



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**SIAM STEEL SERVICE CENTER PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : SIAM STEEL SERVICE CENTER PUBLIC COMPANY LIMITED

Symbol : SSSC

Address : 51/3 MOO 2, PUCHAOSAMINGPHRAI ROAD, PHRA PRA DAENG

Province : Samut Prakarn

Postcode : 10130

Business : The principal business of the Company is the manufacturing of steel parts used as 1) accessories of steels used in industry including the steel cutting services, 2) construction materials e.g. building structures, and 3) metal stamping products and other products.

Registration Number : 0107537002052

Telephone : 0-2385-9251-2, 0-2385-9258-66, 0-2754-5845-9

Fax (if applicable) : 0-2385-9241, 0-2385-9253

Website : <http://www.ssscth.com>

Email : [hiran@ssscth.com](mailto:hiran@ssscth.com)

#### Total Shares Sold (shares)

Common Stock : 639,997,880

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2020	2021	2022
Total (Thousand baht)	3,458,830.00	4,688,346.00	5,530,471.00
Steel Sheets for Sale (Thousand baht)	2,270,820.00	3,528,974.00	4,076,524.00
Cutting Service (Thousand baht)	238,000.00	303,641.00	339,752.00
Construction Parts (Thousand baht)	780,470.00	639,595.00	874,476.00
Press Product (Thousand baht)	120,180.00	155,924.00	168,173.00
Transportation (Thousand baht)	49,360.00	60,212.00	71,546.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Steel Sheets for Sale (%)	65.65	75.27	73.71
Cutting Service (%)	6.88	6.48	6.14
Construction Parts (%)	22.56	13.64	15.81
Press Product (%)	3.47	3.33	3.04
Transportation (%)	1.43	1.28	1.29

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	3,458,830.00	4,688,346.00	5,530,471.00
Domestic (Thousand baht)	3,458,830.00	4,688,346.00	5,530,471.00
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

\*Excluding the profit margins in the associated companies

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	0.00	0.00	0.00

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.sssc.th.com/shearholder/6/one65-1.pdf>

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.sssc.th.com/shearholder/6/one65-2.pdf>

Company environmental guideline : Electricity Management, Renewable/Clean Energy  
Management, Water Management, Waste Management, Greenhouse  
Gas and Climate Change Management

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	84,536.61
Diesel (Litre)	0.00	0.00	88,841.08
Gasoline (Litre)	0.00	0.00	0.00
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00



LPG (Kilogram)	0.00	0.00	0.00
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	1,753,100.00	2,103,000.00	2,036,000.00

**Water management**

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	8,732.00	8,725.00	10,313.00

**Waste management**

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	4,211,330.00	4,589,750.00	4,394,260.00
Hazardous waste (kg)	86,480.00	85,640.00	101,520.00
<b>Total (kg)</b>	<b>4,297,810.00</b>	<b>4,675,390.00</b>	<b>4,495,780.00</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	983.43	1,179.78	1,017.80
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00

<b>Total (Tons of carbon dioxide equivalents)</b>	<b>983.43</b>	<b>1,179.78</b>	<b>1,017.80</b>
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : No

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.sssc.th.com/shearholder/6/one65-3.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2020	2021	2022
Number of male employees (persons)	623	643	680
Number of female employees (persons)	161	170	183
<b>Total (persons)</b>	<b>784</b>	<b>813</b>	<b>863</b>

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	6	5	5
Employee development and training expenses (baht)	630,891.00	370,346.00	377,854.00

##### • Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	1	0

##### • Employee retention

	2020	2021	2022
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Percentage of employees who voluntarily resigned (%)	N/A	N/A	5.68
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• **Significant labor dispute**

	2020	2021	2022
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.sssc.th.com/shearholder/6/one65-4.pdf>

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	11	91.67
Number of female directors	1	8.33
Number of executive directors	5	41.67
Number of non-executive directors	7	58.33
Number of independent directors	4	33.33

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WANCHAI KUNANANTAKUL Gender: Male Age: 84 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	8 Jun 1994	Corporate Management, Marketing, Negotiation, Home & Office Products, Leadership, Steel



