directors and proposes for approval at the shareholders' meeting every year. These remunerations are transparent, auditable and at appropriate level, compared to industry, size of business and sufficient to incentivize and retain qualified director, as required. In addition, director's remuneration also takes into additional responsibility in sub-committee, such as member of the Audit Committee.

Remuneration of the Chief Executive Officer and top executives are in accordance with criteria and policy set by that the Board of Directors and/or the Nomination and Remuneration Committee and for the highest benefits to the Company. Remunerations, including salary, bonus and incentives, are at the appropriate level and consistent with performance of each executive. The executive, who is assigned additional responsibility, will receive additional remunerations in accordance with additional responsibility. Besides, it has to be competitive within the same industry to retain qualified executives. Benefits to the Company and to shareholders are taken into account.

Director and Executive Development

The Board of Directors promotes and facilitates training to related person in corporate governance to directors, member of the Audit Committee, Executives, Company Secretary in order to improve operation continuously. Every year the Board of Directors will support at least one director to attend training courses or participate in seminars in order to increase knowledge of work practices.

During 2020, directors and executives attended training course was Miss Rachaya Rattanasrithong with the course of Preliminary to Corporate Sustainability by Stock Exchange of Thailand.

Every time there is a new appointment of director, the administration will provide useful document and information for performing director's duty, including introduction the nature of business and guidelines in business operation to the new director.

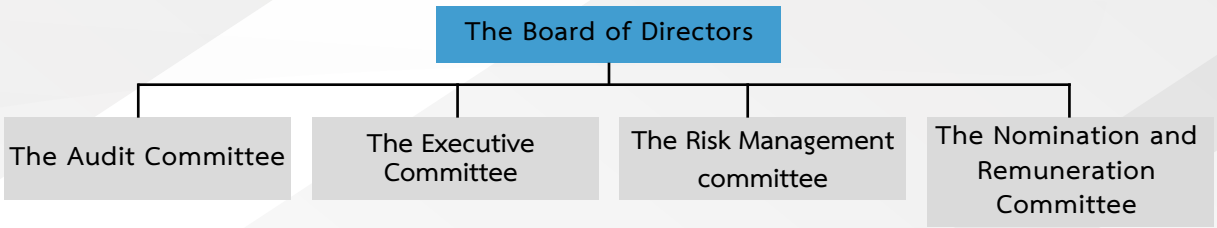
The Board of Directors requires the Chief Executive Officer regularly reports development and succession plan, which the Chief Executive Officer and the top executives prepares the continuous plan to successor in case they cannot perform the duty.

The Board of Directors provides executive development project. The Chief Executive Officer will report every year on what is done during the year and consider together with the succession plan.

Sub-committee

The Board of Directors Structure

Sub-committees consist of the Audit Committee, the Executive Committee, the Risk Management Committee and the Nomination and Remuneration Committee in order to perform specific area and propose to the Board of Directors to consider or acknowledge as follow:



Nomination of Director and Top Executive

Nomination of the Board of Directors

The Board of Directors has formed the Nomination and Remuneration Committee to oversee the recruitment and nomination of qualified people to be appointed at Board of Directors' meetings and/or shareholder meetings. In the recruitment process, importance is placed in leadership, broad vision, fairness and justice, transparent work history and the ability to independently express opinions. The qualifications for directors that the Company wants to recruit are set to be based on ability, experience and expertise as required and consistent with the Company's policies and strategies. In addition, candidates have to meet all of the qualifications for becoming directors or independent directors stipulated by the Public Limited Companies Act, B.E. 2535 (including amendments), the Securities and Exchange Act, B.E. 2535 (including amendments) and related announcements of the Capital Market Supervisory Board and the Securities and Exchange Commission.

Nomination of the Independent Director

According to the corporate governance policy of the Company has determined that the Board of Directors must have at least one third of the total number of independent directors. Criteria for selection of independent directors based on criteria for selection of directors. Qualifications of those who will act as independent directors consider the qualifications and prohibited characteristics of the directors in accordance with the Public Companies Limited Act and Securities and Exchange Act, including relevant regulations, announcements and/or regulations. Independent directors have education, specific expertise in work and other suitability together. Independent directors are individuals who can independently express their opinions, perform duties and maintain the interests of the company and shareholders as well.

The Company's independent directors are required to be directors who possess the following qualifications:

1. No more than one-percent shareholding of the total shares with voting rights in the Company or the Company's parent company, subsidiaries, associated companies or a major shareholder or person with the authority to control the Company, including the shares held by people related to the independent director.
2. No current or past history as a director who participated in management of work, employees and workers and is not or has never been a consultant with a regular salary or a person with the authority to control the Company or the Company's parent company, subsidiaries, associated companies, major shareholders or people with the authority to control the Company, unless the director has left the aforementioned positions for at least two years before being appointed to become an independent director.
3. No relationship by blood or law as a father, mother, spouse, sibling or child, including spouses of children, to another director, executive, major shareholder or controlling person or person to be nominated to become a director, executive or controlling person over the Company or subsidiaries.
4. No current or past history of a business relationship with the Company or the Company's subsidiaries, associated companies, major shareholders or people with control authority in a manner that might hinder the independent use of judgment and is not and has never been a significant shareholder or controlling person who has a business relationship with the Company or the Company's subsidiaries, associated companies, major shareholders or controlling persons, unless the director has left the aforementioned positions for at least two years prior to being appointed to be come an independent director.
5. No current or past history as an auditor of the Company or the Company's subsidiaries, associate companies, major shareholders or controlling persons and is not a significant shareholder, controlling person or partner to an audit office in which an auditor of the Company or the Company's subsidiaries, associateds companies, major shareholders or controlling person is affiliated with, unless the director has left the aforementioned positions for at least two years prior to being appointed to become an independent director.
6. No current or past history as a professional service provider, which includes legal consultant service provider and financial consultant service provider who received more than Baht two million annually in service fees from the Company or the Company's subsidiaries, associated companies, major shareholders or controlling persons and is not a significant shareholder, a controlling person or a partner to such a service provider, unless the director has left the aforementioned positions for at least two years prior to being appointed to become an independent director.

7. No history as a director appointed to represent a director of the Company, major shareholder or a shareholder who is connected to a major shareholder.
8. No operation of a business of the same nature and significant competition with the Company or subsidiaries and is not a significant partner in a partnership or a director who participates in the management of work, workers and employees and is not a consultant with a regular salary or a shareholder who holds more than one percent of all of shares with voting rights in another company that operates a similar business and which significantly competes with the business of the Company or subsidiaries.
9. No other characteristics that prohibit independent expression of opinions concerning the Company's activities.

Nomination of Sub-committee

The compositions and qualifications of each sub-committee are required to follow the criteria set by the Securities and Exchange Commission and the Stock Exchange of Thailand as follows:

Member of the Audit Committee is as follows:

1. Audit Committee must be independent directors in the Company.
2. Audit Committee must be appointed by the Board of Directors.
3. The Audit Committee must be composed of at least three members with at least one-third of the Board of Directors and consisting of at least one member who possess sufficient knowledge, understanding and experience in accounting and finance to be able to audit the reliability of the Company's financial statements. Accordingly, the Board of Directors is to appoint the person who serves at the Chairman of the Audit Committee, and the head of the internal audit agency or another person authorized by the Audit Committee is to serve as the Audit Committee's secretary.

The Nomination and Remuneration Committee

1. The committee must be composed of at least one independent director or be composed by a majority of independent directors in order to comply with the principles for good governance for registered companies.
2. Directors must possess the appropriate knowledge, capabilities, experience and expertise for completing assigned tasks

Other Sub-committee

1. Directors must possess the appropriate knowledge, capabilities, experience and expertise for completing assigned tasks
2. As the Board of Directors deems appropriate.

Nomination of Chief Executive Officer and Top Executive

The Nomination and Remuneration Committee considers persons with knowledge, competency, complete qualifications, professional having experiences that are beneficial to the Company and its subsidiary operation and suitable for the position in order to submit to the Board of Directors for approval.

Investment Policy in Subsidiary and Associated Company

The Company's objectives of investment in subsidiaries and associated companies is to support its main business activities as well as tends to maximize the Company's performance and profit. The aforementioned investment will promote the Company's synergy in order to provide entire products and services.

The investment in subsidiaries and associated companies will be reviewed on the principle and suitability by the Audit Committee. Supervising subsidiaries and associated companies, the Company nominates director or qualified executive with suitable experience to be representative in order to set important policies and control business operations of such subsidiaries and associated companies.

In present, the Company has invested in one subsidiary company, Onvalla Company Limited, in the proportion of 100% of the registered and paid-up capital. The Company has appointed three representatives from the Company to be a director of subsidiary, namely Mr. Ong-ard Puntuyakorn, Mrs. Vallaya Puntuyakorn, and Miss Chalumporn Puntuyakorn in order to closely monitor the subsidiary's operation and the goals set by the Company.

Use of Inside Information

The Company ensures the strict oversight the application of inside information in order to protect utilization of inside information to benefit to oneself or other in a wrongful way (Abusive Self-dealing), and to be fair to all stakeholders. The Company sets guidelines in keep and maintain inside information of the Company and guidelines to protect the use of inside information to benefit oneself in writing, and to inform all staff in the organization to follow. In addition, the Company ensures that directors, executives and employees must not buy or sell the Company's securities by using confidential information and/or inside information and/or enter into transaction by using confidential information and/or inside information of the Company which create damage to the Company either directly or indirectly. In addition, directors, executives and employees in the units that obtain inside information shall not trade the Company's securities by themselves, spouse and child younger than eighteen years old, either directly or indirectly (nominee, private fund) within thirty days prior to the disclosure of quarterly and yearly financial statements.

The Company sets disciplinary actions for person who seeks benefits from using inside information or disclose. The punishments include verbal warning, warning in written, probation and termination.

Besides, the Company informs directors and executives about duty to report the Company's shareholding and punishments under the Securities and Exchange Act B.E. 2535 and regulations of the Stock Exchange of Thailand including the duty of reporting to the Board of Directors

Whistleblowing, complaint-filling channels and contacting the Board

Any stakeholder who wishes to offer suggestions or report unfair treatment, illegal acts or in case where the executives, employees, officers and/or parties related with the Company are detected to have any behavior showing fraud, unfairness or reward demand, those stakeholders can immediately notify the Company through the channels below:

Channels for Contacting the Company

Stakeholders can express opinions to the Company through the following communication channels.

1. By Post

   Send to Chairman of the Board or Chairman of the Audit Committee or Chief Executive Officer or Administrative Office.

   Alla Public Company Limited

   933 935 937 939 Soi Onnut 46, Onnut Road,

   Onnut, Suan Luang, Bangkok 10250

2. By Email

   • Chairman of the Board and Chairman of the Audit Committee:

   Mr. Weerachai Ngamdeevilaisak: weerachai@alla.co.th

   • Chief Executive Officer: Mr. Ong-ard Puntuyakorn:

   ongardp@alla.co.th

   • Administrative Office through the Company's secretary: Miss Prapaporn Saelim

   company_secretary@alla.co.th

3. Complaints can be filed through the Company's website at www.alla.co.th on the Complaint Hotline page where complainers can send complaints to the Chairman of the Audit Committee or the Chief Executive Officer.
4. Complaints can also be filed through the Company's comment boxes found at the Company's main office at Soi Onnut 46 and at Alla's factory in Chachoengsao. People in charge of watching over comment boxes will send any complaints filed there to the Chairman of the Audit Committee through the Company's secretary.

All suggestions, complaints or reports will be forwarded to the relevant parties and all actions taken reported to the Audit Committee and the Board.

Compensation for Auditor

Audit fee

The Company and its subsidiary paid audit fees to EY Office Limited for the year ended 31 December 2020 for an amount of Baht 1.30 million and Baht 0.70 million, respectively. Total audit fees of the Company and its subsidiary of Baht 2.00 million. This does not include miscellaneous expenses such as stamp, printing cost of published financial statements, transportation, etc.

Non-audit fee

- None –

Corporate Social Responsibilities

Policy

The Group recognizes Corporate Social Responsibility (CSR), which is the guidelines in operating business under good corporate governance, ethics and good management, by focusing on generosity and public awareness in social development by supporting in every aspect that the Group possibly can, which is an element promoting sustainable business growth. The Group considers its vision, mission, organizational culture and objectives when developing CSR policy, which follows eight principles as follows:

1. Fair operations

The Group realizes on moral and ethics and fairly treats all stakeholders, including trading partners, customers and commercial competitors. The Group builds its credibility through operating business with transparency, honoring agreements with all trading partners, providing accuracy and adequate information relating to products and services and willingly listening to suggestions from customers in order for sustainable development. The Group refrains from discrediting or destroying competitors' reputation and remains political neutrality by not being involved in any political party and politician.

2. Anti-corruption

The Group places importance on anti-corruption and realizes impact of corruption. Hence, the Group prepared Anti-Corruption Policy, in order for organization to have sustainable management with integrity, efficiency and effectiveness and to provide guidelines for directors, executives and staff. The guidelines are as follows:

2.1 The Group clearly defines roles and responsibilities of the Board of Directors, the Audit Committee, Chief Executive Officer, the executives and staff at all levels in relation to Anti-Corruption Policy.

2.2 The Board of Directors, the executives and staff at all levels must follow Anti-Corruption Policy and Codes of Ethics by not being involved directly or indirectly in corruption and not ignoring when witnessing the acts which could be in the scope of corruption.

2.3 The consistent training of Anti-corruption for staff at all levels, especially pattern of bribery, risks of getting involved in bribery, and corruptions, along with reporting method in case of seeing or suspected bribery or corruption. This training is a part of new employee's orientation.

2.4 The Group communicates the anti-corruption policy to all its agents, distributers and sub-contractors since the first cooperation and thereafter as it deemed appropriately.

2.5 The Group has provided channels to report any violations or unlawful acts or corrupt behavior. The aforementioned channels are the Group's website, direct e-mail to Chairman of the Audit Committee or Chief Executive Officer, the Group's complaints box and direct post to Chairman of the Audit Committee. All complaints and suggestions is being reported to the Board of Directors, the Audit Committee and Chief Executive Officer within three days. The Group also clearly state the process of investigation, set of penalty as well as preventive action.

