ONE REPORT

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30 YEARS CSP ANNIVERSARY

CSP STEEL CENTER PUBLIC COMPANY LIMITED

บริษัท ซีเอสพี สตีลเซ็นเตอร์ จำกัด (มหาชน)

KEEP GROWING TOGETHER

"High Quality Steel Service Center"

2022

ANNUAL REPORT

CSP Steel Center Public Co.,Ltd.

บริษัท ซีเอสพี สตีลเซ็นเตอร์ จำกัด (มหาชน)

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Attachments*

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary

Attachment 2 : Details of the directors of subsidiaries

Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Attachment 4 : Assets for business undertaking and details of asset appraisal

Attachment 5 : Assessment of the Board for adequate internal control system

Attachment 6 : Report of directors and audit committees relating to responsibility for financial statements

***Remark : If you receive this report in paper book form, all attachments would not appear in the book. However, you can find all information of this report including all attachments at the company website: http://www.cspsteel.com/investor/page/35/1**

Or can scan shown QR Code at the back cover of the paper book that you received.

MESSAGE FROM THE CHAIRMAN

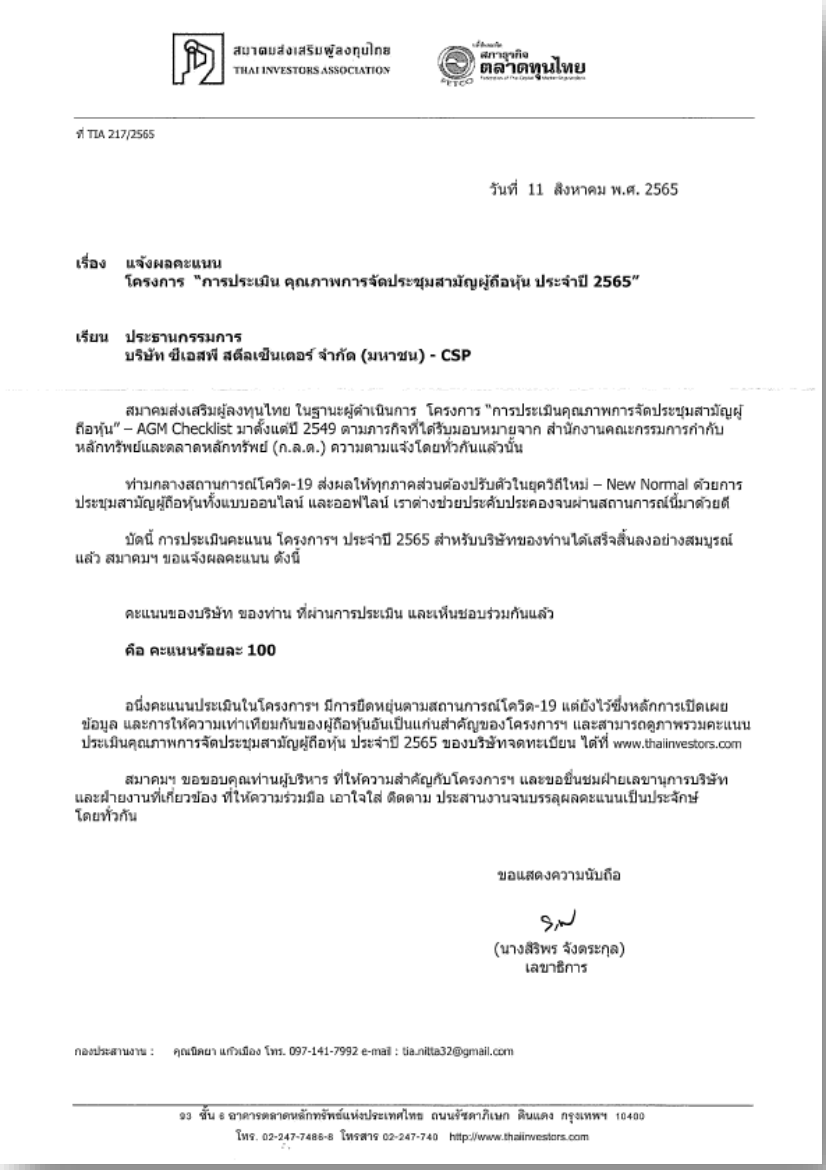
The Thai economy in 2022 grew by about 2.6 percent, increasing 1.5 percent from 2021, mainly due to the recovery of the tourism sector, the continuous improvement in private consumption which grew by 6.3 percent and private investment which grew by 5.1 percent. Meanwhile, Thai exports grew only 1.3 percent in 2022, slowing down from 15.3 percent in 2021. The manufacturing sector expanded only 0.4 percent, decelerating growth from 4.7 percent in the previous year. The construction sector declined by 2.7 percent. And inflation was at 6.1 percent.

The performance of CSP Steel Center Public Company Limited in 2022 has a total revenue of approximately 3,148 million baht, an increase from 2021 in the amount of 125 million baht or 4.15%. The company has still continued to focus on selling products to the manufacturing sector in the automotive industry, electrical appliances industry and many other industries. Due to the year 2021 continuing until the first quarter of 2022, prices of many various products have significantly increased, including steel products. Those caused higher inflation in many countries, which effected to the demand of consumption decreased sharply. This was in line with the slowdown of Thai industrial sector growth which increased only 0.4 percent. Those were the main reasons why steel prices began to decline continuously throughout 2022, and was the main reason that the company's operating results suffered a loss of 94.94 million baht.

As I am the Chairman of the Board of Directors. I am very disappointed that the company's performance had a loss in the year 2022. Therefore, the management team and I have a strong commitment to manage the company to return to have a net profit performance in the year 2023. In this regard, the company has still continued to operate in accordance with the policy, goals and practices for sustainability management in other dimensions, along with taking into account the good relationships with all groups of stakeholders in the value chain of the company, which most of the goals in other dimensions have been achieved at satisfactory levels. Including, conforming the company's principles of CG Code 2017, policies, plans and practices of other departments relating to the community/social dimension and environment. However, the management team and I will try to manage the company to be able to have net profit in the year 2023 by focusing on developing more efficient work system, and having business ethics along with a good relationship with responding the expectations of all groups of stakeholders to achieve the objectives of the company.

Mr. Supachai Chaisupat
Chairman

Awards and Pride



สมาคมส่งเสริมผู้ลงทุนไทย
THAI INVESTORS ASSOCIATION

ตลาดทุนไทย

ที่ TIA 217/2565

วันที่ 11 สิงหาคม พ.ศ. 2565

เรื่อง แจ้งผลคะแนน
โครงการ "การประเมิน คุณภาพการจัดประชุมสามัญผู้ถือหุ้น ประจำปี 2565"

เรียน ประธานกรรมการ
บริษัท ซีเอสพี สตีลเซ็นเตอร์ จำกัด (มหาชน) - CSP

สมาคมส่งเสริมผู้ลงทุนไทย ในฐานะผู้ดำเนินการ โครงการ "การประเมินคุณภาพการจัดประชุมสามัญผู้ถือหุ้น" – AGM Checklist มาตั้งแต่ปี 2549 ตามภารกิจที่ได้รับมอบหมายจาก สำนักงานคณะกรรมการกำกับหลักทรัพย์และตลาดหลักทรัพย์ (ก.ล.ต.) ความตามแจ้งโดยทั่วกันแล้วนั้น

ท่ามกลางสถานการณ์โควิด-19 ส่งผลให้ทุกภาคส่วนต้องปรับตัวในยุควิถีใหม่ – New Normal ด้วยการประชุมสามัญผู้ถือหุ้นทั้งแบบออนไลน์ และออฟไลน์ เราต่างช่วยประคับประคองจนผ่านสถานการณ์นี้มาด้วยดี

บัดนี้ การประเมินคะแนน โครงการฯ ประจำปี 2565 สำหรับบริษัทของท่านได้เสร็จสิ้นลงอย่างสมบูรณ์แล้ว สมาคมฯ ขอแจ้งผลคะแนน ดังนี้

คะแนนของบริษัท ของท่าน ที่ผ่านการประเมิน และเห็นชอบร่วมกันแล้ว

คือ คะแนนร้อยละ 100

อนึ่งคะแนนประเมินในโครงการฯ มีการยืดหยุ่นตามสถานการณ์โควิด-19 แต่ยังไว้ซึ่งหลักการเปิดเผยข้อมูล และการให้ความเท่าเทียมกันของผู้ถือหุ้นอันเป็นแก่นสำคัญของโครงการฯ และสามารถดูภาพรวมคะแนนประเมินคุณภาพการจัดประชุมสามัญผู้ถือหุ้น ประจำปี 2565 ของบริษัทจดทะเบียน ได้ที่ www.thaiinvestors.com

สมาคมฯ ขอขอบคุณท่านผู้บริหาร ที่ให้ความสำคัญกับโครงการฯ และขอชื่นชมฝ่ายเลขานุการบริษัท และฝ่ายงานที่เกี่ยวข้อง ที่ให้ความร่วมมือ เอาใจใส่ ติดตาม ประสานงานจนบรรลุผลคะแนนเป็นประจักษ์โดยทั่วกัน

ขอแสดงความนับถือ

(นางสิริพร จังตระกุล)
เลขาธิการ

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โทร. 02-247-7488-8 โทรสาร 02-247-740 http://www.thaiinvestors.com

CSP gained 100% scores of AGM Quality Evaluation for the year 2022 by TIA.

With the effort of our Management and IR Team, CSP Steel Center. ,Pcl. gained 100% scores of AGM Quality Evaluation for the year 2022 by Thai Investors Association (TIA), who supported by SET and SEC.