2.	Mr. SURASAK KUNANANTAKUL Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	8 Jun 1994	Strategic Management, Risk Management, Marketing, Negotiation, Economics
3.	Mr. PONGSAK ANGSPUN Gender: Male Age: 84 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	19 Mar 1999	Audit, Risk Management, Finance, Accounting, Economics, Governance/ Compliance
4.	Mr. SURAPOL KUNANANTAKUL Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Textile & Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	19 Jan 2004	Strategic Management, Project Management, Marketing, Data Analysis
5.	Mr. SITTICHAIR KUNANANTAKUL Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	19 Jan 2004	Marketing, Steel

6.	<p>Mrs. NAPHAPORN HOONTHANASEVEE</p> <p>Gender: Female</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	27 Apr 2007	Corporate Management, Finance, Accounting, Budgeting, Data Analysis
7.	<p>Mr. VICHIT VUTHISOMBUT</p> <p>Gender: Male</p> <p>Age: 81 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Apr 2009	Risk Management, Audit, Governance/ Compliance, Data Analysis
8.	<p>Mr. SUCHARIT KOONTANAKULVONG</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	30 Apr 2009	Audit, Sustainability, Governance/ Compliance, Corporate Social Responsibility
9.	<p>Mr. DAMRI SUKHOTANANG</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	12 Nov 2009	Audit, Corporate Social Responsibility, Governance/ Compliance, Sustainability

10.	Mr. JUN MURASE Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	1 Sep 2016	Strategic Management, Marketing, Negotiation, Steel
11.	Mr. HIROYUKI INOGUCHI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Original director	1 Jul 2021	Data Management, Risk Management, Corporate Management, Data Analysis, Economics
12.	Mr. TAKU YAMADA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	1 Oct 2022	Risk Management, Marketing, Data Analysis, Steel, Economics

#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. TAKU YAMADA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 30 Apr 2020 Date directorship ended: 25 Apr 2022	Mr. SHIGEJI ANRAKU Date position was assumed: 25 Apr 2022

2.	Mr. SHIGEJI ANRAKU	Director	Date position was	Mr. TAKU YAMADA
	Gender: Male	(Executive)	assumed:	Date position was assumed:
	Age: 55 years old		25 Apr 2022	1 Oct 2022
	Highest level of education:		Date directorship	
	Bachelor's degree		ended:	
	Major: Faculty of Sociology		1 Oct 2022	
	Thai nationality: No			
	Residing in Thailand: Yes			

## Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : Yes

The company appoints at least one independent director to determine the agenda  
of the Board of Directors' meetings : Yes

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PONGSAK ANGSPUN [1] Gender: Male Age: 84 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	19 Mar 1999	Audit, Risk Management, Finance, Accounting, Economics, Governance/ Compliance
2. Mr. VICHIT VUTHISOMBUT Gender: Male Age: 81 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	30 Apr 2009	Risk Management, Audit, Governance/ Compliance, Data Analysis
3. Mr. SUCHARIT KOONTANAKULVONG Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	30 Apr 2009	Audit, Sustainability, Governance/ Compliance, Corporate Social Responsibility

4.	Mr. DAMRI SUKHOTANANG	Audit committee	12 Nov 2009	Audit, Corporate Social Responsibility, Governance/ Compliance, Sustainability
	Gender: Male	(Non-executive,		
	Age: 73 years old	Independent director)		
	Highest level of education:			
	Doctoral degree	Director type: Re-elected		
	Major: Engineering	as director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[1] A director with the accounting expertise needed to review financial statements

## Executive Committee

### List of executive committee members

General information		Position	Date position was assumed
1.	Mr. SURASAK KUNANANTAKUL	Member of the executive committee	8 Jun 1994
	Gender: Male		
	Age: 58 years old		
	Highest level of education: Bachelor's degree		
	Major: Economics		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. HIROYUKI INOGUCHI	Member of the executive committee	1 Jul 2021
	Gender: Male		
	Age: 54 years old		
	Highest level of education: Bachelor's degree		
	Major: Economics		
	Thai nationality: No		
	Residing in Thailand: Yes		
3.	Mr. SURAPOL KUNANANTAKUL	Member of the executive committee	19 Jan 2004
	Gender: Male		
	Age: 55 years old		
	Highest level of education: Master's degree		
	Major: Textile & Science		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Mr. TAKU YAMADA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Oct 2022
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**List of executive committee members who resigned/vacated their position during the year**