3. Respecting human rights

The Group is aware of the importance of Human Rights in organization with equality and parity in treating staff, trading partners and other concerned parties without discrimination based on gender, race, religion, including not directly or indirectly violate of individual rights and liberty.

The Group strictly abides by Law, Regulations and Rules by providing channels to report complaint and independently express opinion from internal and external parties in order for the sustainable development and management of the organization.

4. Fair treatment of labor

The Group realizes that each employee is a major driver for the Group to grow and attain business goals. Hence, the Group provides equal opportunity for employees at all levels to have good quality of life, appropriate compensation and benefits, and pleasant working conditions. Furthermore, the Group promotes human resource development through relevant training to improve skills, increase efficiency and to provide opportunity for career advancement. As well as having safe and hygienic working condition.

5. Responsibility to customers

The Group emphasizes on customers' satisfaction by producing and distributing good quality products, which meet international standards at reasonable prices. Moreover, the Group focuses on after-sales services and warranty to ensure customers' confidence in products and to provide process to file complaints through electronic mail and telephone.

The Group has been certified ISO9001:2015 which is quality management systems as well as ISO45001:2018 which is occupational health and safety management systems from TUV NORD Thailand Ltd.

6. Environmental protection

The Group places importance on environmental protection by not conducting anything that destroys environment in both workplace and public area and ensures that the Board of Directors, the executives and employees at all levels abide by related law, rule and regulation, such as Factory Act B.E. 2535

The Group annually check quality of environment at the workplace, including light intensity, noise level, noise accumulated level, temperature and air quality, by experts certified by Department of Labor Protection and Welfare.

Moreover, the Group sets various measures, which require all employees to follow consistently, such as energy conservation measure, including guidelines on how to use air-conditioner, light and computer with the consideration of best use to save costs and to promote awareness on sustainable energy conservation.

7. Community and social development participation

The Group is aware of the importance of community and social development by supporting volunteer staff to start and participate in projects, both Company-initiated project and project in cooperation with government, private sector and community, in order to improve quality of life of people in the community.

8. Development and innovation dissemination of CSR, environment and stakeholders

The Group will support innovation and participation of stakeholders in innovation that creates a balance between value and benefit to community, social and environment, and sustainable growth of the business.

Corporate Social Responsibilities Activities in 2020

The objectives are as follow:

1. To encourage the society.
2. To cultivate the student and juvenile to be generous and bountiful.
3. To support and distribute social opportunity to the orphan, handicapped and senile.
4. To be the model of education, juvenile and the nation development.
5. To publicize the Group to be widely known as well as participate in social and relationship development.

Corporate Social Responsibility Activity in 2020 are as follows:

“Support National Children’s Day Events”

Since the Group realized on the importance of children, and concern of their education and development, the Group supported National Children’s Day every year. In 2020, gifts were given to the 15 educational facilities, communities and government agencies for organizing National Children’s Day activities.









“Alla Blood Donation for Thai Society”

The Group made the medical support by coordinating with the public health department and other relevant institute in order to annually arrange the event of blood donation from the Group’s employee. This donation was for the Thai Red Cross and hospital nationwide. This year, the “Alla Blood Donation for Thai Society” projects were held on 6 March 2020 and 3 September 2020 at the OTOP building of the Thepparat Municipality, Ban Pho, Chachoengsao.





“Donate the consumer goods for the elderly bedridden in Kohrai area”

The Company inherited the organization’s aspiration to make the charity to the disadvantages and elderly bedridden. On 23 July 2020, the Company contributed consumer goods to Kohrai Sub-district Administration Office in Chacheongsao province and subsequently provided to the elderly bedridden for utilization






Internal Control and Risk Management

The Board of Directors' Opinions on Internal Control

The Company recognizes the importance of the internal control and risk management systems with an emphasis on internal control, which is adequate and suitable for business, by adopting the framework of COSO (The Committee of Sponsoring Organizations of the Tread Way Commission) which is comprised of eight components as follows.

1. Control Environment

The Company sets clear vision, mission, business strategy and organization structure, which supports business management and operation. The Company has built corporate culture into employee awareness of duty, responsibility with effectiveness, kind assistance, sacrifice for the benefits of organization, community and society, positive thinking, readiness of skills and health as well as integrity at work.

2. Objectives Setting

The Company determines the objectives of risk management to be accordance with the Company's strategy and risk. The Company clearly and appropriately targets the risk management of the organization to achieve the objectives.

3. Event Identification

The Company records the events that could subject to internal and external risk factors which could be able to impact the Company. The aforementioned is to understand the events. The management could determine the ways and policies to manage risks that may occur as well.

4. Risk Assessment

The Company realizes on the importance of risk management, hence systematically performs risk assessment by defining criteria and suitable method, ensuring all units to be aware of the Company's risk tolerance level, providing guidelines for risk management and communicating to employees to behave.

5. Risk Response

The Company gathers risks that may arise in the organization to set regulations and policies such as management, personnel, finance, operations, information systems, accounting and risk management, etc. to reduce losses or impacts into the Company's tolerance level.

6. Control Activity

The Company has written policies and procedures for all employees to behave by

defining good control activities. For example, segregation of duty for between reviewing and approval staffs, setting approval authority policy which specifies the limit at each level, and setting budgeting system by analyzing and controlling the worthiness of spending to maximize benefits. The Company regularly reviews policies and procedures by top management and performs sufficient control by implementing KPIs as a tool for planning and monitoring.

7. Information System and Communication

In order to communicate the accurate and sufficient information for decision making of the Board of Directors, the executives, shareholders and concerned parties, the Company has continuously developed information system and communication to achieve soundness and efficiency.

8. Monitoring Activities performs

The Company performs monitoring process including arranging department meetings to operation performances, preparing performances report to the management, setting up internal audit division to monitor, review and provide recommendations to improve internal audit, when material control weakness occurs. The monitoring and Enterprise Risk Management (ERM) are tools for the management to improve and develop internal control and risk management. As the Board of Directors' meeting of ALLA Public Company Limited No. 1/2021 held on 23 February 2021, which 4 independent directors attended the meeting, the Board of Directors assessed the adequacy of the Company's internal control system in accordance with the assessment form for adequacy of internal control system by the Securities and Exchange Commission Thailand, (SEC). The Board of Directors was of the opinion that the Company had suitable and adequate internal control system. All functions effectively performed in accordance with generally accepted accounting standards, notices of the Securities and Exchange Commission, Thailand (SEC) and regulations of the Stock Exchange of Thailand (SET) by reporting its quarterly and annually financial statements and providing financial statements disclosure in accurate, adequate and timely manner. The Company had adequate and suitable internal control system and efficiently developed with changing circumstances in order to achieve its objectives and abided by related laws and regulations. Any significant issue or mistake that may cause damage to the Group's operations was not found. The Company's internal control system of related transactions with major shareholders, directors and the management or the person related to the aforementioned parties was adequate, the Company's assets was prevented from being misappropriate used by the management. The independent directors and the Audit Committee did not have different opinion from the Board of Directors. Moreover, the Audit Committee will increasingly supervise good corporate governance.

The Company realized on the indispensability of internal control, by implementing good corporate governance, distinctly defining duties, responsibilities, rules, regulations, policy, authority level of management and appropriate approval level in writing. The Company set

up internal audit division, which independently monitors and evaluate internal control system and directly report to the Audit Committee to review operations and activities in order to achieve objectives and goals of the Group. The results showed that there was no material mistake in internal control system. In the other areas of internal control, the Board of Directors was of the view that the Group had adequate internal control.

Internal Audit Unit to Monitor Internal Control

Dharmniti Internal Audit Company Limited ("Independent Internal Auditor" or "Dharmniti"), which was an independent internal audit firm (Outsource), was appointed by the Company to evaluate and monitor the Group internal control system in 2020. The Audit Committee was of the opinion that Dharmniti supervised by Miss Korakot Wanasawat had suitable qualifications and competent staffs. Moreover, the Company initate to have its own internal audit division since 2017. During 2020, Miss Suthisa Boonnate is the Company's internal auditor to perform internal audit function and to support and facilitate Dharmniti. The internal auditors directly reported to the Audit Committee regularly, thus ensuring that the Company had adequate internal control.

Risk Management

The Company recognizes the importance of risk management then organizes the Risk Management Committee, chaired by the Chief Executive Officer, to monitor and manage risk in order to maximize effectiveness. In 2020, the Risk Management Committee held five meetings to review the numbers of incidents, action plan of each units responsible for each risk factors and consider risks level in order to manage risk effectively. Risk management is the key element of every steps in the business operation and relates to all levels. The Company instruction manual and procedure of risk management and corporate risk profile annually.The corporate risk profile categorizes into strategic risk, operation risk, financial risk and compliance risk, which might affect to the Company's goals. The Risk Management Committee also reviewed risk from various incidents occurred during the year, ranked the risk level, developed guidelines to treat risk, assigned responsible person to develop an action plan and manage risk into tolerance level in order to achieve the Company's goals and build up confidence from shareholders and stakeholders.

Related Party Transactions

Details of individuals and juristic person who may have a conflict of interest

During the year of 2020 and 2019, there was no related party transaction between the Company and its subsidiary and directors, executives, or persons who may have conflict of interest. The management reported to the Audit Committee while the Audit Committee reviewed and reported to the Board of Directors for acknowledgement respectively.

Measure or procedure in approving for related party transaction

In the Board of Directors' meeting, there was a resolution to define policy and procedure of the approval for related party transaction between the Company and/or its subsidiary and persons, who may have a conflict of interest, such as major shareholders, directors, executives, controlling persons, connected persons, related persons. The Company shall abide by the Security and Exchange Act, rules, orders and regulations required by the Securities and Exchange Commission, Thailand (SEC), the Capital Market Supervisory Board and the Security Exchange of Thailand (SET). The Company shall follow requirements relating to disclosure of related party transaction in accordance with financial reporting standards by the Federation of Accounting Professions. The person who may have a conflict of interest shall not be allowed to be involved or approve such transaction.

In case the law requires approval for related party transaction from the Board of Directors or the shareholders' meeting, the Company shall invite the Audit Committee to consider and give opinion on the necessity and rationale of such transaction.

Principles of related party transaction that is a commercial transaction with normal terms and conditions and a commercial transaction without normal terms and conditions are as follow:

Commercial transaction with normal terms and conditions

Entering into a commercial transaction with normal terms and conditions, the Company and/or its subsidiary may enter into related party transactions that include selling and purchasing of goods and services with directors, executives or persons who may be related in the future. The Company defined a framework for such transaction, which was reviewed and accepted by the Audit Committee, and subsequently approved the principle by the Board of Directors. The Management can approve the transaction, that the terms are similar to which the reasonable normal contract under the same circumstance, without any influences on the bargaining power due to the Company's director's, executives, or related parties. As such, the Company shall prepare a summary report on related party transactions with directors, executives or related persons and quarterly report to the meeting of the Audit Committee and the Board of Directors.

Commercial transaction without normal terms and conditions and other Transactions

Entering into a commercial transaction without normal terms and conditions and other transactions between the Company and/or the subsidiary with the persons, who may have a conflict of interest. The Company shall propose to the Audit Committee to consider and give opinion on the necessity and suitability of entering into such transaction. The Audit Committee shall consider the suitability of prices and conditions of such the transactions and compare prices with other parties or market prior to proposing to the Board of Directors and/or the shareholders' meeting, if required, for their approval. In case of the Audit Committee does not possess expertise to consider possible related party transactions, the Company shall bring in the independent expert or the Company's auditor to give opinion on the mentioned transaction in order to support the Audit Committee, the Board of Directors and/or the shareholders' meeting, if required, for their decision making. The persons who may have a conflict of interest shall not be allowed to vote such transaction.

The Company shall disclose related party transactions in note to financial statements audited by the Company's auditor, annual report and annual registration statement (Form 56-1) as required by the Securities and Exchange Act.

Policy or future related party transaction

The Company expects related party transaction arising from normal course of business and supporting normal business with normal terms and conditions of the Company and/or its subsidiary may occur in the future. As for the future related party transaction, the Company shall clearly set policy of transfer pricing at fair market prices and conditions, avoid transferring of benefit and consider benefit to the Group. The Audit Committee shall review and give opinion quarterly on related party transaction which is a normal business transaction or supporting business transaction.

As for transaction between persons, who may have a conflict of interest that is different from the first paragraph, such as normal business and supporting normal business transactions without normal terms and conditions and other transactions, the Company set policy of measurement and approval for related party transaction and disclose of the mentioned transactions.

As for future related party transaction, the Board of Directors must abide by the law of the Security and Exchange Act, rules, and regulations required by the Capital Market Supervisory Board and the Stock Exchange of Thailand (SET). This includes following requirements relating to disclosure of connected transactions of the Company or its subsidiary in accordance with standards by the General Accepted Financial Reporting Standards.