Companies with Very Good CG Scoring

by alphabetical order

ข้อมูล ณ วันที่ 27 ตุลาคม 2565

No	Symbol	Public Company Limited	No	Symbol	Public Company Limited	No	Symbol	Public Company Limited
1	2S	2S METAL	31	B	BEGISTICS	61	CPW	COPPERWIRED
2	7UP	SEVEN UTILITIES AND POWER	32	BA	BANGKOK AIRWAYS	62	CRANE	CHU KAI
3	ABICO	ABICO HOLDINGS	33	BC	BOUTIQUE CORPORATION	63	CRD	CHIANGMAI RIMDOI
4	ABM	ASIA BIOMASS	34	BCH	BANGKOK CHAIN HOSPITAL	64	CSC	CROWN SEAL
5	ACE	ABSOLUTE CLEAN ENERGY	35	BE8	BERYL 8 PLUS	65	CSP	CSP STEEL CENTER
6	ACG	AUTOCORP HOLDING	36	BEC	BEC WORLD	66	CV	CLOVER POWER
7	ADB	APPLIED DB	37	SCAP	SRISAWAD CAPITAL 1969	67	CWT	CHAI WATANA TANNERY GROUP
8	ADD	ADDTECH HUB	38	BH	BUMRUNGRAD HOSPITAL	68	DCC	DYNASTY CERAMIC
9	AEONTS	AEON THANA SINSAP (THAILAND)	39	BIG	BIG CAMERA CORPORATION	69	DHOUSE	DHOUSE PATTANA
10	AGE	ASIA GREEN ENERGY	40	BJC	BERLI JUCKER	70	DITTO	DITTO (THAILAND)
11	AHC	AIKCHOL HOSPITAL	41	BJCHI	BJC HEAVY INDUSTRIES	71	DMT	DON MUANG TOLLWAY
12	AIE	AI ENERGY	42	BLA	BANGKOK LIFE ASSURANCE	72	DOD	DOD BIOTECH
13	AIT	ADVANCED INFORMATION TECHNOLOGY	43	BR	BANGKOK RANCH	73	DPAINT	DELTA PAINT
14	ALUCON	ALUCON	44	BRI	BRITANIA	74	DV8	DV8
15	AMANAH	AMANAH LEASING	45	BROOK	THE BROOKER GROUP	75	EASON	EASON & CO
16	AMR	AMR ASIA	46	BSM	BUILDERSMART	76	EFORL	E FOR L AIM
17	APCO	ASIAN PHYTOCEUTICALS	47	BYD	BEYOND SECURITIES	77	ERW	THE ERAWAN GROUP
18	APCS	ASIA PRECISION	48	CBG	CARABAO GROUP	78	ESSO	ESSO (THAILAND)
19	AQUA	AQUA CORPORATION	49	CEN	CAPITAL ENGINEERING NETWORK	79	ESTAR	EASTERN STAR REAL ESTATE
20	ARIN	ARINSIRI LAND	50	CHARAN	CHARAN INSURANCE	80	FE	FAR EAST FAME LINE DDB
21	ARROW	ARROW SYNDICATE	51	CHAYO	CHAYO GROUP	81	FLOYD	FLOYD
22	AS	ASIASOFT CORPORATION	52	CHG	CHULARAT HOSPITAL	82	FORTH	FORTH CORPORATION
23	ASAP	SYNERGETIC AUTO PERFOR-MANCE	53	CHOTI	KIANG HUAT SEA GULL TRADING FROZEN FOOD	83	FSS	FINANSIA SYRUS SECURITIES
24	ASEFA	ASEFA	54	CHOW	CHOW STEEL INDUSTRIES	84	FTE	FIRETRADE ENGINEERING
25	ASIA	ASIA HOTEL	55	CI	CHARN ISSARA DEVELOPMENT	85	GBX	GLOBLEX HOLDING MANAGEMENT
26	ASIAN	ASIAN SEA CORPORATION	56	CIG	C.I.GROUP	86	GCAP	G CAPITAL
27	ASIMAR	ASIAN MARINE SERVICES	57	CITY	CITY STEEL	87	GENCO	GENERAL ENVIRONMENTAL CONSERVATION
28	ASK	ASIA SERMKIJ LEASING	58	CIVIL	CIVIL ENGINEERING	88	GJS	G J STEEL
29	ASN	ASN BROKER	59	CMC	CHAOPRAYAMAHANAKORN	89	GTB	GETABEC
30	ATP30	ATP30	60	CPL	CPL GROUP	90	GYT	GOODYEAR (THAILAND)

To recognize well performers, the list of companies attaining "Good", "Very Good" and "Excellent" levels of recognition
(Not including listed companies qualified in the "no announcement of the results" clause from 1 January 2021 to 27 October 2022) is publicized.

CSP gained very good CG Scoring in 2022.

Thai Institute of Directors Association (IOD), supported by The Stock Exchange of Thailand (SET), announced that CSP gained very good CG (Corporate Governance) Scoring: 89% in 2022.

Resources : http:www.thai-iod.com/imgUpload/Brochure%20CGR%202022_ver_%20211122.pdf

Part 1: Business Operation and Operating Results

Topic 1: Organizational structure and operation of the group of companies

1. Policy and business overview

Business Overview of the group of companies

CSP Steel Center ., Pcl. has "Chaisupat Co., Ltd." as a major shareholder with approximate 35% of all shareholders. CSP Steel Center ., Pcl. is the high quality steel service center under the Trademark of " CSP" by providing steel coil and processing steel coil into customers' size which are used as raw materials by many industrials. Also, the company focuses on providing high quality and punctual delivery to our customers. Besides, CSP has been approved TIS 2223-2558, TIS 528-2560, TIS 2012-2558, TIS 1479-2558, TIS 1999-2560, TIS 1499-2563, TIS 50-2561 and TIS 107-2561 licenses for import and cutting hot rolled steel by Thai Industrial Standard Institution and has also been certified ISO 9001 by Bureau Veritas Quality International. In 2006, CSP expanded business line by producing cold rolled steel pipes and in 2014, expanded line to hot rolled steel pipes for supporting booming of automotive industry.

The company has a head quarter at 475 Rama3 Road, Bangklo, Bangkolaem, Bangkok 10120 and has own factory at No. 227 Soi Suksawad 78, Suksawad Road, Nai KlongBangprakod, Phra Samut Jedi, Samut Prakarn 10290. In year 2022, the factory has total steel sheets processing capacity of 248,624 Mt./year and total capacity of cold/hot rolled steel pipes is 24,000 Mt./year which the utilization of such capacity is around 60 percent.

(For more information about details of Shareholding Structure and Relationship of the group of companies, shown as Part 1 Topic 3: Shareholding structure of the group of companies)

However, Chaisupat Co., Ltd. is only "Holding Company" which means a company who doesn't operate business in terms of any merchandises/ services trading or producing but possess the shares of other companies and gains the major revenue from such shares possision. (Source: Tarnslating the " Holding Company" term from www.setinvestnow.com))

History and Background

CSP Steel Center Plc was established on February 17, 1992 with initial capital of 5 million baht under the name of CSP Trading Co. Ltd. At the beginning state, CSP was just a trading company for buying and selling steel coils, after we have started to invest in one cutting machine that was the first step of development. Every step with confidence, we have developed to be quality steel service center by investing a sufficiency machine. We are not only providing a cold rolled steel sheet in coil, hot rolled steel sheet in coil and coated steel sheet in coil, but also cutting all types of steel coil into a various size according to customers' order which are used as raw materials of their production in automotive industry, electric appliance industry, steel furniture industry, general industry etc.

In 2005, CSP has developed into other step by starting to invest steel piping machine for automotive industry and other industries. Due to the growth of automotive industry in Thailand, we see a great opportunity to expand our business line for producing steel pipe. Therefore CSP has imported a sufficiency piping machine for producing cold rolled steel pipe. In October 2005, CSP has operated a steel piping machine and sold a new cold rolled steel pipes into market. And in 2014, CSP expanded its pipe product line which was the hot rolled steel pipes in order to serve more demand of automotive industry.

1.1 Strategic Policy of the Company

Mission:

" We concentrate on operating as a professional steel service center that satisfies our customers with high quality steel products and services, punctual delivery and always keep improving and developing such quality with strategically focusing on Value-Added Products and Services to meet the customer's needs of various industries"

Vision:

"We aim to be the one-stop service of high quality steel service center that satisfies the customer's needs of various industries and to be a significant source who provides high quality steel material to such customers in order to enhance their competitive advantages regarding competition as domestic level, ASEAN level and global level, including concerning about the impacts on communities and environment as well. All these contributions are conducted to achieve the main purpose of sustainable growth together among the company, customers, trading partners, the nation and environment as our motto: " Keep Growing Together""

The Business Goal of the Company within 3 years is

"A Leader of the One-Stop Service of High Quality Steel Service Center with yearly sales revenue at least Baht 3,500 million and profit margin at 3% through a strategy of focusing on engineering ability to process the quality steel for achieving the customer's needs of various industries. So, it can Build the Long-Term Profitability to the Organization, including achieving all annual goals of Business sustainability development plan through the value chain of the company; in order to, sustainably grows up together with all stakeholders"

(Remark: For more information about Results of conduct to achieve those business objectives, progress and the reasons of results are in Part 1 Topic 4 : Management discussion and analysis (MD&A) and Topic 3 : Business sustainability development)

1.2 Material changes and developments

History and major developing state of CSP are as the following:

1992 -	On February, 17, established CSP Trading co., ltd. with initial capital of Baht 5 million; in order to operate steel service center.
	On October 1, increased register capital to Baht 20 million for operating function.
1995 -	On July 13, increased register capital to Baht 50 million for buying land and expanding factory.
2000 -	On June 14, increased register capital to Baht 200 million for buying new machines and expanding factory.
	Received TIS 528-2540 license for import and cutting hot rolled steel by Thai Industrial Standard Institution.
2002 -	Received ISO 9001:2000 certificate by Bureau Veritas Quality International.
2004 -	On December 30, increased register capital from Baht 200 million to Baht 400 million by issuing common stock 2 million stocks at par value Baht 100 per share to Chaisupat Company for payment of purchasing inventories and machines.
	Due to Chaisupat Company stopped for doing steel business and sold all machines to CSP at price 59.58 million baht which was the same rate as an independent property appraisal company. CSP's production capacity have increased from 99,600 to 163,800 mt. per year.
2005 -	On July 26, registered to be the public company limited with the first registered capital Baht 400 million. Then, changed par value of common stock from Baht 100 to Baht 1 per share. Also, the company name: CSP Trading Co., Ltd. has been changed to CSP Steel Center Public Co., Ltd.
	On August 19, increased register capital from Baht 400 million to Baht 500 million; in order to, be listed in The Stock Exchange of Thailand (SET).
	On December 22, common stocks of CSP started the first trade in The Stock Exchange of Thailand (SET).