General information	Position	Tenure	Replacement Director
1. Mr. SHIGEJI ANRAKU Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Faculty of Sociology Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 25 Apr 2022 Date directorship ended: 1 Oct 2022	Mr. TAKU YAMADA Date position was assumed: 1 Oct 2022

**Other sub-committees**

**Sub-committees information**

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. SUCHARIT KOONTANAKULVONG Mr. PONGSAK ANGSPUN Mr. VICHIT VUTHISOMBUT	Chairman Member Member
Corporate Governance Committee	Mr. DAMRI SUKHOTANANG Mr. PONGSAK ANGSPUN Mr. VICHIT VUTHISOMBUT	Chairman Member Member

Risk Management Committee	Mr. PONGSAK ANGSPUN	Chairman
	Mr. VICHIT VUTHISOMBUT	Member
	Mr. DAMRI SUKHOTANANG	Member
	Mr. SUCHARIT KOONTANAKULVONG	Member
	Mr. HIROYUKI INOUCHI	Member
	Mr. TAKU YAMADA	Member
	Mr. NAWARAT CHANAMOON	Member
	Mr. SURASAK JATURAPATPAIBUL	Member
	Mr. WITTAYA TANGNGAMCHIT	Member
	Mr. HIRUN KOMOLHIRUN	Member
Sustainability Committee	Mr. SUCHARIT KOONTANAKULVONG	Chairman
	Mr. DAMRI SUKHOTANANG	Member
	Mr. HIROYUKI INOUCHI	Member
	Mr. TAKU YAMADA	Member
	Mr. NAWARAT CHANAMOON	Member
	Mr. SURASAK JATURAPATPAIBUL	Member
	Mr. WITTAYA TANGNGAMCHIT	Member
	Mr. HIRUN KOMOLHIRUN	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : Sustainability Committee



## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SURASAK KUNANANTAKUL Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics	PRESIDENT	8 Jun 1994	Strategic Management, Risk Management, Marketing, Negotiation, Economics
2. Mr. HIROYUKI INOGUCHI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Economics	Vice President	1 Jul 2021	Data Management, Risk Management, Corporate Management, Data Analysis, Economics
3. Mr. SURAPOL KUNANANTAKUL Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Textile & Science	Vice President	19 Jan 2004	Strategic Management, Project Management, Marketing, Data Analysis
4. Mr. TAKU YAMADA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics	Director	1 Oct 2022	Risk Management, Marketing, Data Analysis, Steel, Economics
5. Mr. NAWARAT CHANAMOON [1] Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering	SENIOR GENERAL MANAGER	1 Oct 2011	Industrial Materials & Machinery, IT Management, Steel, Sustainability, Data Management, Data Analysis, Engineering, Risk Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : Yes

### Remuneration

	2020	2021	2022
Total executive remuneration (baht)	27,512,470.00	22,099,793.00	22,990,627.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 680

Number of female employees (persons) : 183

Total (persons) : 863

#### Provident fund

Total number of employees (persons) : 863

Number of employees contributing to the PVD (persons) : 820

Percentage of employees who are members (%) : 95.02

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### List of new directors appointed in the past year

##### • List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SURASAK KUNANANTAKUL Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 8 Jun 1994	Strategic Management, Risk Management, Marketing, Negotiation, Economics
2. Mrs. NAPHAPORN HOONTHANASEVEE Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 27 Apr 2007	Corporate Management, Finance, Accounting, Budgeting, Data Analysis
3. Mr. SUCHARIT KOONTANAKULVONG Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 30 Apr 2009	Audit, Sustainability, Governance/ Compliance, Corporate Social Responsibility