Key Financial Ratio

Key Financial Ratio	Consolidated F/S			Separate F/S		
	2020	2019	2018	2020	2019	2018
Liquidity Ratio						
Current Ratio (x)	6.04	3.87	4.03	5.58	3.93	3.79
Quick Ratio (x)	4.50	2.72	2.83	4.15	2.56	2.58
Operating Cash Flow Ratio (x)	0.76	0.52	0.15	0.60	0.47	0.01
Account Receivable Turnover (x)	2.65	3.55	3.48	2.87	3.86	3.52
Average Collection Period (days)	137.56	102.74	104.84	127.15	94.49	103.63
Inventory Turnover (x)	1.92	2.94	2.57	1.79	2.59	2.54
Average Sales (Inventory) Period (days)	190.39	124.20	141.82	203.93	141.12	143.94
Account Payable Turnover (x)	6.63	7.51	7.09	6.32	6.44	6.17
Average Payment Period (days)	55.03	48.59	51.48	57.76	56.71	59.13
Cash Cycle (days)	272.91	178.35	195.18	273.33	178.90	188.44
Profitability Ratio						
Gross Profit Margin (%)	29.21	28.48	31.75	29.56	27.91	32.02
Operating Profit Margin (%)	10.06	14.89	13.87	15.67	15.02	14.09
Cash to Profit Margin (%)	229.62	82.07	26.39	116.02	77.62	2.31
Net Profit Margin (%)	7.93	11.74	10.89	12.59	11.76	10.91
Return on Equity (%)	5.04	12.13	9.30	6.97	9.68	7.27
Efficiency Ratio						
Return on Assets (%)	5.05	11.75	9.27	6.67	9.47	7.58
Fixed Asset Turnover (%)	239.34	390.89	318.26	700.24	1,238.91	1,023.36
Total Asset Turnover (x)	0.51	0.80	0.68	0.46	0.66	0.55
Leverage and Coverage Ratios						
Total Liabilities to Equity (x)	0.21	0.30	0.29	0.18	0.23	0.26
Interest Coverage Ratio (x)	326.62	585.51	242.01	457.34	457.52	208.38
Dividend Payout Ratio (%)	97.34	59.06	65.04	75.79	79.20	86.66
Other Ratio						
Book Value per share (Baht per share)	1.41	1.44	1.35	1.32	1.33	1.28
Net Profit per share (Baht per share)	0.07	0.17	0.12	0.09	0.13	0.09
Dividend per share (Baht per share)	0.07	0.10	0.08	0.07	0.10	0.08
Par value (Baht per share)	0.50	0.50	0.50	0.50	0.50	0.50
Number of shares (Million shares)	600	600	600	600	600	600

Management Discussion and Analysis

For the year ended 31 December 2020

2020 Business Performance Overview

Although the economic situation in Thailand has declined due to the situation of the Coronavirus 2019 (Covid-19) epidemic, the overall industrial project investments related to the Group's business is still being implemented according to the original plan. However, there may be postponements for the delivery period of goods and the schedule for services, the postponement of other ongoing investment projects, together with the increasing competition. As a result, the operating income of the Group for the year 2020 has decreased compared to the same period of the previous year. However, the Group has been able to maintain consistent gross profit margin.

The Group's products are fundamental products of various industrial projects. The Group continues to receive orders from customers. The amount of works that has not yet been delivered at the end of the fourth quarter of 2020 is approximately Baht 337 million, an increase of 19% compared to the end of the previous year. The Group maintains a solid financial structure, continuous operating cash flows, having a good liquidity ratio and a low debt to equity ratio. The Group has continued to operate and has not scaled down the business.

2020 Consolidated Financial Summary

Operating Income

Operating Income	2020 (Thousand Baht)	2019 (Thousand Baht)	Change %
Revenues from contracts with customers	538,294	855,634	(37%)
Other income	3,673	6,763	(46%)
Total Operating Income	**541,967**	**862,397**	**(37%)**

Revenues structure

Revenues structure	2020		2019		Change	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Revenue from sales and services						
Crane and Electric Hoist	252,097	47%	474,815	55%	(222,718)	(47%)
Loading Dock and Equipment	110,673	20%	139,141	16%	(28,468)	(20%)
Warehouse management system and Equipment	2,895	1%	43,107	5%	(40,212)	(93%)
Total revenue from sales and services	**365,665**	**67%**	**657,063**	**76%**	**(291,398)**	**(44%)**
Revenue from after sale services						
Crane and Electric Hoist	139,903	26%	168,213	20%	(28,310)	(17%)
Loading Dock and Equipment	32,480	6%	30,195	3%	2,285	8%
Training center	246	0%	163	0%	83	51%
Total revenue from after sale services	**172,629**	**32%**	**198,571**	**23%**	**(25,942)**	**(13%)**
Other income	**3,673**	**1%**	**6,763**	**1%**	**(3,090)**	**(46%)**
Total Operating Income	**541,967**	**100%**	**862,397**	**100%**	**(320,430)**	**(37%)**

Total operating income for the year of 2020 of the Group were Baht 542 million decreased from prior year of Baht 320 million or 37%. This is affected by the impact of the Coronavirus 2019 (Covid-19) epidemic, resulted in the postponement for the delivery period of goods and the schedule for services, the postponement of other ongoing investment projects, and the increasing competition. Each type of business can be analyzed as follows.

- Crane and Electric Hoist: The portion of revenue was 47% of total revenues. The revenue from sales and services decreased from prior year by Baht 223 million or 47%. The main customers were Power plant, Automotive, Sky train and Petrochemical business sector.
- Loading Dock and Equipment: The portion of revenue was 20% of total revenues. The revenuefrom sales and services decreased from prior year by Baht 28 million or 20%. The main customers were Warehouse and Hypermarket business sector.
- Warehouse management system and Equipment: The portion of revenue was 1% of total revenues. The revenue from sales and services decreased from prior year by Baht 40 million or 93%. The main customer was Hypermarket business sector.
- After sale services: The portion of revenue was 32% of total revenues which decreased from crane and hoist segment of Baht 28 million or 17%, the main customers were Automotive and Steel and Aluminum business sector, and increased from loading dock and equipment segment of Baht 2 million or 8%, the main customers were Hypermarket business sector.

During the first quarter of 2020, the Company received dividend of Baht 22.5 million from its subsidiary, which this transaction had been eliminated in the consolidated financial statements.

As at December 2020, the Group had revenues backlog of Baht 337 million, which increased by Baht 54 million or 19% compared to prior year, such backlog will gradually be recognized as revenues from 2021 onward. The Company has also received sale orders from customers continuously.

Operating Expenses

Operating Expenses	2020 (Thousand Baht)	2019 (Thousand Baht)	Change %
Cost of sales and services	381,075	611,981	(38%)
Selling expenses	29,913	37,223	(20%)
Administrative expenses	78,956	88,746	(11%)
Total Operating Expenses	**489,944**	**737,950**	**(34%)**

Total operating expenses for the year of 2020 of the Group were Baht 490 million decreased from prior year of Baht 248 million or 34%. The mainly causes due to

- Cost of sales and services decreased in line with the decrease of revenues from contracts with customers.
- Selling expenses decreased mainly due to the decrease in commission expenses which in line with the revenue. Post-employee benefits expenses decreased because in the second quarter of 2019, the Group had increased employee benefit expenses from the effect of 400 days post-employment compensation under the Labor Protection Act.
- Administrative expenses decreased mainly due to the decrease in bonus expenses which in line with the operating results. Post-employee benefits expenses decreased because in the second quarter of 2019, the Group had increased employee benefit expenses from the effect of 400 days post-employment compensation under the Labor Protection Act.

Other Items

Other Items	2020 (Thousand Baht)	2019 (Thousand Baht)	Change %
Finance income	2,106	2,978	(29%)
Finance cost	(166)	(217)	(24%)
Income tax expenses	(10,815)	(25,617)	(58%)
Total Other Items	**(8,875)**	**(22,856)**	**(61%)**

- Finance income and finance cost had no significant change.
- Income tax expenses decreased in line with the operating profits.

Profitability Analysis

Profitability Analysis	2020 (Thousand Baht)	2019 (Thousand Baht)	Change (%)
Gross profit	157,219	243,653	(35%)
Gross profit margin	29%	28%	
Net profit	43,149	101,591	(58%)
Net profit margin	8%	12%	
Total comprehensive income	43,149	103,565	(58%)
Basic earnings per share (Baht)	0.07	0.17	(59%)

- Gross profit for the year 2020 decreased from prior year of Baht 86 million or 35% which decreased as the revenue from contracts with customers decreased. The gross profit margin for the year 2020 was 29% increased from prior year by 1%.
- Net profit for the year 2020 decreased from prior year of Baht 58 million or 58% and net profit margin for the year 2020 was 8% which decreased from prior year by 4% in line with the decrease of revenue and gross profit.

Assets

Assets	2020 (Thousand Baht)	2019 (Thousand Baht)	Change (%)
Cash and cash equivalents	353,040	170,136	108%
Trade and other receivables	150,183	259,617	(42%)
Inventories	181,336	216,203	(16%)
Other current financial assets	50,115	135,762	(63%)
Property, plant and equipment	230,671	223,983	3%
Other non-current financial assets	10,083	60,083	(83%)
Other assets	48,023	54,983	(13%)
Total Assets	**1,023,451**	**1,120,767**	**(9%)**

Trade accounts receivable and accrued income	2020		2019	
	Thousand Baht	%	Thousand Baht	%
Not yet due	44,861	31%	63,257	15%
Over due				
Less than 3 months	81,328	56%	165,475	64%
More than 3 months, not over 6 months	4,111	3%	14,274	9%
More than 6 months, not over 12 months	7,129	5%	2,165	11%
More than 12 months	7,154	5%	10,438	1%
Total	144,583	100%	255,609	100%
Less Allowance expected credit losses	(371)	-	(53)	-
Trade accounts receivable and accrued income – net	**144,212**	**100%**	**255,556**	**100%**

Total assets of the Group increased of Baht 97 million or 9%, due mainly to

- Cash and cash equivalent increased amounting to Baht 183 million as from net cash received from the Group's operations of Baht 124 million. Net cash received from investments in trading securities amounting to Baht 86 million. Cash received from maturity of long-term deposits of Baht 50 million. However, the Company paid dividends of Baht 60 million and paid for investments in fixed assets of Baht 18 million.
- Trade accounts receivable decreased from debt collections and in line with the decrease of revenues.
- Inventories decreased from goods in transit and work in progress since the handovers have been completed during the year.
- Other current assets decreased from the collecting of performance guarantee from trade receivables.

Liabilities and Equity

Liabilities and Equity	2020 (Thousand Baht)	2019 (Thousand Baht)	Change (%)
Trade and other payables	32,730	97,902	(67%)
Income tax payable	2,698	17,647	(85%)
Deposit received in advance	57,831	43,179	34%
Accrued expenses	19,186	33,642	(43%)
Provision for long-term employee benefits	51,519	48,535	6%
Other liabilities	11,227	14,751	(24%)
Total Liabilities	**175,191**	**255,656**	**(31%)**
Total Shareholders' Equity	**848,260**	**865,111**	**(2%)**

Total liabilities of the Group decreased of Baht 80 million or 31%, due mainly to

- Trade and other payables decreased due to payments made during the year.
- Income tax payable and accrued bonus expenses decreased in line with the operating results.
- Deposit received in advance increased in line with the increase of backlog revenue.

Total shareholders' equity decreased of Baht 17 million or 2% which increased from net profit of the year of Baht 43 million and decreased from dividend payment of Baht 60 million.

Liquidity and Capital Management

Cash Flows	2020 (Thousand Baht)	2019 (Thousand Baht)
Net cash from operating activities	124,293	104,582
Net cash from (used in) investing activities	120,538	(1,508)
Net cash used in financing activities	(61,927)	(51,154)
Net increase in cash and cash equivalents	**182,904**	**51,920**
Beginning cash and cash equivalents	170,136	118,216
Ending cash and cash equivalents	**353,040**	**170,136**

For the year of 2020, the Group had net increase in cash and cash equivalent of Baht 183 million from the beginning balance of Baht 170 million. As a result, cash and cash equivalents at the end of the year was Baht 353 million. Details of cash flows by activities during the year were as follows:-

- Net cash from operating activities were Baht 124 million.
- Net cash from investing activities were Baht 121 million mainly from net cash received from investments in trading securities amounting to Baht 86 million, cash received from maturity of long-term deposits of Baht 50 million and paid for investments in fixed assets of Baht 18 million.
- Net cash used in financing activities were Baht 62 million mainly due to dividend payment of Baht 60 million.

Ratios Analysis

Key Financial Ratios	2020	2019
Returns Ratio (%)		
Return on Assets	5.05	11.75
Return on Equity	5.04	12.13
Liquidity Ratio (x)		
Current Ratio	6.04	3.87
Quick Ratio	4.50	2.72
Assets and Liabilities Management (Day)		
Average Collection Period	137.56	102.74
Average Sales (Inventory) Period	190.39	124.20
Average Payment Period	55.03	48.59
Leverage and Coverage Ratios		
Total Liabilities to Equity (x)	0.21	0.30
Interest Coverage Ratio (x)	326.62	585.51
Dividend Payout Ratio (%) - Separate financial statements	75.79	79.20

- Return on asset and Return on equity decreased by 6.70% and 7.09%, respectively, due to the decrease of profit, compared to prior year.
- Current ratio and Quick Ratio decreased by 2.17x and 1.78x, respectively. This was due to an increase in current assets mainly from cash and cash equivalent. In addition, current liabilities decreased from trade payables and other payables, income tax payable and accrued bonus expenses.
- Average collection period increased by approximately 35 days. Average sales period increased by approximately 66 days. Average repayment period increased approximately 6 days. As a result of the situation of the spread of Coronavirus 2019 (Covid-19), the delivery period of goods and the schedule for services are postponed, including a few obstacles in the process of collecting debts from customers. However, the Group has a policy to extend the credit period from some vendors as well.
- Total liabilities to equity decreased by 0.09x because current liabilities decreased from trade payables and other payables, income tax payable and accrued bonus expenses. Interest coverage ratio decreased by 258.89x due to the decrease of operating profit. Dividend payout ratio slightly decreased by 3.41% which is still higher than the Company's dividend policy at the rate of not less than 50% of the net profit of the separate financial statements.

Credit Control Policy

The Group has established clear credit policy and strategy by giving priority to credit quality along with market opportunities. The credit review is jointly considered by the management, finance and sales department and is regularly reviewed. The credit policy of the Group is based on general information, financial position and trends of each type of business. In addition, a strict policy has been established for granting credit to businesses with caution, in accordance with the appropriate and necessary circumstances.

The credit period in accordance with the Group's policy is between 30 and 90 days. Considering the related financial ratio, the average collection period was 137.56 days, calculated from the day the income is recognized when a performance obligation is satisfied by transferring a promised good or service to customers, refer to TFRS 15, until the date of payment. Some of the revenue recognized according to the accounting standard are items not yet due under the contract. Such debt collection period, therefore, has a longer period than the Group's credit policy. However, the collection period that calculated from the period the Group has the right to collect payment under the contract until the day actually received payment, it was found that the average collection period was 52 days, which was still in line with the Group's credit policy.