2006 -	On September 22, increased register capital to Baht 625 million by issuing new common shares 125 million units for supporting conversion of warrants.
2013 -	On February 6, decreased its registered and paid-up capital by writing off the outstanding 3,833,700 shares of the treasury stocks of Baht 1 par value each which is 0.7667 percentage of paid-up capital before writing off. After decreasing capital, the company had registered and paid-up capital in amount of Baht 496,166,300 which described as 496,166,300 shares with Baht 1 par value each.
	On December 12, the company has increased its registered and paid-up capital from Baht 496,166,300.00 to Baht 496,168,826.00 by increasing paid-up shares capital 2,526 shares of Baht 1 par value each, totaling Baht 2,526 as the numbers of exercised warrants (CSP-W1): 2,526 units. (exercising rate: 1 unit per 1 new common stock, Baht 1 par value each)
2017 -	Expanding certificated scope of ISO 9001: 2015 certificate by Bureau Veritas Quality International to cover overall processes of the organization.
2018 -	In the process of building 4 new warehouses (existing 12 warehouses). Expected to be completed and would start run the operation during the middle of year 2019.
2019 -	Start to run 4 new warehouses, installing a new Slitting Machine into it and improving a Piler system of existing Cutting Machines.
2020-	Improved the Piler system for all Cutting Machines, Installing a group of Shearing Machines to support automotive industry who using hot-rolled pickled and oiled steel sheets.
2021-	Improved conveyor of existing Cutting Machines to support orders of hot rolled steel picked and oiled sheet for automotive industry and additional installing Shearing Machine to support orders of hot rolled steel sheet for agricultural vehicles' industry.
2022-	Improved the Piler system for Cutting Machines which completed in March 2022. And, installing another Shearing Machine to support hot-rolled steel sheet products for the Automotive Industry customers.

Since the company was founded, CSP has been kept investing in lands, buildings and equipment, including fixing, maintaining, developing all equipment and machines to maintain/ enhance their efficiency for supporting expanding operations, creating commercial opportunities and developing company's potential to be accepted among the customers.

However, the authority of management control and management decision of the company are still owned by the same old management team. There are still no any significant change of top management members. (For more information, shown in Part 2 Topic 7: Corporate governance structure and significant information related to the Board of Directors, committees, executives, employees and others)

1.3 Disclosure of information related to spending the raised fund to serve the objectives declared in the registration statement for securities offering

(1) Spending of the money obtained from each offering of equity or debt securities

The company raised funds by offering equity securities to investors in the Stock Exchange of Thailand on December 22, 2005, amounting to 100 million shares, offered for sale at 3.00 Baht per share, received money in the offering of equity securities in the amount of 300 million Baht. The main objective was to bring such funds to invest in the production of cold-rolled steel pipes to meet customers in the automotive industry. And the rest was working capital for purchasing raw materials, which could support the purchase for a period of approximately 1-2 months. In this regard, the funds raised in 2006 had already been used up.

In addition, on December 28, 2006, the company issued 125 million warrants to purchase ordinary shares of CSP Steel Center Public Company Limited for sale to the company's shareholders, whose names appear in the company's share register book on the closing date of the share register book on December 28, 2006. The ratio was 4 existing ordinary shares per 1 unit of warrant with 0 Baht per unit of offering price. Warrants maturity was 6 years 11 months 3 days from the date of issuance of the warrants. 1 unit of warrant was entitled to purchase 1 ordinary share and the exercise price was 3.90 baht per share. The objective was expanding investment in steel pipe production and other product processing. In this regard, the warrant holders exercised their rights to purchase ordinary shares on 29 November 2013, amounting to 2,526 shares or an amount of 9,851. 40 Baht. And the company registered the capital increase from the exercise of rights to purchase such shares with the Ministry of Commerce on December 12, 2013.

After using the money from the fundraising for the aforementioned objectives, the company has achieved more profitable growth and profits. Then, the company has used the retained earnings of the business to continue investing in other areas. Including, some borrowings from financial institutions were used as working capital as normal business practices until now.

However, the use of funds from the fundraising for the aforementioned purposes did not involve transactions with persons who may have conflicts of interest or used the money in other businesses that are not related to the current business in any way.

(2) Applicable laws

- None –

(Because the company has never been offered any debt securities)

2. Nature of Business

2.1 Income structure

The revenue of the company for latest 5 years at the end of December 31, 2018-2022 are as follows:

Product Line	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022	
	Mill. BHT	%	Mill. BHT	%	Mill. BHT	%	Mill. BHT	%	Mill. BHT	%
1) Steel Service Center										
• Processing steel sheet for sales	2,240.52	83.63	2,220.85	79.74	1,831.06	73.47	2,502.94	82.80	2,696.41	85.64
• Trading of steel coil	198.28	7.40	272.96	9.80	346.67	13.91	211.64	7.00	136.20	4.33
• Providing Steel Processing services	0.07	0.00	0.03	0.00	0.53	0.02	2.01	0.07	1.16	0.04
2) Structural Steel Product										
• Cold rolled steel pipe and Hot rolled steel pipe	238.52	8.90	265.59	9.54	313.65	12.59	305.17	10.09	313.95	9.97
• Structural Steel	-	-	0.53	0.01	-	-	-	-	-	-
3) Others*	1.85	0.07	25.21	0.91	0.18	0.01	1.33	0.04	0.82	0.02
Total revenue	2,679.24	100.00	2,785.17	100.00	2,492.09	100.00	3,023.09	100.00	3,148.54	100.00
Changes of Revenue / Percent	(170.81)	(5.99)	105.93	3.95	(293.08)	(10.52)	531.00	21.31	125.45	4.15

* Other Revenues: sales from contractor industry, sales of interest revenue, freight, sales from design and installment services, gain from disposal assets and profit of foreign currency exchange rate.

For income structure of domestic and international customers are shown as No. 2.3 Marketing and competition, sub-topic: sales and distribution channels in the next topic.

2.2 Products and Services information

The company's product and service types are classified into two categories

1) Steel Service Center

CSP provide all types of steel sheet with various sizes for customers by selling steel sheet as master coil, cutting sheet, slitting coil and tolling for processing steel, which all products are certified by TIS licensing: legal importer license (for importing coils), TIS certified label from certified domestic manufacturers, certified cutting sheets license, certified slitting sheets license, so all customers and consumers can trust the quality and legal accuracy of every company's products. The Steel Service Center of the company can be divided into 3 categories as the following:

1.1 Processing steel sheet for sales

It's the main operation category of the company. The company provides steel coils and serve steel sheet cutting service by using computerize shearing machines, to provide customers with a reliable and efficient steel cutting service. Currently, the company has 3 categories of steel cutting machine: slitting machines, cutting machines from coil and shearing machines with total production capacity of 248,624 tons per year. The company divided the product into two groups as follows:-

Slitting to order

Steel coil cutting using slitting machine which enabling to cut steel coil vertically to customer's specification (Width) and recoil it back again.

Cutting to order

Steel coil cutting using cutting machine which enabling to cut steel coil for customer's order and specification before passing it on to steel shearing machine (If small size is required)

1.2 Trading of steel coil

Trading of all types of steel coil both local and imported provide to Thai manufacturers' need, by keeping in stock and delivery on customer schedule.

1.3 Providing steel processing services

Cutting steel sheet, slitting steel coil and shearing steel sheet follow customer's specifications for tolling services. Customer is responsible for providing steel coil.

The steel sheet in coils is raw materials which are used for processing and selling, can be divided into 3 types as following:

1. Cold rolled steel sheet in coil

By using a hot rolled steel coil, is pickled for cleaning a surface and passed to cold rolled mill for reducing a thickness. Annealing furnace is used to make a soft cold rolled steel which are suitable for forming and drawing. The company is able to cut a cold rolled steel processing with thickness 0.2-3.2 mm.

2. Hot rolled steel sheet in coil

From the steelmaking process come out a slab which is reheated and rolled to reduce a thickness, that are the hot rolling process to be a hot rolled steel. The normal hot rolled steel and hot rolled pickled and oiled steel can be processed with a thickness of 1.0-12 mm. by our machines.

3. Coated steel sheet in coil

The cold rolled steel is used for coating into 2 difference types of coating system which become the Electro galvanized steel and the Hot dipped galvanized steel with a thickness of 0.3-2.3 mm.

2) Cold rolled steel pipe and Hot rolled steel pipe

CSP began the production of cold rolled steel pipe in 2005 and hot rolled steel pipe in 2014, main customers are manufacturers in wide arrays of industry including automobile, furniture and other related industries. The cold / hot steel round pipe has a diameter of 0.375 – 3.50 inches, square/rectangular pipe has width of 0.50 – 4.00 inches, with the standardized length is 6 meters or customized cutting length as requested - maximum length is 8 meters. The company also received the non- compulsory license of producing tubes/pipes from TIS, so they are also trusty and qualified as other products.