4.	Mr. DAMRI SUKHOTANANG	Director	Date position was assumed:	Audit, Corporate Social Responsibility, Governance/ Compliance, Sustainability
	Gender: Male	(Non-executive, Independent director)	12 Nov 2009	
	Age: 73 years old			
	Highest level of education:			
	Doctoral degree	Director type: Re-elected as director		
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TAKU YAMADA	Director	Date position was assumed:	Risk Management, Marketing, Data Analysis, Steel, Economics
Gender: Male	(Executive)	1 Oct 2022	
Age: 55 years old			
Highest level of education:	Director type: Newly appointed director to replace ex-director		
Bachelor's degree			
Major: Economics			
Thai nationality: No			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. WANCHAI KUNANANTAKUL	Chairman of the board	Non-participating
Mr. SURASAK KUNANANTAKUL	Director	Non-participating
Mr. PONGSAK ANGSPUN	Director	Non-participating
Mr. SURAPOL KUNANANTAKUL	Director	Non-participating
Mr. SITTICHAIR KUNANANTAKUL	Director	Non-participating
Mrs. NAPHAPORN HOONTHANASEVEE	Director	Non-participating
Mr. VICHIT VUTHISOMBUT	Director	Non-participating
Mr. SUCHARIT KOONTANAKULVONG	Director	Participating
Mr. DAMRI SUKHOTANANG	Director	Non-participating

Mr. JUN MURASE	Director	Non-participating
Mr. HIROYUKI INOUCHI	Director	Participating
Mr. TAKU YAMADA	Director	Non-participating
Mr. SHIGEJI ANRAKU	Director	Non-participating

## Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 4

Date of AGM meeting : 29 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. WANCHAI KUNANANTAKUL (Chairman of the board)	-	4/4	Participating	Did not hold the meeting
2. Mr. SURASAK KUNANANTAKUL (Director)	-	4/4	Participating	Did not hold the meeting
3. Mr. PONGSAK ANGSPUN (Director)	-	4/4	Participating	Did not hold the meeting
4. Mr. SURAPOL KUNANANTAKUL (Director)	-	4/4	Participating	Did not hold the meeting
5. Mr. SITTICHAIR KUNANANTAKUL (Director)	-	4/4	Participating	Did not hold the meeting
6. Mrs. NAPHAPORN HOONTHANASEVEE (Director)	-	4/4	Participating	Did not hold the meeting

7.	Mr. VICHIT VUTHISOMBUT (Director)	-	4/4	Participating	Did not hold the meeting
8.	Mr. SUCHARIT KOONTANAKULVONG (Director)	-	4/4	Participating	Did not hold the meeting
9.	Mr. DAMRI SUKHOTANANG (Director)	-	4/4	Participating	Did not hold the meeting
10.	Mr. JUN MURASE (Director)	-	4/4	Participating	Did not hold the meeting
11.	Mr. HIROYUKI INOGUCHI (Director)	-	4/4	Participating	Did not hold the meeting
12.	Mr. TAKU YAMADA (Director)	-	2/2	Non-participating	Did not hold the meeting
13.	Mr. SHIGEJI ANRAKU (Director)	1 Oct 2022	2/2	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. WANCHAI KUNANANTAKUL (Chairman of the board)	-	0.00	0.00	No
2.	Mr. SURASAK KUNANANTAKUL (Director)	-	0.00	0.00	No
3.	Mr. PONGSAK ANGSPUN (Director)	-	450,000.00	0.00	No
4.	Mr. SURAPOL KUNANANTAKUL (Director)	-	0.00	0.00	No
5.	Mr. SITTICHAIR KUNANANTAKUL (Director)	-	150,000.00	0.00	No
6.	Mrs. NAPHAPORN HOONTHANASEVEE (Director)	-	150,000.00	0.00	No
7.	Mr. VICHIT VUTHISOMBUT (Director)	-	450,000.00	0.00	No
8.	Mr. SUCHARIT KOONTANAKULVONG (Director)	-	450,000.00	0.00	No
9.	Mr. DAMRI SUKHOTANANG (Director)	-	450,000.00	0.00	No
10.	Mr. JUN MURASE (Director)	-	150,000.00	0.00	No
11.	Mr. HIROYUKI INOGUCHI (Director)	-	0.00	0.00	No



12.	Mr. TAKU YAMADA (Director)	-	0.00	0.00	No
13.	Mr. SHIGEJI ANRAKU (Director)	1 Oct 2022	0.00	0.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PONGSAK ANGSPUN (Chairman of the audit committee)	-	4/4
2.	Mr. VICHIT VUTHISOMBUT (Audit committee)	-	4/4
3.	Mr. SUCHARIT KOONTANAKULVONG (Audit committee)	-	4/4
4.	Mr. DAMRI SUKHOTANANG (Audit committee)	-	4/4