Approach to the Future Operations

In order to expand the business and the customer base, the Company has considered business strategies by laying out guidelines for adding new product business unit and focusing on alternative energy, such as solar cell. Due to the Company's existing production line customers such as the cold storage industry and the warehouse and logistics industry, has physical characteristics that are appropriate and conducive to investment in such products.

Considering the overview of the alternative energy in Southeast Asia, in addition with the government support policies such as the Thailand Power Development Plan B.E. 2558-2579 and the Renewable and Alternative Energy Development Plan B.E. 2558. As well as the lower investment costs in solar technology, as a result of the advancement in solar panel technology development. The Company foresees a business opportunity in this industry which will enhance the Company's ability to add value to its products and provide comprehensive services to support customer needs.

Besides the skill, knowledge and experience in engineering, the Company maintains a strong financial position with high cash and liquidity, low debt and ability to manage financial costs. In addition, financial credit from various financial institutions will additionally advocate the Company to be able to operate business and invest in solar products.

Furthermore, due to the economic recession in 2020 as a result of the coronavirus (COVID-19) crisis, which severely affected both domestic and foreign economies. The Group is required to transform its business processes to be flexible according to the market conditions. In order to enhance its competitiveness in an increasingly complex environment. The Group has strategic cost management for competitive pricing, focusing on development to add value to products and continual improvement in all activities of production processes and supply chain operations.

The Board of Directors's Report on its responsibility to the Financial Statements

The Board of Directors recognizes its responsibility for the separate financial statements of Alla Public Company Limited and the consolidated financial statements of Alla Public Company Limited and its subsidiary (the Group), including financial information that appears in the annual report. The financial statements have been prepared in accordance with the Accounting Act B.E. 2543 and Thai Financial Reporting Standards ("TFRS") issued under the Accounting Professions Act B.E. 2547, including the Accounting Interpretations and Guidelines issued by the Federation of Accounting Professions, and the financial reporting requirements promulgated by the Securities and Exchange Commission under the Securities and Exchange Act B.E. 2535.

The Board of Directors has instituted and maintained appropriate internal controls to ensure that the financial statements have been accurately prepared and completely disclosed in the notes to the financial statements. The Board of Directors has appointed the Audit Committee to review the accuracy and reliability of the financial statements. This includes reviewing the accounting policies, related party transactions (if any), internal control system and internal audit. The opinion of the Audit Committee on such matters appears in the Audit Committee Report as shown in this annual report.

It is the Board of Directors' opinion that the overall of the Group's internal control system is satisfactory and can reasonably assure that the separate financial statements of the Company and the consolidated financial statements of the Group for the year ended 31 December 2020 are accurate, reliable and in accordance with the relevant financial reporting standards.

(Mr. Weerachai Ngamdeevilaisak)
Chairman of the Board of Directors

(Mr. Ong-ard Puntuyakorn)
Chief Executive Oficer

Independent Auditor's Report and Annual Financial Statements

Independent Auditor's Report

To the Shareholders of Alla Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Alla Public Company Limited and its subsidiary (the Group), which comprise the consolidated statement of financial position as at 31 December 2020, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Alla Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Alla Public Company Limited and its subsidiary and of Alla Public Company Limited as at 31 December 2020, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

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

Emphasis of Matter

I draw attention to Note 1.2 to the consolidated financial statements. The Coronavirus disease 2019 pandemic is adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. The Group's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

My opinion is not modified in respect of the above matter.

Key Audit Matters

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

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

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

Revenue recognition

Sales of goods and services are significant accounting transactions as the amounts recorded are material and directly affect profit or loss of the Group. In addition, the revenues of the Group are derived from various sources, such as sales of goods, sales with installation service, and provision of after-sale services and other services, and lead time for goods or service delivery under each agreement can be different. Accordingly, the timing of the Group's revenue recognition varies. I therefore focused my audit on the revenue recognition of the Group.

I examined the Group's revenue recognition by assessing and testing the Group's internal controls with respect to the revenue cycle by making enquiries of responsible executives, gaining on understanding of the controls and selecting representative samples to test the operation of the designed controls. In addition, I applied a sampling method to select sale and service transactions occurring during the year and near the end of the reporting period to check against the supporting documents and reviewed credit notes that the Group issued after the period-end date. I also performed analytical procedures on disaggregated data to detect possible irregularities in sale and service transactions throughout the period, particularly for accounting entries made through journal vouchers.

Inventory - work in process

Estimating the net realisable value of work in process, as disclosed in Note 10 to the financial statements, is an area of significant management judgement, particularly with regard to the estimation of provision for diminution in the value of work in process. This requires details of the estimated cost to complete the production, including necessary selling expenses. There is therefore a risk of that the recognised amount of provision for diminution in the value of inventory is not adequate, which will result in the Group's inventory being overstated. Thus, I focused my audit on this matter.

I assessed the appropriateness and tested the effectiveness of the Group's internal controls relevant to the determination of provision for diminution in the value of inventory, performed substantive testing on supporting evidence of the cost included in the work in process. In addition, I assessed the appropriateness of the assumptions applied by management in determining such provision by gaining an understanding of the basis applied in determining the provision for diminution in value of inventory and reviewing the consistency of the application of that basis as well as the rationale for the recognition of specific provisions, comparing net proceeds from sales transactions per sales agreements with the actual cost occurring when completed after the date of the financial statements, and comparing expected proceeds from sales transactions per sales agreements with the actual cost of work in process as at the period-end date plus the estimated cost to complete the unfinished work.

Other Information

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

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

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

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

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

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

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

I am responsible for the audit resulting in this independent auditor's report.



Wichart Lokatekrawee
Certified Public Accountant (Thailand) No. 4451

EY Office Limited
Bangkok: 23 February 2021

Statement of financial position

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		31 December 2020	31 December 2019	31 December 2020	31 December 2019
Assets					
Current assets					
Cash and cash equivalents	*8*	353,039,905	170,135,929	242,687,626	112,005,551
Current investments	*11*	-	135,761,777	-	110,762,369
Trade and other receivables	*7, 9*	150,182,677	259,616,930	129,221,747	161,241,330
Inventories	*10*	181,336,009	216,203,310	140,805,068	181,098,040
Other current financial assets	*11*	50,115,425	-	50,113,193	-
Other current assets		7,512,088	15,990,858	4,745,914	14,739,200
Total current assets		742,186,104	797,708,804	567,573,548	579,846,490
Non-current assets					
Restricted bank deposits	*12*	25,000,000	25,000,000	25,000,000	25,000,000
Investment in subsidiary	*13*	-	-	251,999,560	251,999,560
Other long-term investments	*16*	-	60,082,904	-	60,082,904
Property, plant and equipment	*14*	230,670,629	223,982,769	69,062,526	56,674,689
Intangible assets	*15*	2,359,494	2,925,137	2,325,026	2,861,725
Deferred tax assets	*24*	13,097,521	11,034,718	9,967,528	8,327,261
Deposits and guarantees		54,050	32,500	51,950	30,400
Other non-current financial assets	*16*	10,082,904	-	10,082,904	-
Total non-current assets		281,264,598	323,058,028	368,489,494	404,976,539
Total assets		1,023,450,702	1,120,766,832	936,063,042	984,823,029

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

Statement of financial position (continued)

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		31 December 2020	31 December 2019	31 December 2020	31 December 2019
Liabilities and shareholders' equity					
Current liabilities					
Trade and other payables	*7, 17*	32,729,937	97,902,125	28,812,001	73,812,742
Current portion of liabilities under financial lease agreements	*18*	-	1,406,001	-	1,406,001
Current portion of lease liabilities	*18*	1,231,004	-	1,037,547	-
Income tax payable		2,697,867	17,646,559	2,697,867	11,741,978
Deposit received in advance		57,831,809	43,178,614	48,320,351	30,303,025
Accrued expenses		19,186,382	33,642,350	14,957,793	24,387,834
Provision for warranty		3,676,594	3,094,025	1,645,817	1,324,075
Other current liabilities		5,513,316	9,408,776	4,222,252	4,719,391
Total current liabilities		122,866,909	206,278,450	101,693,628	147,695,046
Non-current liabilities					
Liabilities under financial lease agreements, net of current portion	*18*	-	842,213	-	842,213
Lease liabilities, net of current portion	*18*	804,776	-	479,089	-
Provision for long-term employee benefits	*19*	51,519,217	48,535,250	40,841,753	38,650,997
Total non-current liabilities		52,323,993	49,377,463	41,320,842	39,493,210
Total liabilities		175,190,902	255,655,913	143,014,470	187,188,256

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

Statement of financial position (continued)

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		31 December 2020	31 December 2019	31 December 2020	31 December 2019
Liabilities and shareholders' equity (continued)					
Shareholders' equity					
Share capital					
Registered					
600,000,000 ordinary shares of Baht 0.50 each		300,000,000	300,000,000	300,000,000	300,000,000
Issued and fully paid up					
600,000,000 ordinary shares of Baht 0.50 each		300,000,000	300,000,000	300,000,000	300,000,000
Share premium		348,486,525	348,486,525	348,486,525	348,486,525
Surplus from restructuring under common control		46,314	46,314	-	-
Retained earnings					
Appropriated - statutory reserve	*21*	30,000,000	30,000,000	30,000,000	30,000,000
Unappropriated		169,726,475	186,577,575	114,562,047	119,148,248
Equity attributable to owners of the Company		848,259,314	865,110,414	793,048,572	797,634,773
Non-controlling interest of the subsidiary		486	505	-	-
Total shareholders' equity		848,259,800	865,110,919	793,048,572	797,634,773
Total liabilities and shareholders' equity		1,023,450,702	1,120,766,832	936,063,042	984,823,029

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

Alla Public Company Limited and its subsidiary

Statement of comprehensive income

For the year ended 31 December 2020

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Profit or loss:					
Revenues					
Revenues from contracts with customers	*22, 26*	538,293,907	855,633,587	408,991,554	622,536,670
Dividend income	*7, 13*	-	-	22,499,964	7,999,987
Other income		3,672,733	6,763,646	6,978,300	11,469,355
Total revenues		541,966,640	862,397,233	438,469,818	642,006,012
Expenses					
Cost of sales and services		381,074,413	611,980,822	288,073,608	448,792,711
Selling expenses		29,913,310	37,223,347	21,679,353	26,340,872
Administrative expenses		78,956,183	88,745,768	66,387,667	75,554,283
Total expenses		489,943,906	737,949,937	376,140,628	550,687,866
Profit from operating activities		52,022,734	124,447,296	62,329,190	91,318,146
Finance income		2,106,542	2,978,278	1,758,884	2,192,671
Finance cost		(165,726)	(217,631)	(140,131)	(204,386)
Profit before income tax expenses		53,963,550	127,207,943	63,947,943	93,306,431
Income tax expenses	*24*	(10,814,633)	(25,616,749)	(8,534,144)	(17,548,096)
Profit for the year		43,148,917	101,591,194	55,413,799	75,758,335
Other comprehensive income:					
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods					
Actuarial gain	*19*	-	2,467,370	-	3,000,200
Less: Income tax effect	*24*	-	(493,474)	-	(600,040)
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods - net of income tax		-	1,973,896	-	2,400,160
Other comprehensive income for the year		-	1,973,896	-	2,400,160
Total comprehensive income for the year		43,148,917	103,565,090	55,413,799	78,158,495

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

Alla Public Company Limited and its subsidiary

Statement of comprehensive income (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Net profit attributable to:					
Equity holders of the Company		43,148,900	101,591,141	55,413,799	75,758,335
Non-controlling interests of the subsidiary		17	53	-	-
		43,148,917	101,591,194	55,413,799	75,758,335
Total comprehensive income attributable to:					
Equity holders of the Company		43,148,900	103,565,038	55,413,799	78,158,495
Non-controlling interests of the subsidiary		17	52	-	-
		43,148,917	103,565,090	55,413,799	78,158,495
Earnings per share	*25*				
Basic earnings per share (Baht)					
Profit attributable to equity holders of the Company		0.07	0.17	0.09	0.13
Weighted average number of ordinary shares		600,000,000	600,000,000	600,000,000	600,000,000

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

Alla Public Company Limited and its subsidiary
Statement of changes in shareholders' equity
For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements							
	Equity attributable to owners of the Company						Equity attributable to non-controlling interest of the subsidiary	Total shareholders' equity
	Issued and paid-up share capital	Share premium	Surplus from restructuring under common control	Retained earnings: Appropriated - statutory reserve	Retained earnings: Unappropriated	Total equity attributable to owners of the Company		
Balance as at 1 January 2019	300,000,000	348,486,525	46,314	30,000,000	131,012,537	809,545,376	466	809,545,842
Profit for the year	-	-	-	-	101,591,141	101,591,141	53	101,591,194
Other comprehensive income for the year	-	-	-	-	1,973,897	1,973,897	(1)	1,973,896
Total comprehensive income for the year	-	-	-	-	103,565,038	103,565,038	52	103,565,090
Dividend paid (Note 20)	-	-	-	-	(48,000,000)	(48,000,000)	-	(48,000,000)
Decrease in non-controlling interests of the subsidiary from dividend payment of subsidiary	-	-	-	-	-	-	(13)	(13)
Balance as at 31 December 2019	300,000,000	348,486,525	46,314	30,000,000	186,577,575	865,110,414	505	865,110,919
Balance as at 1 January 2020	300,000,000	348,486,525	46,314	30,000,000	186,577,575	865,110,414	505	865,110,919
Profit for the year	-	-	-	-	43,148,900	43,148,900	17	43,148,917
Other comprehensive income for the year	-	-	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	-	43,148,900	43,148,900	17	43,148,917
Dividend paid (Note 20)	-	-	-	-	(60,000,000)	(60,000,000)	-	(60,000,000)
Decrease in non-controlling interests of the subsidiary from dividend payment of subsidiary	-	-	-	-	-	-	(36)	(36)
Balance as at 31 December 2020	300,000,000	348,486,525	46,314	30,000,000	169,726,475	848,259,314	486	848,259,800