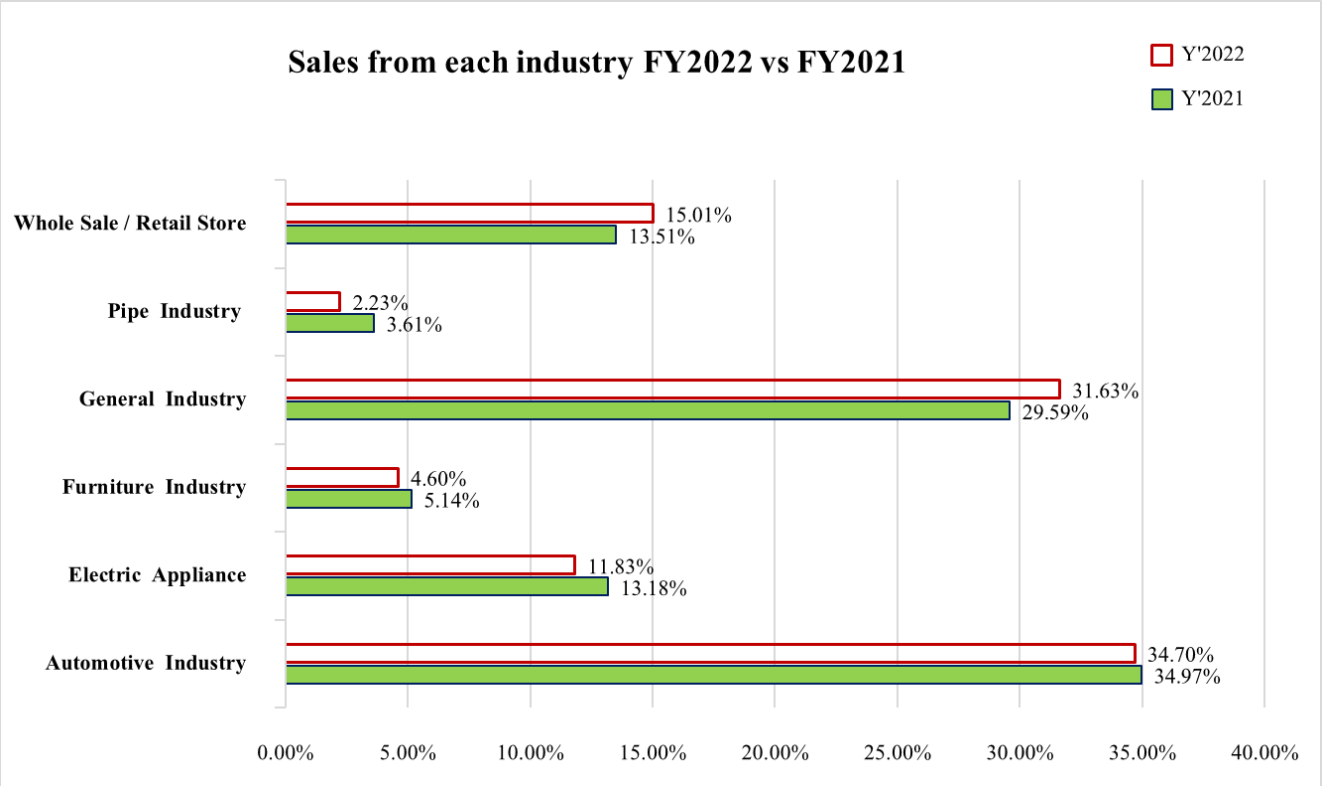
The total current capacity is 24,000 Mt./year with focusing on made-to-order steel pipes to various customers.

In 2022, all sales revenue derived from domestic customers which were distributed from various customer groups. The company's revenue from each customer is not rely on each company exceed than 10% of total revenue. Thus, all of the steel coils, steel sheets and steel pipes are not only sold to a steel wholesale and retail store, but also used as a raw material in many industries.

Those industries who use the company's steel as their raw material for production line are as follows:

- Automotive Industry: our Hot/Cold-Rolled Steel Pipes are materials as automobile parts; for example, Automobile Body Structure, pickup's trunk, Outside Body of Automobiles, Doors of Automobiles, and other Auto-Parts of cars and motorcycles, etc.
- Steel Furniture Industry: our Cold-Rolled Steel Pipes are materials as Steel Furniture's parts; for example, legs of table, legs of chairs, partition. Also, our steel sheets are materials of surface of furniture; for example, cabinet, locker, closet, rack, and vault, etc.
- Home and Electric Appliance Industry: our Steel Sheets are materials as Home and Electric Appliances' parts; for example, Washing Machine, Air-Conditioner, Refrigerator, Oven and Control Panel, etc.
- General Usage Industries: our Cold Steel Sheets are materials as a part of large containers; for example, boilers, cistern, and tanks, etc. Also, other Industries use our steel sheets as a part of an engineering structure and surface of various products, etc.
- Structure and Construction Industry: our various types of Construction Steel are materials as steel structure for every kind of construction projects.

Summary of Revenue from sales and percentage's sales amount in business unit



The company operates the business under the Trademark of "CSP" and it's always shown on every products. For more details, please see the attachment 4: Assets for business undertaking and details of asset appraisal, in topic: Significant intangible assets.

However, the company's not currently ready to operate the business in kinds of any work project or R&D project for the production/processing and/or services in significant ways, because in the past 2-3 years, the severe situation of the COVID-19 epidemic has exceeded the uncertainty of the economy. Therefore, the company considers that it is not appropriate to have a large investment policy, but the company has continuity of improvement in the machines, electrical systems and automation to increase production. But in the second half of 2022, the situation began to improve. Thailand's tourism sector has started to come back to be better. The economy began to have increasing purchasing power. But, due to the higher electricity bill per unit and a policy to support the use of renewable energy, the company; therefore,

invests a solar roof project in the Suksawat Factory; in order to, save energy costs, support alternative energy and reduce energy consumption to protect the environment as well.

2.3 Marketing and competition

Marketing and Competition Policies/Strategies

1) **High quality products strategy:** the company focus on serving the customers with high quality processing products and services by using the modern machines. Products and processing services are standardized and certified by TIS 528-2560: Hot-rolled flat steel of commercial and drawing qualities, TIS 1479-2558: Hot rolled flat steel for general structure, TIS 2012-2558: Cold reduced flat steel of commercial and drawing qualities, TIS 107-2561: Carbon steel tubes for general structure and TIS 50-2561: Hot-dip zinc-coated cold reduced flat steel strips, sheets and corrugated sheets. Also, quality management control is certified by ISO 9001. These are the reasons why all customers trust in the company's products and services.

2) **Various products and services strategy**: the company usually improves and adds more modern processing machines to cut steel coils into sheets and to slit steel coils into silts as per requested, including processing steel slit into steel tubes as per requested in various sizes. Additionally, there are investing in new machines to process steel to be more finished goods; in order to add more valued to the company's products and services. Besides, the company is also a trader to provide other kinds of steel products and services which even the company cannot produce; in order to, add more sales channel to complete overall customers' needs in every industries.

3) **Stock management strategy:** the company procures steel coils from both domestic and international manufacturers to balance material costs and stocking level. So, the company is quite always able to respond all customers' needs. Including effective stock management, the company can check the stock level all the time and can manage the balance of stocks efficiently. However, the company has the policy of stock balance to be no more than 2 months to serve the customers' needs.

4) **Delivery strategy:** not only the company produces and processes the quality products to serve customers' needs, but also serve fast and punctual delivery of such products to customers by

more than 30 trucks with GPS system which help customers and the company to manage time and costs.

5) **After Sales Service strategy:** the company has Quality Assurance Team to work after sales services immediately if customers found any problems about quality of the company's products before return or exchange the products. Such Quality Assurance Team will survey the problem of the products to find the sources of the problems. If the sources came from the problems in the company's tools or process, the company's willing to take responsibility to fix them or allowing exchange the new products to the customers. However, if the sources came from the problems of material, the company will inform to the steel material manufacturers to attend mutual fixing about quality of products or the company will ask for refund from to the steel material manufacturers.

6) **Following up the satisfaction of customers strategy:** the company has a policy to allow sales person to visit customers as always. The purpose is to ask for satisfaction level of customers about products and services of the company and learn the new requirements of customers. Therefore, the company would be able to develop or change types of products and services faster; in order to catch customers' needs all the time. The company believes that this will make customers be satisfied for the long term. Moreover, the company has a policy to do a customer's survey in every half year by random choose from various industries of customers, then recording and managing the data in the effective way. This survey is along with the company's strategic policy and mission that **"maximize the customer's satisfaction"**. Also, the results of each survey would brought to be discussed in the "Operation Management Meeting" to let management level, supervisors level discuss and brainstorm to find the best solution or prevention of the problems; in order to, improve the whole process together, including, there is a following up plan to recheck the progress of solutions' practices according to the due date that assigned from the meeting. The conversation between the sales persons of the company and customers about product requirements and quantity of demand also benefits the company to plan the production management and stock management for each type of products to serve effective, adequate and continuous supply to all customers.

Characteristics of customers and target customers

Most of the company's customer bases are in Bangkok area and close to Bangkok. The company distributes products and provides services to customers by the company's salespeople.

The company's target customers are divided into 2 groups according to their business type:

1) **Wholesalers**: the company distributes and provides processing steel sheet to wholesalers, which are steel distribution wholesaler and retailer shop through the company's sales staff. The wholesaler will distribute the company's steel sheet products to retail stores across the country. This reduces the company's cost of expanding branches and reduces the risk of storing large amounts of raw materials of the company. The company sells steel coils and steel sheet of the company, including the supply of products that the company does not produce by itself to wholesalers. It accounted for approximately 15.01% of total revenue in 2022 and 13.51% of total revenue in 2021, an increase of 1.50% from the previous year, because the company focused more on selling to industrial groups due to the constant use of steel.

2) **Manufacturers in various industries:** the company provides procurement and processing steel products and steel pipes for customers in each industry which has the need for using different types of steel and the width and length of the steel sheet.

   - **Automotive industry** Characteristics of this group of customers are automotive parts manufacturers. The company sells steel coils and sheets to this group of customers, accounting for approximately 34.70% of total revenue in 2022 and 34.97% of total revenue in 2021, representing a decrease of 0.27%. The sales proportion of the automotive industry had a small decline, comparing to the last year. Even the sales volume declined, the price increased because there're the continuous orders from this customers group.
   - **Electrical appliances industry**: this group of customers are electrical appliance companies that use steel steel as a component in the production of electrical appliances for office and

household use such as air conditioners, electric cabinets, power rails, speakers, rice cookers and fans. A sales proportion of the company's steel coils and steel sheets to this group of customers, amounting approximately 11.83% of total revenue in 2022 and 13.18% of total revenue in 2021, accounted for a decrease of 1.35% because the electrical appliances industry was getting down. Including, higher electricity price rate from the governmental policy impacted on sales volume of this sector declined which the price decreased as well.

- **Steel Furniture Industry:** the furniture manufactures use steel for furniture's parts and decoration in office buildings and residences such as filing cabinets, tables, chairs, shelves, door knobs, etc. The proportion of sales of steel coils and steel sheets to this group of customers accounted for approximately 4.55% of total revenue in 2022 and 5.14% of total revenue in 2021, representing a decrease of 0.59% due to a sharp decline in the domestic furniture industry, because of finished furniture set was imported from abroad which made the sales volume to the industry decreased slightly.
- **Steel pipe and steel drum industry**: the manufactures of steel pipes or steel drum are used in various downstream industries such as the construction industry, automotive industry, steel furniture industry with the proportion of sales of steel coils and steel sheets to this group of customers in accounting for approximately 2.23% of total revenue in 2022 and 3.61% of total revenue in 2021, a decrease of 1.38% from the previous year.
- **Other industries:** a manufacturing company that uses steel as a raw material for the production of goods or as a component of goods, such as bicycle manufacturers, packaging manufacturing company, household appliances etc., with a share of the company's sales of steel coils and processed steel sheets to this group of customers accounted for approximately 31.63% of total revenue in 2022 and 29.59% of total revenue in 2021, representing an increase of 2.04% from the previous year.

Table of sales volume and sales ratio of steel sheet in coils and processed steel sheets by each target customer, comparing year 2022 and 2021 (excluding revenue from steel sheets processing services and other revenues.

Types of target customers	2022		2021	
	MB	%	MB	%
1. Wholesale / Retail Stores	472.51	15.01%	408.22	13.51%
2. Manufacturers in various industries				
• Automotive Industry	1,092.27	34.70%	1,056.80	34.97%
• Electric Appliance Industry	372.44	11.83%	398.22	13.18%
• Steel Furniture Industry	144.72	4.60%	155.29	5.14%
• Steel pipe and steel drum industry	70.06	2.23%	109.18	3.61%
• Other Industries	995.73	31.63%	894.05	29.59%
Total	**3,147.72**	**100.00%**	**3,021.76**	**100.00%**

Sales and Distribution Channels

At present, the company has only one distribution channel as direct sales. The company's sales staffs in sales and marketing department have knowledge, expertise and experience who can provide information about steel products and offer to sell products/services of quality processing product to suit the needs of each customer and quickly deliver product and services to the destination in the Bangkok metropolitan area and other provinces.

In this regard, revenue from steel coil, steel sheet and cold/hot rolled steel pipes in 2022 are only from domestic customers. The company's income are diversified from many industries and many customers. Therefore, the total income do not rely on any one of industry more than 40% and do not rely on any one of customer more than 10%, which the main customer groups of the company are wholesalers, steel retailers, as well as various related industries to be used as raw materials for their production.

Table of domestic / export sales ratio

Distribution Channels	2022		2021	
	MB	%	MB	%
Domestic Sales	3,147.72	100%	3,021.76	100%
Export Sales				
• **To CLMV countries**	-	-	-	-
• **To Other countries**	-	-	-	-
Total	**3,147.72**	**100%**	**3,021.76**	**100%**

Industry Competition

1) Steel Service Center Competition

Since 2021, global steel prices have been rising steadily. Until the second quarter of 2022, steel prices have gradually decreased, then causing price competition among steel service centers for the last 6 months of 2022. However, the strength of the company is a steel service center that focuses mainly on quality and distribution as raw materials for various industrial groups which make the company to have differentiate from our competitor. The company has an advantage over our competitors in terms of machines controlled by computer systems with high accuracy as well as having enough machines and a variety of machines to meet the needs of customers in various industries. Along with the improvement of some machines and the addition of certain types of machines to increase the variety and efficiency of production that can meet the needs of more customers. In 2022, the company have a total sales volume of all types of coil and sheet products of approximately 92,887 tons, and currently the company have a steel sheet processing capacity of approximately 248,624 tons per year, with the current production capacity being approximately 60% of the capacity in total production.

2) Steel Pipe Manufacturing Competition

In 2022, the company has reduced production of hot-rolled steel pipes and galvanized steel pipes. Due to the competitive situation of the cold-rolled steel pipe business, the consumption has decreased considerably. As for the competition of the cold-rolled steel pipe manufacturing business, the volume of use has dropped considerably. Due to the import of finished goods to replace the manufacturing in Thailand. But the company has an advantage over its competitors because the company has modern machines which

can produce high quality cold rolled steel pipes to be suitable for the automotive industry that requires high quality steel pipes. In general competitive conditions, the steel pipe market is mainly competitive in terms of price. In 2022, the company's production capacity of cold/hot rolled steel pipes is approximately 24,000 tons per year.

Impact Factors on Steel Industry Growth

Risk Factors Affecting the Company's Business

• Business risks

1.) The volatility of raw material prices and dependence on large producers. The company has orders for steel from both domestic and foreign countries, mainly considering the quality and reasonable price to create business opportunities and benefits for the company.

2.) Rules and regulations related to the steel industry in Thailand.

- Issuance of Thai Industrial Standards Institute (TISI) compulsory for steel products. Learn more at the website of the Thai Industrial Standards Institute.

  https://www.tisi.go.th/website/standardlist/comp_thai/th

  In this regard, having an industry standard for hot-rolled steel, cold rolled steel and some types of coated steel sheets making all manufacturers, both in the country and abroad must pass industry standard audits. This is considered a barrier to importing steel from abroad as well. At present, the company has set up internal department to submit documents to apply for a license with smooth operation and good relationship with TISI.

- Anti-dumping and Safe guard measures

  Issuing anti-dumping measures (Anti-Dumping : AD) of the Department of Foreign Trade, Ministry of Commerce under the Anti-Dumping and Subsidy Act on Foreign Goods B.E. 2542 and the Anti-Dumping and Subsidy Committee considered collecting duty on hot-rolled steel in coils. and non-roll from many countries as follows:

  - Section 14 countries, including Japan, Republic of South Africa, Russian Federation, Republic of Kazakhstan, Republic of India, Republic of Korea, Taiwan, Republic of Venezuela, Argentine Republic, Ukraine, People's Democratic Republic of Algeria, Republic of Indonesia, Slovak Republic, and Romania, until 30 May 2026.

  - Measures for Malaysia and the People's Republic of China until 22 June 2022.

- Measures for Brazil, Iran and Turkey until 2022.
- Boron Alloy Hot-Rolled Steel Sheet Measure until 2024.
- Anti-Dumping Measures for cold-rolled and non-rolled coils originating from the People's Republic of China, Socialist Republic of Vietnam, and Taiwan until January 24, 2025, which will cause an increase in tax at the rate of 0 - 20.11% of the CIF price.
- The Anti-Dumping and Subsidy Act on Foreign Goods (No. 2) B.E.2562. Additional retaliation for evasion of dumping and subsidies has been added. Announced in the Government Gazette on 22 May 2019. This puts the risk of importing certain types of foreign goods into the interpretation of whether such goods have circumvented anti-dumping and subsidy measures.

To maintain competitiveness, therefore the company proceeded to supply and import quality raw materials from abroad in many countries to mitigate the risk in this factor.

3.) Economic conditions, political factors in the country and abroad, natural disasters such as political changes in foreign countries that may affect the global economy, including various natural disasters

4.) The epidemic situation, which affects the economic and social conditions, in the year 2020 until the present has been affected by the epidemic of the virus - COVID-19 around the world.

• Management risks

1.) Giving credit to customers, the company has always audited the financial status and business operations of the customers before giving trade credit to customers to reduce the risk that will occur.

2.) Exchange rate fluctuations, the company manages this factor by purchasing Forward Exchange Rates to mitigate this risk.

3.) Interest Rate Risk, the company focuses on reducing the quantity of inventory and increasing the turnover of debtors and inventory to reduce the amount of borrowing and interest expenses.

• Opportunity factors that affect to the business

1.) Government policies to stimulate the economy such as infrastructure expansion projects which affects the increasing consumption of steel.

2.) Increasing of national budget in 2022.

3.) The economic situation in Thailand's tourism sector begin to be improved in the fourth quarter of 2022, with more tourists are starting to travel in Thailand, causing the economic situation has been improved.

Overview of steel industry structure*

The steel industry is one of the fundamental industries that are important to the country's development. It is an industry with a large and complex structure as well as a variety of products. The steel industry can be classified into 3 stages as follows:

1. Upstream steel industry

Primary Steel Industry - Raw Steel Product has a production process starting from the process of iron ore through the iron making process to separate iron from iron ore. The steel obtained from furnace is called Pig Iron and Sponge Iron, which are used as basic raw materials for steelmaking. The upstream steel industry is a large-scale production which requires a very high investment, which Thailand has no steel production at this stage.

2. Mid-Stream Steel Industry

Intermediate steel industry and intermediate steel (Semi-Finished Steel Products) are the stage of bringing primary steel: smelted iron, porous iron, including scrap to process in the intermediate making process, which is a process to reduce the amount of impurities and improve the mixture as required, then melted and cast into semi-finished products. Intermediate steel products are billets which can be processed into long steel products such as steel bars, steel wires, etc. Can be Slabs, which are processed into flat steel products such as hot-rolled and cold-rolled steel sheets. In addition, the products of large steel billets (Bloom Beam), which are processed into structural steel.