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

Alla Public Company Limited and its subsidiary

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Separate financial statements				
	Issued and paid-up share capital	Share premium	Retained earnings: Appropriated - statutory reserve	Retained earnings: Unappropriated	Total shareholders' equity
Balance as at 1 January 2019	300,000,000	348,486,525	30,000,000	88,989,753	767,476,278
Profit for the year	-	-	-	75,758,335	75,758,335
Other comprehensive income for the year	-	-	-	2,400,160	2,400,160
Total comprehensive income for the year	-	-	-	78,158,495	78,158,495
Dividend paid (Note 20)	-	-	-	(48,000,000)	(48,000,000)
Balance as at 31 December 2019	300,000,000	348,486,525	30,000,000	119,148,248	797,634,773
Balance as at 1 January 2020	300,000,000	348,486,525	30,000,000	119,148,248	797,634,773
Profit for the year	-	-	-	55,413,799	55,413,799
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	55,413,799	55,413,799
Dividend paid (Note 20)	-	-	-	(60,000,000)	(60,000,000)
Balance as at 31 December 2020	300,000,000	348,486,525	30,000,000	114,562,047	793,048,572

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

Alla Public Company Limited and its subsidiary

Statement of cash flows

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from operating activities				
Profit before tax	53,963,550	127,207,943	63,947,943	93,306,431
Adjustments to reconcile profit before tax to net				
cash provided by (paid from) operating activities:				
Depreciation and amortisation	14,082,474	16,114,034	7,408,863	8,717,686
Bad debt and allowance for expected credit losses	400,842	-	400,842	-
Reduction of inventory value to net realisable value				
(reversal)	2,114,068	(1,151,422)	967,295	(1,451,280)
(Gain) loss on disposal of property, plant and equipment	(139,839)	1,695,943	(207,814)	1,812,188
Gain on sales of investments in trading securities	(556,868)	(763,427)	(441,160)	(763,427)
Dividend income	-	-	(22,499,964)	(7,999,987)
Provision for warranty	582,569	1,153,540	321,742	297,921
Provision for long-term employee benefits	4,228,967	13,733,656	3,090,756	11,640,399
Unrealised gain on changes in value of investments				
in trading securities	(110,174)	(1,486,969)	(110,174)	(1,487,560)
Unrealised loss on exchange	360,632	306,258	381,436	270,021
Finance income	(2,106,542)	(2,978,278)	(1,758,884)	(2,192,671)
Finance cost	165,726	217,631	140,131	204,386
Profit from operating activities before changes				
in operating assets and liabilities	72,985,405	154,048,909	51,641,012	102,354,107
Operating assets (increase) decrease				
Trade and other receivables	109,018,046	(13,500,006)	31,604,313	25,732,279
Inventories	32,942,627	(14,785,894)	39,325,677	(13,711,376)
Other current assets	10,642,508	(2,856,403)	9,992,559	(3,015,030)
Deposits and guarantees	(21,550)	-	(21,550)	-
Operating liabilities increase (decrease)				
Trade and other payables	(80,797,242)	15,207,109	(55,592,410)	(5,312,258)
Deposit received in advance	14,653,251	(13,977,316)	18,017,382	(18,872,483)
Other current liabilities	(3,895,460)	3,226,435	(497,139)	2,681,435
Cash paid for long-term employee benefits	(1,245,000)	(4,035,000)	(900,000)	(3,570,000)
Cash flows from operating activities	154,282,585	123,327,834	93,569,844	86,286,674
Cash paid for income tax	(29,989,866)	(18,745,397)	(19,217,795)	(13,700,395)
Net cash flows from operating activities	124,292,719	104,582,437	74,352,049	72,586,279

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

Statement of cash flows (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from investing activities				
Decrease in current investments	-	70,376,730	-	95,188,364
Decrease in other current financial assets	86,318,645	-	61,203,529	-
Increase in other long-term investments	-	(50,000,000)	-	(50,000,000)
Decrease in other non-current financial assets	50,000,000	-	50,000,000	-
Purchase of property, plant and equipment	(18,138,982)	(26,975,368)	(17,663,397)	(22,111,951)
Purchase of intangible assets	(4,000)	(129,340)	(4,000)	(81,500)
Dividend received	-	-	22,499,964	7,999,987
Cash received from sales of property, plant and equipment	240,225	2,693,660	234,000	2,150,622
Interest received	2,121,907	2,525,802	1,773,312	1,928,919
Net cash flows from (used in) investing activities	120,537,795	(1,508,516)	118,043,408	35,074,441
Cash flows from financing activities				
Payment of principle portion of lease liabilities	(1,782,606)	(2,946,436)	(1,595,081)	(2,392,827)
Interest paid	(165,726)	(217,631)	(140,131)	(204,386)
Dividend paid	(59,978,206)	(47,990,136)	(59,978,170)	(47,990,123)
Net cash flows used in financing activities	(61,926,538)	(51,154,203)	(61,713,382)	(50,587,336)
Net increase in cash and cash equivalents	182,903,976	51,919,718	130,682,075	57,073,384
Cash and cash equivalents at beginning of the year	170,135,929	118,216,211	112,005,551	54,932,167
Cash and cash equivalents at end of the year	353,039,905	170,135,929	242,687,626	112,005,551
Supplement cash flows information				
Non-cash items:				
Net increase (decrease) in other accounts payable for purchase of property, plant and equipment	781,317	(1,906,806)	755,287	(692,317)
Transferred equipment under installation to inventories	(189,394)	-	-	-

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

1. General information

1.1 Corporate information

Alla Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in imports and distributes cranes and electric hoists, industrial doors, loading docks, electronic lifts, automated shelving and racking system including relevant parts and other equipment. The Company also provides related installation and after sales-service. It registered address is No. 933 935 937 939 Soi Onnut 46, Onnut Road, Onnut sub-district, Suan Luang district, Bangkok.

1.2 Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 pandemic is adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. The Group's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 11 October 2016, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Alla Public Company Limited ("the Company") and its subsidiary ("the Subsidiary") as detailed below.

Subsidiary	Nature of business	Percentage of shareholding	
		2020	2019
		Percent	Percent
Onvalla Company Limited	Import, distribution of cranes and electronic hoists, industrial doors and loading docks, electronic lift, PVC strip curtains, including relevant parts and other, equipment. Providing installation and after sales - service.	100	100

b) The Company is deemed to have control over an investee or subsidiary if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiary is fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiary is prepared using the same significant accounting policies as the Company.

e) Material balances and transactions between the Company and its subsidiary have been eliminated from the consolidated financial statements.

2.3 The separate financial statements present investments in subsidiary under the cost method.

3. New financial reporting standards

a) Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised (revised 2019) and new financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements. However, the new standard involves changes to key principles, which are summarised below:

Financial reporting standards related to financial instruments

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
TFRS 9	Financial Instruments

Accounting standard:

TAS 32	Financial Instruments: Presentation

Financial Reporting Standard Interpretations:

TFRIC 16	Hedges of a Net Investment in a Foreign Operation
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Group'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.

These standards do not have any significant impact on the Group's financial statements.

TFRS 16 Leases

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

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

The Group adopted these financial reporting standards using the modified retrospective method of initial adoption of which the cumulative effect is recognised as an adjustment as at 1 January 2020, and the comparative information was not restated.

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

Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic

The Federation of Accounting Professions announced Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic. Its objectives are to alleviate some of the impacts of applying certain financial reporting standards, and to provide clarification about accounting treatments during the period of uncertainty relating to this situation.

On 22 April 2020, the Accounting Treatment Guidance was announced in the Royal Gazette and it is effective for the financial statements prepared for reporting periods ending between 1 January 2020 and 31 December 2020.

During the first quarter of 2020, the Group elected to apply the temporary relief measures on accounting alternatives relating to measurement of expected credit losses using a simplified approach, fair value measurement of financial assets in the form of debt instruments, impairment of assets, reversal of deferred tax assets and provisions.

In the fourth quarter of 2020, the Group has assessed the financial impacts of the uncertainties of the COVID-19 Pandemic on the valuation of *assets, provisions and contingent liabilities.* As a result, in preparing the financial statements for the year ended 31 December 2020, the Group has decided to discontinue application of all temporary relief measures on accounting alternatives with no significant impact on the Group's financial statements.

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

The Federation of Accounting Professions issued a number of revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group has evaluated that these standards do not have any significant impact on the Group's financial statements in the year when they are adopted.

4. Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards

As described in Note 3 to the financial statements, during the current year, the Group has adopted financial reporting standards related to financial instruments and TFRS 16. The cumulative effect of initially applying these standards is recognised as an adjustment as at 1 January 2020. Therefore, the comparative information was not restated.

The impacts of changes in accounting policies on the statements of financial position at the beginning of 2020 due to the adoption of these standards are presented as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			
		The impacts of		
	31 December 2019	Financial reporting standards related to financial instruments	TFRS 16	1 January 2020
Statement of financial position				
Assets				
Current assets				
Current investments	135,762	(135,762)	-	-
Other current financial assets	-	135,762	-	135,762
Non-current assets				
Other long-term investments	60,083	(60,083)	-	-
Property, plant and equipment	223,983	-	1,570	225,553
Other non-current financial assets	-	60,083	-	60,083
Liabilities and shareholders' equity				
Current liabilities				
Current portion of liabilities under financial lease agreements	1,406	-	(1,406)	-
Current portion of lease liabilities	-	-	1,783	1,783
Non-current liabilities				
Liabilities under financial lease agreement, net of current portion	842	-	(842)	-
Lease liabilities, net of current portion	-	-	2,035	2,035

(Unit: Thousand Baht)

	Separate financial statements			
		The impacts of		
	31 December 2019	Financial reporting standards related to financial instruments	TFRS 16	1 January 2020
Statement of financial position				
Assets				
Current assets				
Current investments	110,762	(110,762)	-	-
Other current financial assets	-	110,762	-	110,762
Non-current assets				
Other long-term investments	60,083	(60,083)	-	-
Property, plant and equipment	56,675	-	863	57,538
Other non-current financial assets	-	60,083	-	60,083
Liabilities and shareholders' equity				
Current liabilities				
Current portion of liabilities under financial lease agreements	1,406	-	(1,406)	-
Current portion of lease liabilities	-	-	1,595	1,595
Non-current liabilities				
Liabilities under financial lease agreement, net of current portion	842	-	(842)	-
Lease liabilities, net of current portion	-	-	1,516	1,516

4.1 Financial instruments

The classifications, measurement basis and carrying values of financial assets in accordance with TFRS 9 as at 1 January 2020, and with the carrying amounts under the former basis, are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements				
	Carrying amounts under the former basis	Classification and measurement in accordance with TFRS 9			
		Fair value through profit or loss	Fair value through other comprehensive income	Amortised cost	Total
Financial assets as at 1 January 2020					
Cash and cash equivalents	170,136	-	-	170,136	170,136
Other current financial assets	135,762	135,762	-	-	135,762
Trade and other receivables	259,617	-	-	259,617	259,617
Restricted bank deposits	25,000	-	-	25,000	25,000
Other non-current financial assets	60,083	-	-	60,083	60,083
Total financial assets	650,598	135,762	-	514,836	650,598

(Unit: Thousand Baht)

	Separate financial statements				
	Carrying amounts under the former basis	Classification and measurement in accordance with TFRS 9			
		Fair value through profit or loss	Fair value through other comprehensive income	Amortised cost	Total
Financial assets as at 1 January 2020					
Cash and cash equivalents	112,006	-	-	112,006	112,006
Other current financial assets	110,762	110,762	-	-	110,762
Trade and other receivables	161,241	-	-	161,241	161,241
Restricted bank deposits	25,000	-	-	25,000	25,000
Other non-current financial assets	60,083	-	-	60,083	60,083
Total financial assets	469,092	110,762	-	358,330	469,092

As at 1January 2020, the Group has not designated any financial liabilities at fair value through profit or loss.

4.2 Leases

Upon initial application of TFRS 16 the Group recognised lease liabilities previously classified as operating leases at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate at 1 January 2020. For leases previously classified as finance leases, the Group recognised the carrying amount of the right-of-use assets and lease liabilities based on the carrying amounts of the lease assets and lease liabilities immediately before the date of initial application of TFRS 16.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Operating lease commitments as at 31 December 2019	3,206	3,722
Less: Short-term leases and leases of low-value assets	(129)	(97)
Less: Contracts reassessed as service agreements	(1,348)	(2,664)
Less: Deferred interest expenses	(159)	(98)
Increase in lease liabilities due to TFRS 16 adoption	1,570	863
Liabilities under finance lease agreements as at 31 December 2019	2,248	2,248
Lease liabilities as at 1 January 2020	3,818	3,111
Weighted average incremental borrowing rate (percent per annum)	4.97	5.39
Comprise of:		
Current lease liabilities	1,783	1,595
Non-current lease liabilities	2,035	1,516
	3,818	3,111

The adjustments of right-of-use assets due to TFRS 16 adoption as at 1 January 2020 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Furniture, fixtures and office equipment	1,570	863
Total right-of-use assets	1,570	863

5. Significant accounting policies

5.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods.

Sales of goods including installment services

A sale of goods including installment is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue from installment services is recognised when the customer has accepted testing run goods result after installment.

Revenue from sales is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns and discounts to customers.

The service-type warranties provided customers with a service in addition to the assurance that the product complies with agreed-upon specifications are recognised as revenue when such services have been rendered.

Rendering of services

Service revenue is recognised at a point in time upon completion of the service.

The recognised revenue which is not yet due per the contracts has been presented under the caption of “Accrued income” in the statement of financial position. The amounts recognised as contract assets are reclassified to trade receivables when the Group’s right to consideration is unconditional such as upon completion of services and acceptance by the customer.

The obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer is presented under the caption of “Deposit received in advance” in the statement of financial position. Contract liabilities are recognised as revenue when the Group performs under the contract.

Other income

Other income is recognised on an accruals basis.

Dividends

Dividends are recognised when the right to receive the dividends is established.