3. Downstream steel industry

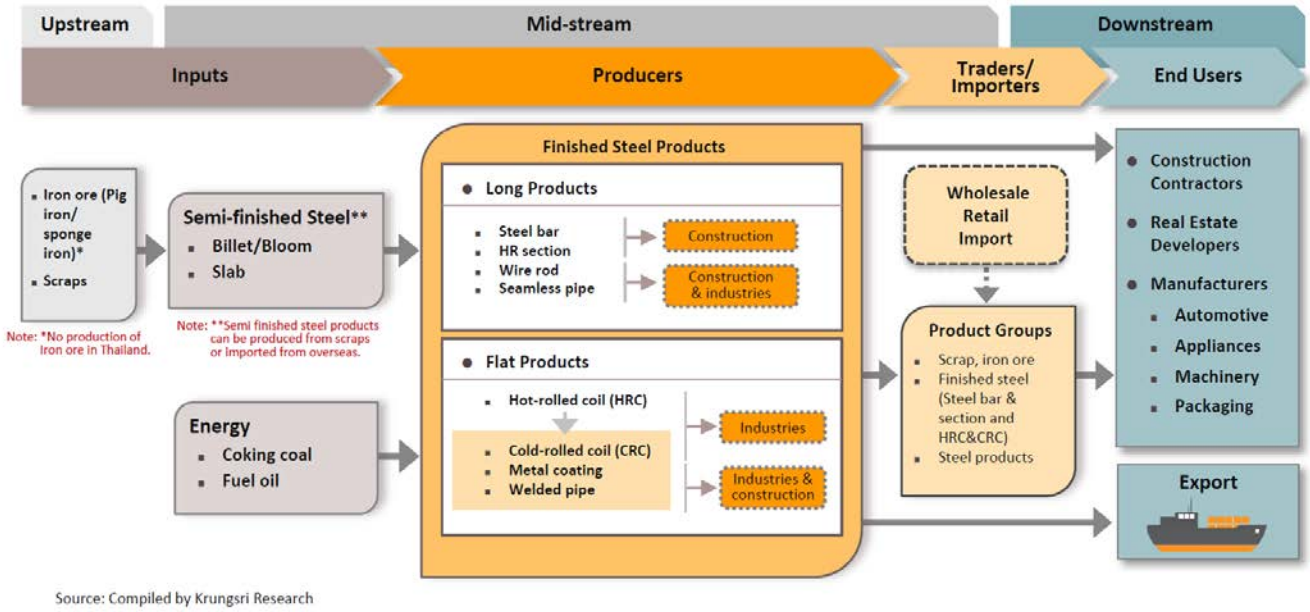
Downstream steel industry (Finish Steel Products) will bring the intermediate steel to process by casting to obtain steel of the desired shape and size by bringing flat bars (Slab) to be processed by rolling. The rolling process is both hot-rolled and cold rolled including steel coating and cast a figure (Foundry) to get a finished product. Or the process of processing long steel by bringing billets to be rolled into steel bars. Products obtained from this process will be used as raw materials in the production of various continuous steel industries. Steel products from this process, according to the shape of the products can be divided into two types as follows:

1. Long Products such as Round Bar, Deformed Bar, Wire Rod, Shape Steel, which are mostly used in the construction industry. They will be produced by melting iron ore (Pig Iron) or scrap into steel billets (Billet) and then rolled into rebar or wires.

2. Flat Products including Hot Rolled Sheet, Cold Rolled Sheet, Coated Sheet, Hot Rolled Plate, which are used in the construction industry, manufacture of steel pipes, containers, gas tanks, automobiles, electrical appliances and furniture accessories.

Picture of steel industry structure**

Figure 1: Supply Chain Structure of Steel Industry in Thailand



(Source : *,** "Trends of Thai Business and Industry 2021–2023 : Construction Industry, Subheading "Steel" by Krungsri Research, as January 2021)

Summary of situation and trend of steel industry

In 2022, the overall picture of steel consumption in Thailand has declined significantly. The overall steel consumption decreased by 12.20%. The steel consumption of Thailand in 2021 was 18.67 million tons decreased to 16.39 million tons in 2022. The most decreasing type of steel was hot rolled steel, decreased by about 18% to be 5.67 million tons in 2022, and cold-rolled steel, decreased by about 15% to be 3.55 million tons in 2022. Those 2 types of steel sheets are the company's main products, but the sales volume of the company has decreased by only 5.63 percent, which was less than the decrease in the consumption of the whole of country. The reason was the company has focused on quality and distribution as raw materials for various industrial groups, causing the company to have different customer groups. The

company also has an advantage over competitors in terms of machines that are controlled by a computer system with high accuracy, including having a sufficient number of machines and a variety of machines to meet the needs of customers in various industries. Additionally, there are the continuous improvement of machines and investing more types of machines to increase the variety and efficiency in production that can meet the needs of more customers. According to the Thai economic projections for the year 2022, private consumption for the whole year has expanded by 6.30 percent, which was the company's main customer group. As a result, the company's sales volume did not decrease as much as the steel industry group's decrease.

(Source: from the Iron and Steel Institute of Thailand)

2.4 Procurement of products or services

Procurement of materials

The company purchases main raw materials for processing, production and distribution from domestic and foreign manufacturers by taking into account the cost of raw materials and considering the market conditions of the steel industry to effectively manage the company's cost and inventory. In the years of 2022 and 2021, the company had orders for main raw materials from domestic manufacturers in accounted for 89.85% and 92.83% of total purchase orders of raw materials. The details of raw material purchases from manufacturers by type of raw materials as follows:

1) Cold Rolled Coil – for cold rolled steel coil, most of the company orders come from 3 manufacturers and distributors, namely NS-Siam United Steel Company Limited (NS-SUS), Thai Cold Rolled Steel Public Company Limited (TCRSS) and Starcore Company Limited. The company also has ordered some cold-rolled steel sheets from abroad to reduce the risk of relying on domestic manufacturers. However, the quantity and time of ordering cold rolled coil depends on the shortage situation and the price of steel in the domestic market and the world market.

2) Hot Rolled Coil - the company orders most of the hot-rolled steel in coil from 3 major manufacturers and distributors in the country, namely Sahaviriya Steel Industries Public Company Limited (SSI), G. J. Steel Public Company Limited (GJS) and G Steel Public Company Limited (G Steel). At present, Nippon Steel Co., Ltd., Japan has a major shareholder of G J Steel Public Company Limited (GJS) and G Steel Public Company Limited (G Steel), which will be able to create more stability for both companies. Those three producers can produce steel according to the quality and standards that meet the needs of the company. In addition to the three major manufacturers, the company also has ordered hot-rolled steel for the production of hot-rolled steel pipes from Prime Steel Mill Co., Ltd. as an alternative to raw material procurement. However, the company also orders hot rolled steel from abroad, because the company has a good relationship with steel coil manufacturers in foreign countries. At present, the company has ordered more hot-rolled steel coils, because the demand for hot rolled steel is higher than that of cold rolled steel. Therefore, the company's purchasing strategy needed to be adjusted to have a higher proportion of hot-rolled steel in order to meet the needs of customers and target markets.
3) Coated Steel Coil - the company orders coated steel coils from domestic manufacturers: Thai Coated Steel Sheet Co., Ltd., which is a manufacturer of electrically galvanized steel sheets, and Posco Coated Steel (Thailand) Co., Ltd., a manufacturer of hot-dip galvanized steel sheets. In addition, the company also has orders from foreign manufacturers. The company's purchasing volume of coated steel sheet accounts for approximately 9.72% of the total steel sheet purchase volume in 2022 and approximately 9.92% in 2021, which is the smallest proportion when compared to the purchase volume of sheet steel in cold rolled and hot rolled steel coils of the company.

In this regard, the company may import raw materials depending on the situation of market prices, various trade protection measures and quality of raw materials (Details of both domestic and international

suppliers of raw materials can be found in Part 1, Topic 2: Risk Management, Subtopic: Risk from Dependence on Major Manufacturers)

Table of purchase volume and purchase ratio of steel sheet in coils materials, comparing year 2022 and 2021

Type of materials	2022		2021	
	ML	%	ML	%
1. Cold Rolled Coil	882.89	30.55%	714.02	27.98%
2. Hot Rolled Coil	1,709.93	59.17%	1,560.19	61.14%
3. Coated sheet coil	280.94	9.72%	253.10	9.92%
4. Hot Rolled sheet	16.04	0.56%	24.37	0.95%
5. Structural Steel	-	-	0.27	0.01%
Total	**2,889.80**	**100.00%**	**2,551.95**	**100.00%**

As for the purchasing policy of raw materials in 2022, the company will mainly purchase raw materials from domestic producers for 1 month in advance. Regarding the quantity and price including the quality of raw materials agreed in advance with the manufacturer, in order to obtain quality raw materials and in sufficient quantities to meet the needs of customers in a period of 2 months according to the company's stock policy. For ordering steel coils from foreign countries, the company considers purchasing based on global market prices. Therefore, the company can set up an appropriate prices to offer to the customers. At present, whether it is the purchase of raw materials within the country or the import of raw materials from abroad, the company does not have a purchasing amount reach or has to rely on any supplier for more than 30% of the total purchase amount.