5.2 Cash and cash equivalents

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

5.3 Inventories

Work in process are valued at the lower of cost (under the specific method) and net realisable value, the cost of work in process is measured using the actual cost method and includes cost of raw materials, labour and factory overheads.

Raw materials, spare parts and factory supplies are valued at the lower of cost (under first-in, first-out method) and net realisable value and are charged to production costs whenever consumed.

The net realisable value of inventory is estimated form the estimated selling price in the ordinary course of business, less the estimated cost of completion and estimated expenses necessary to make the sale.

Reduce cost of inventories for obsolete inventories are set up for obsolete, slow-moving and deteriorated inventories which based on the past experience and current information.

5.4 Investments in subsidiary

Investments in subsidiary is accounted for in the separate financial statements using the cost method.

5.5 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings and building improvements	-	5 - 52	years
Machinery, tools and equipment	-	2 - 30	years
Furniture, fixtures and office equipment	-	3 - 10	years
Motor vehicles	-	5 - 10	years

Depreciation is included in determining income.

No depreciation is provided for land, assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

5.6 Intangible assets

Intangible assets are stated at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

Computer software	3 - 10	years

5.7 Leases

The Group as a lessee

Accounting policies adopted since 1 January 2020

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

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

Right-of-use assets

Right-of-use assets are measured at cost, less 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.

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.

Office equipment	5	years
Motor vehicles	5	years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are presented as part of property, plant and equipment in the statement of financial position

Lease liabilities

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

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

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

Accounting policies adopted before 1 January 2020

Leases of assets which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the useful life of the asset.

Leases of assets which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

5.8 Provision for warranty

Provision for warranty is estimated by reference to actual warranty expenses incurred and calculated at a percentage of related sales and quantities of products under warranty.

5.9 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associated companies, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company operations.

5.10 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

5.11 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets 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 an asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

5.12 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 and other long-term employee benefits

Defined contribution plans

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

Defined benefit plans and other long-term employee benefits

The Group has obligations in respect of the severance payments, it must make to employees upon retirement under labor law and other employee benefit plans. The Group treats these severance payment obligations as a defined benefit plan. In addition, the Group provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

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

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

5.13 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

5.14 Income tax

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

Current tax

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

Deferred tax

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

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

5.15 Financial instruments

Accounting policies adopted since 1 January 2020

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing 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 Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

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

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

Financial assets at FVOCI (debt instruments)

The Group measures financial assets at FVOCI if the financial asset is held to collect contractual cash flows and selling 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.

Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in other comprehensive income. Upon derecognition, the cumulative fair value change recognised in other comprehensive income is recycled to profit or loss.

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 Group 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 other income in profit or loss.

Classification and measurement of financial liabilities

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

Derecognition of financial instruments

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

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

Impairment of financial assets

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

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due, and considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

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 adopted before 1 January 2020

Trade accounts receivable

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

Investments

a) Investments in securities held for trading are stated at fair value. Changes in the fair value of these securities are recorded in profit or loss.

b) Investments in debt securities, both due within one year and expected to be held to maturity, are recorded at amortised cost. The premium/discount on debt securities is amortised/accreted by the effective rate method with the amortised/accreted amount.

c) 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 fair value of unit trusts is determined from their net asset value.

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

In the event the Group reclassifies investments from one type to another, such investments will be readjusted to their fair value as at the reclassification date. The difference between the carrying amount of the investments and the fair value on the date of reclassification are recorded in profit or loss or recorded as other components in shareholders' equity, depending on the type of investment that is reclassified.

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

5.16 Derivatives

The Group uses derivatives, such as forward currency contracts to hedge its foreign currency risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

5.17 Fair value measurement

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

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

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

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

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

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

6. Significant accounting judgements and estimates

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

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables 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 Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Reduce cost of inventory to net realisable value

The determination of reduce cost of inventory value, requires management to make judgements and estimates. The reduce cost to net realisable value is estimated based on the selling price expected in the ordinary course of business less the estimated cost of completion and estimated expenses necessary to make the sale; and reduce cost for obsolete, slow-moving and deteriorated inventories, that is estimated based on the approximate useful life of each type of inventory and the results of inspections conducted by the quality control department.

Plant and equipment and depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of 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.

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 and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans 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.

Provision for warranty

According to the term of 6 months to 5 years after-sales warranty after delivering of goods, the Group is required to estimate the provision for after-sales service which might occur in the future as a result of crane and door sale and installation during the year throughout the warranty term. Management is required to use judgment and past-experience for set up such provision.

Import duty assessment

The Group has contingent liabilities as a result of an assessment of import duties. The Group's management has used judgement to assess of the results of the assessment and believes that no loss will result. Therefore, no contingent liabilities are recorded as at the end of reporting period.

7. Related party transactions

During the years, the Group had significant business transactions with related party. Such transactions, which are summarised below, were concluded on commercial terms and bases agreed upon between the Company and related party.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements		Pricing policy
	2020	2019	2020	2019	
Transactions with subsidiary (eliminated from the consolidated financial statements)					
Revenues from contracts with customers	-	-	2,430	6,754	Cost plus margin
Dividend income	-	-	22,500	8,000	As declared rate
Management service and software maintenance income	-	-	3,869	5,237	Mutually agreed price as stipulated in the contract
Freight income	-	-	130	73	Cost plus margin
Cost of sales and services	-	-	5,090	12,382	Cost plus margin
Service charge	-	-	3,175	3,175	Mutually agreed price as stipulated in the contract

As at 31 December 2020 and 2019, the balances of the accounts between the Company and related party are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade and other receivables - related party (Note 9)				
Subsidiary company	-	-	2,122	7,359
Trade and other receivables - related party	-	-	2,122	7,359
Trade and other payables - related party (Note 17)				
Subsidiary company	-	-	2,816	3,088
Total trade and other payables - related party	-	-	2,816	3,088

Directors and management's remuneration

During the years ended 31 December 2020 and 2019, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Short-term employee benefits	20,831	21,635	17,069	17,553
Post-employment benefits	1,249	1,508	1,039	760
Other long-term benefits	19	29	12	15
Total	22,099	23,172	18,120	18,328

8. Cash and cash equivalents

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash	215	215	135	135
Bank deposits	352,825	169,921	242,553	111,871
Total	353,040	170,136	242,688	112,006

As at 31 December 2020, bank deposits carried interests between 0.05 and 1.00 percent per annum (2019: 0.20 and 1.25 percent per annum).

9. Trade and other receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade accounts receivable - related party				
Aged on the basis of due dates				
Not yet due	-	-	45	117
Overdue				
Less than 3 months	-	-	1,366	4,951
Total trade accounts receivable - related party	-	-	1,411	5,068
Trade accounts receivable - unrelated parties				
Aged on the basis of due dates				
Not yet due	44,861	63,257	35,702	43,059
Overdue				
Less than 3 months	21,032	47,348	15,293	33,160
More than 3 months, not over 6 months	741	-	741	-
More than 6 months, not over 12 months	5,461	623	3,641	487
More than 12 months	6,532	75	6,532	75
Total trade accounts receivable - unrelated parties	78,627	111,303	61,909	76,781
Less: Allowance for expected credit losses	(334)	-	(334)	-
Total trade accounts receivable	78,293	111,303	62,986	81,849
Accrued income - sale of goods and service				
Aging				
Less than 3 months	60,296	118,127	54,095	58,778
More than 3 months, not over 6 months	3,370	14,274	3,363	4,531
More than 6 months, not over 12 months	1,668	1,542	1,647	1,348
More than 12 months	622	10,363	616	9,275
Total accrued income - sale of goods and service	65,956	144,306	59,721	73,932
Less: Allowance for expected credit losses (2019: Allowance for doubtful accounts)	(37)	(53)	(37)	(53)
Accrued income - sale of goods and service - net	65,919	144,253	59,684	73,879
Other receivables				
Other receivables - related party	-	-	711	2,291
Other receivables - unrelated parties	5,971	4,061	5,841	3,222
Total other receivables	5,971	4,061	6,552	5,513
Total trade and other receivables - net	150,183	259,617	129,222	161,241

10. Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	2020	2019	2020	2019	2020	2019
Work in process	55,798	67,447	(2,533)	(1,738)	53,265	65,709
Raw materials and others	129,728	127,708	(8,105)	(6,786)	121,623	120,922
Goods in transit	6,448	29,572	-	-	6,448	29,572
Total	191,974	224,727	(10,638)	(8,524)	181,336	216,203

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	2020	2019	2020	2019	2020	2019
Work in process	33,788	56,693	(583)	(827)	33,205	55,866
Raw materials and others	108,029	103,046	(6,335)	(5,124)	101,694	97,922
Goods in transit	5,906	27,310	-	-	5,906	27,310
Total	147,723	187,049	(6,918)	(5,951)	140,805	181,098

During the current year, the Group recorded the amount of reduced cost of inventories by Baht 2.11 million (2019: reversed the amount of reduced cost of inventories by Baht 1.15 million) and the Company only by Baht 0.97 million (2019: reversed the amount of reduced cost of inventories by Baht 1.45 million) to reflect the net realisable value, which was included in cost of sales and services.

11. Other current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019*	2020	2019*
Securities held for trading - Debt securities (Note 11.1)	50,110	135,762	50,110	110,762
Unrealised gain on mark-to-market value of forward exchange contracts	5	-	3	-
Total	50,115	135,762	50,113	110,762

* Balance as at 31 December 2019, previously presented in the statement of financial position under captioned short-term investments and were reclassified to other current financial assets as mentioned in note 4.

11.1 Movements in the investments in securities held for trading during the year ended 31 December 2020 and 2019 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2020	135,762	110,762
Additions	50,000	50,000
Sales - net book value	(136,319)	(111,204)
Gain on sales of investments in securities held for trading	557	442
Unrealised gain on changes in value of investments	110	110
Balance as at 31 December 2020	50,110	50,110

12. Restricted bank deposits

These represent fixed deposits pledged with the banks to secure credit facilities.

13. Investment in subsidiary

As at 31 December 2020 and 2019, details of investment in subsidiary company in the separate financial statements are summarised below.

(Unit: Thousand Baht)

Company's name	Separate financial statements							
	Paid-up capital		Shareholding percentage		Cost		Dividend received during the years	
	2020	2019	2020	2019	2020	2019	2020	2019
			(%)	(%)				
Onvalla Co., Ltd.	250,000	250,000	100	100	252,000	252,000	22,500	8,000
Total					252,000	252,000	22,500	8,000

14. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements								
	Land and land improvement	Building and building improvement	Machinery, tools and equipment	Furniture, fixture and office equipment	Motor vehicles	Right-of-use assets - motor vehicles	Right-of-use assets - office equipment	Assets under construction and installation	Total
Cost:									
1 January 2019	47,252	176,081	50,962	26,433	55,315	-	-	6,258	362,301
Additions	-	43	2,439	593	2,021	-	-	19,972	25,068
Transferred in/(out)	-	1,916	3,738	17	-	-	-	(5,671)	-
Disposals/write-off	-	(3,990)	(807)	(2,018)	(6,527)	-	-	-	(13,342)
31 December 2019	47,252	174,050	56,332	25,025	50,809	-	-	20,559	374,027
The adjustments of right-of-use assets due to TFRS 16 adoption as at 1 January 2020	-	-	-	-	(8,190)	8,190	1,570	-	1,570
Additions	5,508	-	1,001	324	2,039	-	-	10,048	18,920
Transferred in/(out)	-	648	1,332	-	3,790	-	-	(5,959)	(189)
Disposals/write-off	-	-	(432)	(205)	(1,051)	-	-	-	(1,688)
31 December 2020	52,760	174,698	58,233	25,144	47,397	8,190	1,570	24,648	392,640
Accumulated depreciation:									
1 January 2019	-	50,434	32,234	20,620	40,229	-	-	-	143,517
Depreciation for the year	-	3,671	4,429	2,059	5,321	-	-	-	15,480
Depreciation on disposals/ write-off	-	(1,647)	(693)	(1,978)	(4,635)	-	-	-	(8,953)
31 December 2019	-	52,458	35,970	20,701	40,915	-	-	-	150,044
The adjustments of right-of-use assets due to TFRS 16 adoption as at 1 January 2020	-	-	-	-	(4,211)	4,211	-	-	-
Depreciation for the year	-	3,631	4,286	1,592	2,321	1,283	400	-	13,513
Depreciation on disposals/ write-off	-	-	(334)	(203)	(1,051)	-	-	-	(1,588)
31 December 2020	-	56,089	39,922	22,090	37,974	5,494	400	-	161,969
Net book value:									
31 December 2019	47,252	121,592	20,362	4,324	9,894	-	-	20,559	223,983
31 December 2020	52,760	118,609	18,311	3,054	9,423	2,696	1,170	24,648	230,671

Depreciation for the year

2019 (Baht 11 million included in cost of sales and services, and the balance in selling and administrative expenses)	15,480
2020 (Baht 9 million included in cost of sales and services, and the balance in selling and administrative expenses)	13,513

(Unit: Thousand Baht)

	Separate financial statements								
	Land and land improvement	Building and building improvement	Machinery, tools and equipment	Furniture, fixture and office equipment	Motor vehicles	Right-of-use assets - office - Motor vehicles	Right-of-use assets - office equipment	Assets under construction and installation	Total
Cost:									
1 January 2019	5,941	50,764	21,039	16,530	42,137	-	-	2,434	138,845
Additions	-	-	1,237	326	2,019	-	-	17,838	21,420
Transferred in/(out)	-	3	476	-	-	-	-	(479)	-
Disposals/write-off	-	(3,990)	(500)	(926)	(5,258)	-	-	-	(10,674)
31 December 2019	5,941	46,777	22,252	15,930	38,898	-	-	19,793	149,591
The adjustments of right-of-use assets due to TFRS 16 adoption as at 1 January 2020	-	-	-	-	(8,190)	8,190	863	-	863
Additions	5,508	-	698	292	2,039	-	-	9,881	18,418
Transferred in/(out)	-	648	1,332	-	3,790	-	-	(5,770)	-
Disposals/write-off	-	-	(88)	(124)	(1,051)	-	-	-	(1,263)
31 December 2020	11,449	47,425	24,194	16,098	35,486	8,190	863	23,904	167,609
Accumulated depreciation:									
1 January 2019	-	33,204	16,253	12,864	29,204	-	-	-	91,525
Depreciation for the year	-	805	1,556	1,460	4,281	-	-	-	8,102
Depreciation on disposals/ write-off	-	(1,647)	(423)	(889)	(3,752)	-	-	-	(6,711)
31 December 2019	-	32,362	17,386	13,435	29,733	-	-	-	92,916
The adjustments of right-of-use assets due to TFRS 16 adoption as at 1 January 2020	-	-	-	-	(4,211)	4,211	-	-	-
Depreciation for the year	-	760	1,516	1,109	1,996	1,283	203	-	6,867
Depreciation on disposals/ write-off	-	-	(62)	(124)	(1,051)	-	-	-	(1,237)
31 December 2020	-	33,122	18,840	14,420	26,467	5,494	203	-	98,546
Net book value:									
31 December 2019	5,941	14,415	4,866	2,495	9,165	-	-	19,793	56,675
31 December 2020	11,449	14,303	5,354	1,678	9,019	2,696	660	23,904	69,063

Depreciation for the year

2019 (Baht 5 million included in cost of sales and services, and the balance in selling and administrative expenses)	8,102
2020 (Baht 4 million included in cost of sales and services, and the balance in selling and administrative expenses)	6,867

As at 31 December 2020, certain plant and equipment items of the Group has been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounting to Baht 93.58 million (2019: Baht 73.04 million) and the Company only amounting to Baht 67.11 million (2019: Baht 54.96 million).

As at 31 December 2020, the subsidiary pledged its land and buildings thereon, of which net book value amounting to Baht 139.59 million (2019: Baht 142.46 million), with financial institutions as collateral to secure credit facilities of the Group.

15. Intangible assets

The net book value of intangible assets as at 31 December 2020 and 2019 are presented below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
31 December 2020:		
Cost	12,680	11,761
Less: Accumulated amortisation	(10,321)	(9,436)
Net book value	2,359	2,325
31 December 2019:		
Cost	12,677	11,757
Less: Accumulated amortisation	(9,752)	(8,895)
Net book value	2,925	2,862

A reconciliation of the net book value of intangible assets for the years 2020 and 2019 are presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Net book value at beginning of year	2,925	3,430	2,862	3,396
Additions	4	129	4	82
Amortisation for the year	(570)	(634)	(541)	(616)
Net book value at end of year	2,359	2,925	2,325	2,862

16. Other non-current financial assets

As at 31 December 2020 and 2019, details of other non-current financial assets are as follows:

(Unit: Thousand Baht)

	Interest rate	Consolidated and separate financial statements	
	(Percent per annum)	2020	2019*
Other non-current financial assets at amortised cost			
Investment in debt security held to maturity			
Corporate bonds due A.D. 2022	5.00	10,000	10,000
Total investment in debt security held to maturity		10,000	10,000
Fixed deposits			
12-month fixed deposits	1.425	-	30,000
17-month fixed deposits	1.85	-	20,000
Total fixed deposits		-	50,000
Other investment			
Preferred stock		83	83
Total other investment		83	83
Total other non-current financial assets		10,083	60,083

* Balance as at 31 December 2019, previously presented in the statement of financial position under captioned other long-term investments and were reclassified to other non-current financial assets as mentioned in note 4.

17. Trade and other payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade accounts payable - related party	-	-	2,679	2,058
Trade accounts payable - unrelated parties	24,365	82,182	19,577	60,298
Other payables - related party	-	-	137	1,030
Other payables - unrelated parties	8,365	15,720	6,419	10,427
Total trade and other payables	32,730	97,902	28,812	73,813

18. Lease

The Group as a lessee

a) Liabilities under lease agreements

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019*	2020	2019*
Lease liabilities	2,155	2,375	1,602	2,375
Less: Deferred interest expenses	(120)	(127)	(85)	(127)
Total	2,035	2,248	1,517	2,248
Less: Portion due within one year	(1,231)	(1,406)	(1,038)	(1,406)
Lease liabilities, net of current portion	804	842	479	842

* Balance as at 31 December 2019, previously presented in the statement of financial position under captioned liabilities under financial lease agreements and were reclassified to lease liabilities as mentioned in note 4.

The Group have entered into the lease agreements for rental of assets for use in their operation, whereby they are committed to pay rental on a monthly basis. The terms of the agreements are generally between 4 and 5 years.

b) Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	For the year ended 31 December 2020	
	Consolidated financial statements	Separate financial statements
Depreciation expense of right-of-use assets	1,683	1,486
Interest expense on lease liabilities	166	140
Expense relating to short-term leases	874	1,114

19. Provision for long-term employee benefits

Provision for long-term employee benefits as at 31 December 2020 and 2019, which represents compensation payable to employees after they retire and other employee benefits, are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		
	Employee retirement benefits	Other long-term employee benefits	Total
As at 1 January 2019	26,733	14,571	41,304
Included in profit or loss:			
Current service cost	2,422	1,294	3,716
Past service cost	6,855	-	6,855
Interest cost	655	271	926
Actuarial loss (gain)			
Demographic assumptions changes	-	(44)	(44)
Financial assumptions changes	-	841	841
Experience adjustments	-	1,439	1,439
Included in other comprehensive income:			
Actuarial loss (gain)			
Demographic assumptions changes	(695)	-	(695)
Financial assumptions changes	(2,519)	-	(2,519)
Experience adjustments	747	-	747
Benefits paid during the year	(2,550)	(1,485)	(4,035)
As at 31 December 2019	31,648	16,887	48,535
Included in profit or loss:			
Current service cost	2,176	1,496	3,672
Interest cost	363	194	557
Benefits paid during the year	-	(1,245)	(1,245)
As at 31 December 2020	34,187	17,332	51,519

(Unit: Thousand Baht)

	Separate financial statements		
	Employee retirement benefits	Other long-term employee benefits	Total
As at 1 January 2019	22,519	11,062	33,581
Included in profit or loss:			
Current service cost	1,803	926	2,729
Past service cost	6,182	-	6,182
Interest cost	544	208	752
Actuarial loss (gain)			
Demographic assumptions changes	-	(48)	(48)
Financial assumptions changes	-	650	650
Experience adjustments	-	1,375	1,375
Included in other comprehensive income:			
Actuarial loss (gain)			
Demographic assumptions changes	(575)	-	(575)
Financial assumptions changes	(2,827)	-	(2,827)
Experience adjustments	402	-	402
Benefits paid during the year	(2,550)	(1,020)	(3,570)
As at 31 December 2019	25,498	13,153	38,651
Included in profit or loss:			
Current service cost	1,570	1,086	2,656
Interest cost	284	151	435
Benefits paid during the year	-	(900)	(900)
As at 31 December 2020	27,352	13,490	40,842

On 5 April 2019, The Labor Protection Act (No. 7) B.E. 2562 was announced in the Royal Gazette. This stipulates additional legal severance pay rates for employees who have worked for an uninterrupted period of twenty years or more, with such employees entitled to receive not less than 400 days' compensation at the latest wage rate. The law is effective from 5 May 2019. This change is considered a post-employment benefits plan amendment the Group has additional long-term employee benefit liabilities of Baht 6.85 million (The Company only: Baht 6.18 million) as a result. The Group recorded the effect of change by recognising past service costs as expenses in the profit or loss for the year 2019.

The Group expects to pay Baht 6.1 million of long-term employee benefits during the next year (Separate financial statements: Baht 5.4 million) (2019: Baht 9.6 million, separate financial statements: Baht 8.3 million).

As at 31 December 2020, the weighted average duration of the liabilities for long-term employee benefit is 12.34 to 13.24 years (2019: 12.34 to 13.24 years) The Company only: 12.34 years (2019: 12.34 years).

Significant actuarial assumptions are summarised below:

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	(% per annum)	(% per annum)	(% per annum)	(% per annum)
Discount rate	1.29 - 1.52	1.12 - 1.28	1.30 - 1.42	1.12 - 1.23
Salary increase rate	4.00	4.00	4.00	4.00
Employee turnover rate (depending on age)	0 - 18.00	0 - 18.00	0 - 18.00	0 - 18.00

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2020 and 2019 are summarised below.

(Unit: Thousand Baht)

	As at 31 December 2020			
	Consolidated financial statements		Separate financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(1,437)	1,533	(1,095)	1,169
Salary increase rate	1,127	(1,062)	862	(812)
	Increase 10%	Decrease 10%	Increase 10%	Decrease 10%
Turnover rate	(2,120)	2,431	(1,613)	1,847

(Unit: Thousand Baht)

	As at 31 December 2019			
	Consolidated financial statements		Separate financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(1,445)	1,542	(1,110)	1,185
Salary increase rate	990	(935)	760	(717)
	Increase 10%	Decrease 10%	Increase 10%	Decrease 10%
Turnover rate	(1,818)	2,077	(1,391)	1,586

20. Dividend paid

On 23 April 2019, the Annual General Meeting of the Company's shareholders passed a resolution to approve the dividend payment for the operating results of the year 2018 to the Company's shareholders at the rate of Baht 0.08 per share, totaling Baht 48 million. The Company paid dividends to its shareholders on 17 May 2019.

On 9 April 2020, the Board of Directors' meeting of the Company passed a resolution to approve the interim dividend payment for the operating results of the year 2019 to the Company's shareholders at the rate of Baht 0.10 per share, totaling Baht 60 million. The Company paid dividends to its shareholders on 8 May 2020.

21. Statutory reserve

Pursuant to the section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

22. Revenue from contracts with customers

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Type of goods or service:				
Crane and hoist	392,000	643,028	266,989	422,920
Loading dock and equipment	143,153	169,336	139,008	157,892
Warehouse management system and equipment	2,895	43,107	2,895	41,607
Training center service	246	163	100	118
Total revenue from contracts with customers - recognised at a point in time	538,294	855,634	408,992	622,537

23. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Raw materials used	225,695	441,189	162,037	330,844
Changes in inventories of work in process	9,980	(15,491)	21,619	(14,259)
Salaries, wages and other employee benefits	175,131	205,902	133,564	154,835
Depreciation and amortisation expenses	14,083	16,114	7,409	8,718
Subcontractor expenses	6,830	17,667	4,719	14,397
Freight and import expense	9,822	14,936	7,397	10,571
Transportation expenses	6,855	9,039	5,582	7,339
Utilities expenses	4,692	5,036	3,031	3,210
Commission expenses	5,498	9,375	4,528	6,446
Reduce cost of inventory value (reversal)	2,114	(1,151)	967	(1,451)
Provision for warranty	583	1,154	322	298
Repair and maintenance expenses	3,682	3,431	2,656	2,486
Professional fee	3,250	5,634	2,154	4,361
Rental expenses	897	1,278	1,114	958
Service charge	-	-	3,175	3,175

24. Income tax

Income tax expenses for the years ended 31 December 2020 and 2019 are made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Current income tax:				
Current income tax charge for the year	12,878	26,738	10,174	18,144
Adjustment in respect of current income tax of previous year	-	360	-	360
Deferred tax:				
Relating to origination and reversal of temporary differences	(2,063)	(1,481)	(1,640)	(956)
Income tax expenses reported in profit or loss	10,815	25,617	8,534	17,548

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2020 and 2019 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Deferred tax relating to actuarial gain	-	(493)	-	(600)

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Accounting profit before tax	53,964	127,208	63,948	93,306
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	10,793	25,442	12,790	18,661
Adjustment in respect of current income tax of previous year	-	360	-	360
Effects of:				
Non-deductible expenses	325	594	297	578
Additional expense deductions allowed	(345)	(661)	(53)	(451)
Income not subject to tax	-	-	(4,500)	(1,600)
Related transactions	42	(118)	-	-
Total	22	(185)	(4,256)	(1,473)
Income tax expenses reported in profit or loss	10,815	25,617	8,534	17,548

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Deferred tax assets				
Allowance for expected credit losses (2019: Allowance for doubtful accounts)	74	11	74	11
Allowance for diminution in value of inventories	2,128	1,705	1,384	1,190
Provision for long-term employee benefits	10,304	9,707	8,168	7,730
Provision for warranty	735	619	329	265
Others	47	117	35	81
Total	13,288	12,159	9,990	9,277
Deferred tax liabilities				
Unrealised fair value gain on investments	23	950	23	950
Accumulated depreciation - building	167	174	-	-
Total	190	1,124	23	950
Deferred tax assets - net	13,098	11,035	9,967	8,327

25. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

26. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as Chief Executive Officer.

For management purposes, the Group is organised into business units based on their products and services with production facilities in Thailand and operates in both local and overseas markets, and have two reportable segments as follows:

1. Sales and service income.
2. After sales service income.

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and on a basis consistent with that used to measure operating profit or loss in the financial statements.

Transfer prices between operating segments are concluded on commercial terms and based agreed upon between the operating segments as described in Note 7 to the financial statements.

Inter-segment revenues are eliminated on consolidation.

The following table presents revenue and profit and total assets information regarding the Group's operating segments as at and for the years ended 31 December 2020 and 2019:

(Unit: Thousand Baht)

	Consolidated financial statements									
	For the years ended 31 December									
	Sale and service income		After sales service income		Total segments		Eliminated transactions		Consolidated	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Revenues from contracts with customers										
Related party	5,440	16,930	1,728	2,043	7,168	18,973	(7,168)	(18,973)	-	-
External customers	365,665	657,063	172,629	198,571	538,294	855,634	-	-	538,294	855,634
	371,105	673,993	174,357	200,614	545,462	874,607	(7,168)	(18,973)	538,294	855,634
Gross profit margin					156,946	242,989	274	664	157,220	243,653
Other income					33,698	23,249	(30,026)	(16,485)	3,672	6,764
Selling expenses					(29,913)	(37,223)	-	-	(29,913)	(37,223)
Administrative expenses					(86,000)	(97,158)	7,044	8,412	(78,956)	(88,746)
Finance income					2,107	2,978	-	-	2,107	2,978
Finance cost					(166)	(218)	-	-	(166)	(218)
Income tax expenses					(10,815)	(25,617)	-	-	(10,815)	(25,617)
Profit for the year					65,857	109,000	(22,708)	(7,409)	43,149	101,591
Segment total assets									1,023,451	1,120,767
Increase (decrease) in non-current assets other than deferred tax assets									(43,856)	54,694

Geographic information

The Group operates in Thailand only. As a result, all the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customers

In 2020, the Group has revenue from 1 major customer in amount of Baht 44.63 million.

In 2019, the Group had no major customer with revenue of 10 percent or more than of its consolidated revenue.

27. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The employees contribute to the fund monthly at the rate of 3 - 15 percent of basic salary, the Group contributes to the fund monthly at the same rate as its employees but not more than 5 percent of basic salary. The fund, which is managed by BBL Asset Management Co., Ltd., will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2020 by the Group amounting to Baht 2.85 million (2019: Baht 2.96 million) and the Company only amounting to Baht 2.42 million (2019: Baht 2.37 million) were recognised as expenses.

28. Commitments and contingent liabilities

As at 31 December 2020, the Group had commitments and contingent liabilities as follows:

28.1 Capital commitments

As at 31 December 2020, the Group had capital commitments of Baht 14.44 million (2019: Baht 0.20 million), the Company only amounting to Baht 14.44 million (2019: Baht 0.20 million), relating to office and factory renovation of the Company.

28.2 Lease and service commitments

The Group has entered into several lease and service agreements in respect of the service of space, computer software maintenance, security service, consultant fee and other services. The terms of the agreements are generally between 3 months and 5 years.

The Group has future lease payments required under these non-cancellable leases contracts that have not yet commenced as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Payable within:				
Less than 1 year	0.42	1.91	1.91	2.99
1 to 5 years	-	1.29	-	0.74

28.3 Guarantees

As at 31 December 2020, there were outstanding bank guarantees of Baht 78.42 million (2019: Baht 58.20 million), the Company only of Baht 59.85 million (2019: Baht 45.20 million), issued by banks on behalf of the Group to guarantee contractors work and the appeal submission to the Customs Department.

28.4 Credit facilities

The Group has unused credit facilities of bank overdraft and other credits of approximately Baht 563 million which are guaranteed by land and building thereon of its subsidiary and pledge by bank deposits of the Company.

28.5 Litigation

In December 2019, a company sued the Company for breach of a contract for construction and renovation of office building and factory at Chachoengsao, claiming damages of Baht 20.59 million, together with interest thereon at the rate of 7.5 percent per annum, calculated from due date for payment of such damages until the payment is settled. During the year 2020, the Company submitted its testimony and filed a counterclaim against that company for damages of Baht 44.54 million.

On 10 November 2020, the Company agreed to settle with such company whereby the Company was to make payment amounting to Baht 7.7 million to such company, consisting of outstanding payments under contract for construction work and renovation of office building and factory, including retention and guarantee for performance of work in accordance with the contract. The counterparties have not pursued any claims against each other in respect of the construction work. The court made a judgement in accordance with the settlement agreement executed on the above date.

28.6 Import duty assessment

During the year, the Company received formal letters from the Customs Department notifying an assessment of import duties on inflatable dock shelter units imported during the years 2017 to 2019. The custom officers ruled that the Company had declared the incorrect HS code. Therefore, the Company has to pay for the import duty shortfall, VAT shortfall, penalties and surcharges, totaling Baht 6.12 million. However, the Company has submitted an appeal to object the tax assessment to the Appeal Committee and the case is still being considered by the Committee.

The management has considered and believed that the Company has paid import duties at applicable rate. Therefore, the Company did not set aside a provision for contingent liabilities arising from such assessment in its accounts as at 31 December 2020.

29. Fair value hierarchy

As at 31 December 2020 and 2019, the Group had the assets and liabilities that were measured or disclosed at fair value using different levels of inputs as follows:

(Unit: Thousand Baht)

	As at 31 December 2020			
	Consolidated financial statements			
	Level 1	Level 2	Level 3	Total
Asset measured at fair value				
Financial assets measured at FVTPL				
Held for trade investments - fund				
Debt instruments	-	50,110	-	50,110
Derivatives				
Foreign currency forward contract	-	5	-	5
Asset for which fair value are disclosed				
Financial assets measured at amortised cost				
Investment in debt security held to maturity	-	10,217	-	10,217

(Unit: Thousand Baht)

	As at 31 December 2019			
	Consolidated financial statements			
	Level 1	Level 2	Level 3	Total
Asset measured at fair value				
Held for trade investments - fund				
Debt instruments	-	135,762	-	135,762
Asset for which fair value are disclosed				
Investment in debt security held to maturity	-	10,308	-	10,308
Derivatives				
Foreign currency forward contract	-	22	-	22

(Unit: Thousand Baht)

	As at 31 December 2020			
	Separate financial statements			
	Level 1	Level 2	Level 3	Total
Asset measured at fair value				
Financial assets measured at FVTPL				
Held for trade investments - fund				
Debt instruments	-	50,110	-	50,110
Derivatives				
Foreign currency forward contract	-	3	-	3
Asset for which fair value are disclosed				
Financial assets measured at amortised cost				
Investment in debt security held to maturity	-	10,217	-	10,217

(Unit: Thousand Baht)

	As at 31 December 2019			
	Separate financial statements			
	Level 1	Level 2	Level 3	Total
Asset measured at fair value				
Held for trade investments - fund				
Debt instruments	-	110,762	-	110,762
Asset for which fair value are disclosed				
Investment in debt security held to maturity	-	10,308	-	10,308
Derivatives				
Foreign currency forward contract	-	22	-	22

30. Financial instruments

30.1 Financial risk management objectives and policies

The Group's financial instruments-principally comprise cash and cash equivalents, trade and other receivables, investments, trade and other payables and lease liabilities. The financial risks associated with these financial instruments and how they are managed in described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade and other receivables, deposits with banks and financial institutions and other financial instruments. Except for derivative financial instruments, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables and contract assets are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other financial institutions. In addition, the Group does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and not subject to enforcement activity. The Group does not hold collateral as security. Letters of credit and other forms of credit insurance are considered an integral part of trade receivables and taken into account in the calculation of impairment.

Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk. The Group enters into a derivative which is foreign exchange forward contracts to hedge the foreign currency risk arising on the import of goods.

Foreign currency risk

The Group's exposure to foreign currency risk arises mainly from selling and purchasing transactions that are denominated in foreign currencies.

Below is the summary of the Group's significant foreign currency dominated assets/liabilities as at 31 December 2020 and 2019.

	As at 31 December 2020				
	Consolidated financial statements		Separate financial statements		Average exchange rate as at
Currency	Assets	Liabilities	Assets	Liabilities	31 December 2020
	(Thousand)	(Thousand)	(Thousand)	(Thousand)	(Baht per one foreign currency unit)
EUR	31	229	30	203	36.8764
USD	19	14	19	14	30.0371
CNY	-	367	-	227	4.6187

	As at 31 December 2019				
	Consolidated financial statements		Separate financial statements		Average exchange rate as at
Currency	Assets	Liabilities	Assets	Liabilities	31 December 2019
	(Thousand)	(Thousand)	(Thousand)	(Thousand)	(Baht per one foreign currency unit)
EUR	38	1,411	37	1,341	33.7311
USD	64	189	64	134	30.1540
CNY	-	50	-	50	4.3147

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally 6 months.

As at 31 December 2020, the Group had outstanding foreign exchange forward contract whereby the Group measured fair value of such contracts and recognised unrealised gain on mark-to-market value of foreign exchange forward contract and presented as part of other current financial assets. Details are summarized below.

Derivatives - foreign exchange forward contract

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Derivative assets		
Derivative assets not designated as hedging instruments		
Foreign exchange forward contract	5	3
Total derivative assets	5	3

As at 31 December 2019, Financial reporting standards related to financial instruments were not effective yet. Therefore, the Group did not record gain on mark-to-market value of foreign exchange forward contract in the financial statements but disclosed the fair value in note to financial statements amounting to Baht 22,097.

As at 31 December 2020 and 2019, the Group had outstanding foreign exchange forward contract as follows:

As at 31 December 2020				
Consolidated financial statements				
Foreign currency	Bought amount (Thousand)	Amount paid by Baht per contract (Thousand Baht)	Contractual maturity date	Contractual exchange rate of bought amount (Baht per one foreign currency unit)
Euro	92	3,407	25 March - 5 May 2021	36.79 - 37.10

As at 31 December 2019				
Consolidated financial statements				
Foreign currency	Bought amount (Thousand)	Amount paid by Baht per contract (Thousand Baht)	Contractual maturity date	Contractual exchange rate of bought amount (Baht per one foreign currency unit)
Euro	184	6,260	4 - 29 June 2020	33.80 - 33.87

As at 31 December 2020				
Separate financial statements				
Foreign currency	Bought amount (Thousand)	Amount paid by Baht per contract (Thousand Baht)	Contractual maturity date	Contractual exchange rate of bought amount (Baht per one foreign currency unit)
Euro	44	1,614	25 March - 5 May 2021	36.79 - 37.10

As at 31 December 2019				
Separate financial statements				
Foreign currency	Bought amount (Thousand)	Amount paid by Baht per contract (Thousand Baht)	Contractual maturity date	Contractual exchange rate of bought amount (Baht per one foreign currency unit)
Euro	184	6,260	4 - 29 June 2020	33.80 - 33.87

Foreign currency sensitivity

As at 31 December 2020, the possible change in exchange rates has no significant impact on the Group's profit before tax.

Interest rate risk

The Group exposures to interest rate risk is minimal since most of their financial assets and liabilities have short-term maturity and bear floating interest rates or fixed interest rates which are close to the market rate. However, a possible change in interest rates has no significant impact on the Group's profit before tax.

Significant financial assets and liabilities as at 31 December 2020 and 2019 classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	As at 31 December 2020											
	Consolidated financial statements						Separate financial statements					
	Fixed interest rates						Fixed interest rates					
	Within 1 year	1 - 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate	Within 1 year	1 - 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate
						(% per annum)						(% per annum)
Financial assets												
Cash and cash equivalents	120.1	-	154.7	78.2	353.0	0.05 - 1.00	119.8	-	120.7	2.2	242.7	0.10 – 1.00
Trade and other receivables	-	-	-	150.2	150.2	-	-	-	-	129.2	129.2	-
Other current financial assets	-	-	-	50.1	50.1	-	-	-	-	50.1	50.1	-
Restricted bank deposits	25.0	-	-	-	25.0	0.25 - 0.40	25.0	-	-	-	25.0	0.25 - 0.40
Other non-current financial assets	-	10.0	-	0.1	10.1	5.00	-	10.0	-	0.1	40.1	5.00
	145.1	10.0	154.7	278.6	588.4		144.8	10.0	120.7	181.6	457.1	
Financial liabilities												
Trade and other payables	-	-	-	32.7	32.7	-	-	-	-	28.8	28.8	-
Lease liabilities	1.2	0.8	-	-	2.0	4.56 - 7.69	1.0	0.5	-	-	1.5	5.29 - 7.69
	1.2	0.8	-	32.7	34.7		1.0	0.5	-	28.8	30.3	

(Unit: Million Baht)

	As at 31 December 2019											
	Consolidated financial statements						Separate financial statements					
	Fixed interest rates						Fixed interest rates					
	Within 1 year	1 - 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate	Within 1 year	1 - 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate
						(% per annum)						(% per annum)
Financial assets												
Cash and cash equivalents	19.0	-	109.7	41.4	170.1	0.20 -1.25	18.7	-	91.1	2.2	112.0	0.20 - 1.25
Current investments	-	-	-	135.8	135.8	-	-	-	-	110.8	110.8	-
Trade and other receivables	-	-	-	259.6	259.6	-	-	-	-	161.2	161.2	-
Restricted bank deposits	25.0	-	-	-	25.0	1.0	25.0	-	-	-	25.0	1.00
Other long-term investments	-	10.0	-	50.1	60.1	1.425 - 5.00	-	10.0	-	50.1	60.1	1.425 - 5.00
	44.0	10.0	109.7	486.9	650.6		43.7	10.0	91.1	324.3	465.1	
Financial liabilities												
Trade and other payables	-	-	-	97.9	97.9	-	-	-	-	73.8	73.8	-
Liabilities under financial lease agreement	2.2	-	-	-	2.2	4.55 - 7.69	2.2	-	-	-	2.2	4.55 - 7.69
	2.2	-	-	97.9	100.1		2.2	-	-	73.8	76.0	

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of credit facilities. As at 31 December 2020, the Group has liabilities which will mature in less than one year approximately 70 percent of the carrying value of liabilities reflected in the financial statements (2019: 81 percent) (the Company only: 71 percent, 2019: 79 percent). The Group has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2020 based on contractual undiscounted cash flows:

(Unit: Million Baht)

	Consolidated financial statements				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Trade and other payables	-	32.7	-	-	32.7
Lease liabilities	-	1.3	0.9	-	2.2
Accrued expenses	-	19.52	-	-	19.2
Total non-derivatives	-	53.2	0.9	-	54.1

(Unit: Million Baht)

	Separate financial statements				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Trade and other payables	-	28.8	-	-	28.8
Lease liabilities	-	1.1	0.5	-	1.6
Accrued expenses	-	15.0	-	-	15.0
Total non-derivatives	-	44.9	0.5	-	45.4

30.2 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

During the current year, there were no transfers within the fair value hierarchy.

31. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value.

As at 31 December 2020, the Group's debt-to-equity ratio was 0.21:1 (2019: 0.30:1) and the Company only was 0.18:1 (2019: 0.23:1).

32. Event after the reporting period

On 23 February 2021, the Board of Directors' Meeting of the Company passed a resolution to approve the dividend payment for the operating results of the year 2020 at the rate of Baht 0.07 per share, totaling Baht 42 million. The schedule of dividend payment is in May 2021. However, such dividend payment is subject to the approval of the Annual General Meeting of the Shareholders, which to be held on 28 April 2021.

33. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 23 February 2021.



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