However, the company's materials are commodity product type which might be rapidly changed or might faced with the severe lack of supply (for more detail of risk and mitigation, please check at Part 1, Topic 2: Risks Management, Sub-Topic: Risk of instability of Steel Price)

Processing and Producing Products

1) Steel sheet processing - by bringing steel sheets in coils through Cutting Machines for cutting steel sheets according to size, which the company has machines for cutting steel sheets in both thin and thick sheet coils and bring the obtained steel sheet through a Shearing Machine for re-cutting the sheet according to the smaller size to get the size of the sheet steel as the customers require. However, the company has machines used for shearing in both manual and automatic system.
2) Processing of steel strips - by bringing steel sheets in coils through cutting with a Slitting Machine for cutting steel strips, which the machine will spread the steel and cut the steel lengthwise and then roll the steel back into a roll to get the strip width according to the size that the customers require. The company also has machines for converting steel strips into smaller specific size sheets to support the needs of customers.
3) Production of cold/hot rolled steel pipes and coated steel sheets - by bringing cold rolled steel sheet/ hot rolled steel sheet in coil and coated steel sheet in coil with a thickness from 0.5 mm. to 4.0 mm. processed through a slitting machine to obtain the desired width. Then, bring the obtained steel strips to process into round steel pipes by a machine for producing steel pipes. The obtained steel pipes will have a diameter ranging from 0.375 inches to 3.50 inches, with square / canvas shape, available in sides from 0.50 inches to 4.00 inches, standard length 6 meters and cut to short lengths as required by customers with a maximum length of not more than 8 meters. In this regard, the company focuses on the production of cold/hot rolled steel pipes according to the size and length as customer requirements (Made to Order).

In year 2022, the factory has total steel sheets processing capacity of 248,624 Mt./year and total capacity of cold/hot rolled steel pipes is 24,000 Mt./year which the utilization of such capacity is around 60 percent.

Policy of steel sheet in coils processing

The company has a policy to manage the processing of steel coil products, which can be divided into 2 main parts:

1) Steel service center process the steel sheet in coils, according to customer orders (Made to Order) accounts for approximately 80% of the company's total product processing.

2) Steel service center process the steel sheet in coils, according to the standard sizes for serving market demand (Standard Size), which the main standard sizes are size 4 ft. x 8 ft. of cold rolled steel, and size 4 ft. x 8 ft. and size 5 ft. x 10 ft. of hot rolled steel. This ratio is approximately 20% of the company's total product processing.

Impact on environment

Not only focusing on the quality and standards of the products, but the company also attaches importance to care and preserve the environment. The company has regulations to protect the environment in privatization in accordance with the rules set by the district office. The Department of Industrial Works Ministry of Industry have inspected the factory condition and environment and the results of the investigation revealed that the company is in the standard, without any cause of problems to the environment. Also, the company has never faced any pollution problems such as noise, air, toxic substances and wastewater.

Steel service center business may cause noise from steel cutting and scrap, including used engine casting oil. The Department of Labor Protection and Welfare Ministry of Labor have checked operating within the company's factory and confirmed that the company has controlled the pollution that occurs to a safe level by keeping the noise level arising from steel cutting into a safe level as specified by the Department of Labor Protection and Welfare. For scrap, the company collects scrap together to sell to scrap traders. For the used machinery lubricant, the company has carefully stored the waste in large tanks and hires a waste treatment operator to carry it through the treatment process.

Since the company opened the factory at Suksawad, the company has no any disputes or litigation regarding the environmental impact and has never received any warning or fine from any government agency under the required laws to comply with, including: The Factory Act B.E. 2535 and the Environment Promotion Act B.E. 2535. Also, the company have always been renewed the factory business license from the Department of Industrial Works since the opening of the business.

For more information, please check at Part 1, Topic 3: Business sustainability development

2.5 Assets used in business undertaking

The main fixed assets used by the company in the business are land, buildings and plants structure, including machinery and equipment that are a steel processing machine according to various types of products as mentioned above, which as of December 31, 2022, there's a total net worth of approximately 594.71 million Baht.

In addition, the key intangible assets are the trademark "CSP" for displaying on all types of products of the company and as a symbol of the company in various media as well.

At present, the company does not have any subsidiary or associated company. Therefore, there is no information about the assets of the subsidiaries or associated companies shown in this section. Including, investment policy in subsidiaries and associated companies. If in the future, there's a chance to have any subsidiary or associated company, the company will consider investing in businesses that support and benefit the company, or a business that is in an industry that has a tendency to grow, or is a business that the company's expertise in as well as having an attractive return rate as the main factors to make a decision.

(Details in this topic, please learn more at Attachment 4: Assets for Business Undertaking and Details of Asset Appraisal)

2.6 Ongoing projects

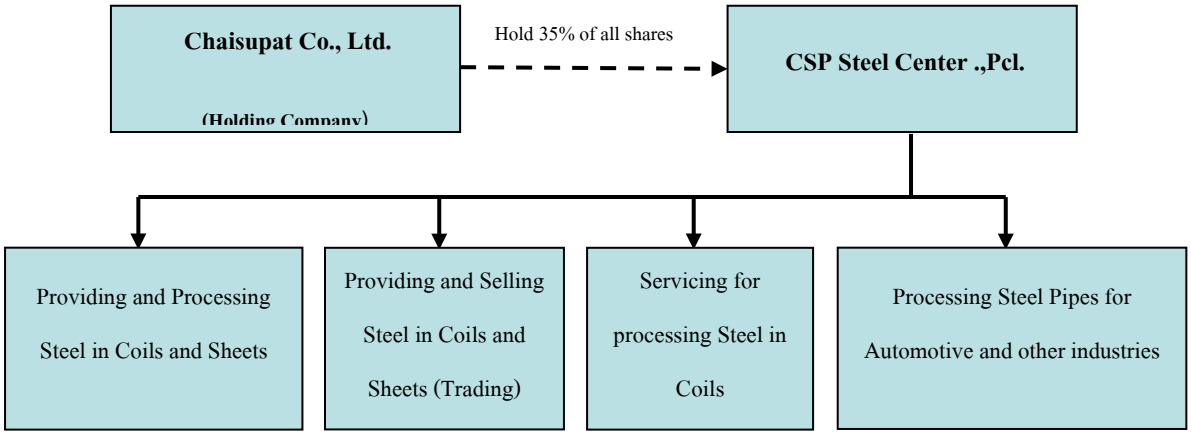
As of December 31, 2022, there's no any significant pending projects and no submission yet.

3. Shareholding Structure

Shareholding structure of the group of companies

CSP Steel Center Plc was established on February 17, 1992 with initial capital of 5 million baht under the name of CSP Trading Co. Ltd. At the beginning state, CSP was just a trading company for buying and selling steel coils, after we have started to invest in one cutting machine that was the first step of development. Every step with confidence, we have developed to be quality steel service center by investing a sufficiency machine. We are not only providing a cold rolled steel sheet in coil, hot rolled steel sheet in coil and coated steel sheet in coil, but also cutting all types of steel coil into a various size according to customers' order which are used as raw materials of their production in automotive industry, electric appliance industry, steel furniture industry, general industry etc.

CSP Steel Center ., Pcl. has "Chaisupat Co., Ltd." as a major shareholder with approximate 35% of all shareholders. Chaisupat Co., Ltd. is a Holding Company which currently and within past 3 years has significantly held equity shares only in CSP Steel Center ., Pcl. (There's no record of significant shares holding in other company: no exceeding 10% of Issued and Paid-Up Capital of such company.)



Likewise CSP Steel Center ., Pcl., there's no record of significant shares holding in other company currently and within past 3 years.

Relationship with major shareholders' business

In current, most of major personal shareholder of the company are members of Chaisupat family who founded the company. Some of family members are still work as management team of CSP Steel Center ., Pcl. and Chaisupat Co., Ltd. However, every member of Chaisupat family does not hold shares or work in any other companies that related to steel industry or other industries significantly closed to steel industry. Therefore, there's no any point of Conflict of Interest and/or strategic competition with the company.

Shareholders

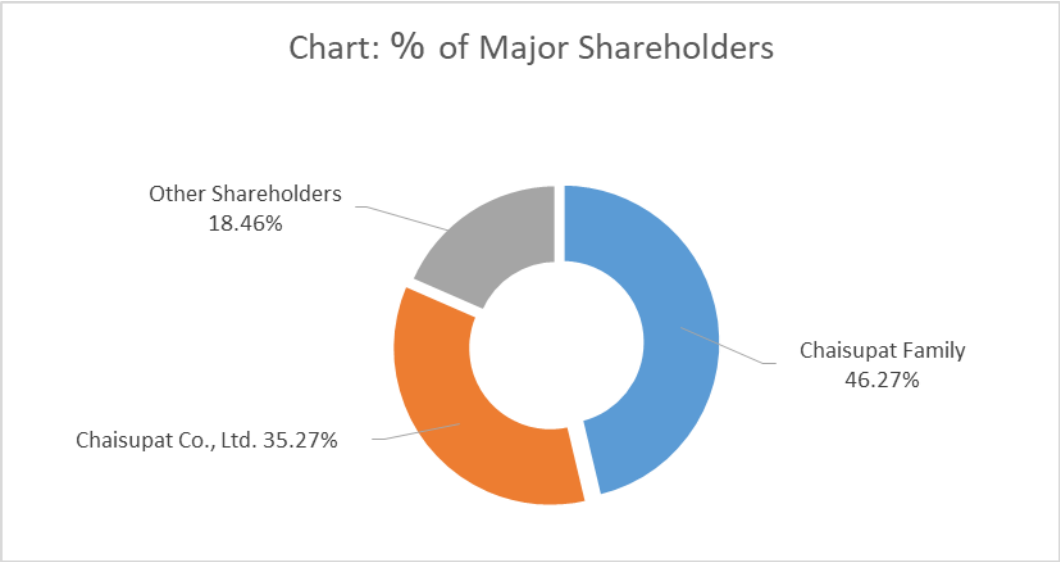
As the company's registered in SET, the company issued and paid-up capital for THB 496,168,826 which 10 major shareholders on March 15, 2023 (Par Value = THB 1 per share) are as follows:

Ranking	Shareholder	Number of shares	Percentage
1.	Chaisupat Family**	404,596,600	81.54
2.	Mr. Vichien Srimuninnimit	8,505,000	1.71
3.	Mr. Palawad Sattayatom	7,619,500	1.54
4.	Thai NVDR Company Limited	3,893,414	0.79
5.	Mr. Boonchai Ariyasakulsap	1,848,200	0.37
6.	Mr. Montree Thaweerat	1,711,700	0.34
7.	Mr. Reinchai Lewchalermkul	1,670,000	0.34
8.	Mr. Surajit Patipong	1,452,000	0.29
9.	Mr. Thanatat Siriphokpaiboon	1,225,000	0.25
10.	Mr. Kitti Tiravikarn	1,090,000	0.22
Total Major Shareholders		433,611,414	87.39
Other Shareholders		62,557,412	12.61
Total Shareholders		496,168,826	100.00

Remark :**Chaisupat family including Chaisupat Co., Ltd. with registered capital of THB 50 million baht, owned by Chaisupat family as the following member

The company has the major shareholders are Chaisupat Co., Ltd. and members of Chaisupat family who some of family members are still work as management team of the company. As of March 15, 2023, major shareholders structure of the company, referring to issued and paid-up capital for THB 496,168,826 (Par Value = THB 1 per share) are as follows:

Ranking	Shareholder	Number of shares	Percentage
1.	Chaisupat Co., Ltd.	**175,000,000**	**35.27**
2.	Mr. Supachai Chaisupat	**42,000,000**	**8.46**
3.	Mrs. Orasa Chaisupat	**42,000,000**	**8.46**
4.	Mr. Phongsawad Chaisupat	**41,810,000**	**8.43**
5.	Ms. Jutamas Chaisupat	**39,186,400**	**7.90**
6.	Mr. Weerasak Chaisupat	**30,400,000**	**6.13**
7.	Mr. Kritsada Chaisupat	**30,000,000**	**6.05**
8.	Mr. Kasin Chewthanasoontorn	**4,000,100**	**0.80**
9.	Mr. Panthipa Chewthanasoontorn	**200,100**	**0.04**
Total		**404,596,600**	**81.54**



However, Chaisupat Co., Ltd. is a holding company and does not operate any related steel business now or in the near future, excepting CSP steel center ., Pcl. rent its building to run the head office. (For the details, please consider at the Part 2, Topic: Internal Control and Related Parties Transactions) Thus, there is no any point of Conflict of Interest between them.

Major shareholders' agreement

In the event that the major shareholders make an agreement on a matter that materially affects the issuance and offer for sale of securities or the management of the company, and such agreement is co-signed by the company.

-None-

4. Amounts of registered capital and paid-up capital, Issuance of other securities, Dividend policy

Amount of Registered capital and paid-up capital

Securities of the company

Company Name	:	CSP Steel Center Public Company Limited
Securities Symbol	:	CSP
Securities Market	:	SET (The Stock Exchange of Thailand)

Registered capital and paid-up capital

Registered Capital	621,166,300 ordinary shares of par THB 1 each
Issued and Paid-Up Capital Common Stocks	496,168,826 ordinary shares of par THB 1 each, Total is THB 496,168,826.00
Par Value	is THB 1 per share

-No any other types of stocks-

Issuance of other securities

- None -

Dividend payment policy

Dividend policy of the company is at least 50% of Net Profit after Tax. However, it could be less than 50% of Net Profit after Tax if the company strongly need to spend such net profit to invest or develop the business. History of the company's dividend are as follows:

Dividend from financial statements of the year:	2017	2018	2019	2020	2021	2022
Interim Dividend (THB / share)	-	-	-	-	0.10	-
Annual Dividend (THB / share)	-	-	-	-	0.20	-
Total Dividend (THB / share)	-	-	-	-	0.30	-
Earnings Per Share (EPS)	-	-	-	-	0.88	-
Dividend Per Share (DPS)	-	-	-	-	0.30	-
Dividend Payout (%)	-	-	-	-	33.96	-

Part 1

Topic 2: Risks Management

1. Risk management policy and plan

CSP Steel Center Public Company Limited realizes the importance of risk management in various aspects that affect business operations because not only the implementation of the plans and strategies , but also preventing or mitigating potential risks is one of the key factors that enable the company to achieve missions and goals; as well as, to reduce any damage that may occur to the organization, personnel and other stakeholders which will contribute to the company's ability to develop and grow sustainably.

The Board of Directors has set the company's risk management policy as follows:

- Require the management to assess the external situation in both the economy and the country as a whole at least 3 months in advance to analyze potential risk factors and find measures to reduce such risks.
- In addition, the management shall consider determining other risks related to work processes, work systems, personnel and good corporate governance within the organization, including outside: environment, society, human rights and all stakeholders, and find measures to prevent such potential risks.
- Prescribe measures to prevent or mitigate risks in various matters as guidelines that shall be notified to relevant employees and everyone shall work together and strictly comply with such measures. To prevent risks or reduce potential risks.
- In each meeting of the Board of Directors, there will be a review and consider the progress of the performance of risk prevention measures in various matters that the Board and the management focus on, including mutually analyze/ evaluate new potential risk factors and discuss for additional protection methods. In the meeting of the Audit Committee at least once a year, an internal control

system sufficiency assessment form will be conducted and bring the results to discuss for solutions and develop risk prevention with the board as well.

- For an urgent risk that will have a huge impact on the company. Management shall assess and plan the prevention/mitigation methods in detail, operational control, clearly impose penalties on those who do not cooperate, and monitor the results to be within acceptable criteria strictly and continuously. Also, management shall closely report the results to the Board of Directors for acknowledgment (shall submit the report without waiting for the Board of Directors meeting)
- Invent awareness of risk prevention for employees at all levels in the organization to become a good culture in the organization. This will enable effective risk management and result in the company achieving overall goals.

2. Risk factors on business operation

- **Risk of instability of Steel Price**

Approximate 96.71% of cost of sales is the steel's prices, which is changed by supply and demand of domestic and import steel, following the international's steel prices. The demand of using steel is depended on the growth of Thai economy and world economy, because a hot rolled steel and cold rolled steel are used as raw material for production in automotive industry, steel furniture industry, electric appliance industry, construction industry etc. The supply of steel is depended on a domestic production and import steel. Out of demand and supply factors, the government's laws and regulations are an import duty and extra duty (anti- dumping price) for some countries, which effect to steel's prices in the market. The company might have risk for getting loss, if the selling prices could not be increased to cover the buying prices.

However, the company is using a steel cost adding margin and expense for controlling a profit margin. The company also closely monitors the movement of raw material prices to assess the market situation trends in prices and demand for steel both domestic and International market. Eventually, company

using source of information such as a domestic's demand and supply, international's steel prices are very important to be used for making buying and selling decisions. Thus, The company has a policy to determine the selling price of the product based on the cost of sales of the company along with the market price at that time to remains selling price competitive in the market.

- **Risk of Allowing Credit Term for Customers**

Giving a credit term for selling to customer is an important risk which has been carefully controlled. In case of customer could not make payment or postpones, that might affect with the company's cash flow.

The company has seriously considered for giving a credit line, by checking financial statements, background, customer visit reports of sales department, payment record and limitation of credit line for mitigating risk of debt default. Besides, selling to many customers is an efficiency strategy to minimize the risk.

- **Risk of Limited Suppliers**

Cold Rolled Steel Sheet in Coil

The company purchases Cold Rolled Coil which is the main raw material for processing and distribution of the company's steel service center which the company purchases from 3 major cold rolled steel producers in Thailand, Thai Cold Rolled Steel Sheet Plc.(TCRSS), NS-Siam United Steel Co., Ltd. (NS-SUS) and Starcore Co., Ltd. At present, the production volume is sufficient to meet the domestic demand. However, It might have some chance of shortage the cold rolled steel if those 3 manufacturers or any one of them has a problem of halt or production capacity is reduced, which affects the overall supply of the market, and caused the delivery of raw materials to the company not in time to meet the needs of the company and the company may not be able to procure raw materials from other sources in time for the production plan and delivery of products to customers.

In the past, the company has never encountered a problem of lack of products delivered to customers according to the aforementioned assumptions. This is because the company has another

important channel in procuring raw materials, which is to import raw materials from abroad. The company has been carefully planned to keep up with the production plans and customer demands all the time and the company has the policy for stocking raw material at least 2 months which were imports the cold rolled steel from other countries such as South Korea, etc.

Hot Rolled Steel Sheet Coil)

At present, the company purchases Hot Rolled Coil, which is almost all the main raw material, from 3 major manufacturers and distributors of hot-rolled steel in Thailand: Sahaviriya Steel Industries Plc.(SSI), G J Steel Plc.(GJS) and G Steel Plc. (GSTEEL) At present, Nippon Steel Co., Ltd., Japan, has a major shareholder of G J Steel Public Company Limited (GJS) and G Steel Public Company Limited (G Steel), which will be able to create more stability for both companies. Including, the company has also ordered hot-rolled steel sheets for the production of hot-rolled steel pipes and tubes from Prime Steel Mill Co., Ltd. as an alternative to procurement of raw materials. However, there's still a risk of raw material shortages in the situation that those few manufacturers are unable to deliver hot rolled steel to the company on schedule. Moreover, there is also have another risks from some of the producer who facing with financial problem which would impact on decreasing production capacity. As a result, the company might unable to supply raw materials from other sources to replace it in time of producing the product placing ordered.

However, the company still realizes such risk and relieve it by importing materials from various countries and having more stocking.

Coated Steel Sheet in Coil

The coated steel sheet is only 9.72% of the total steel purchasing value in 2022. The company orders coated steel coils from 2 major domestic manufacturers: Thai Coated Steel Sheet Co., Ltd., which is a manufacturer of electrically galvanized steel sheets, and Posco Coated Steel (Thailand) Co., Ltd., a manufacturer of hot-dip galvanized steel sheets. The current production volume is sufficient to meet the domestic demand. Therefore, the fact that the company has ordered the coated steel sheet in coil

form only from 2 manufacturers makes the company risk of relying on a small number of manufacturers and the risk of shortage of raw materials in the production of products.

However, the company continues to prevent such risks by sourcing other raw materials from abroad. And there are reserves of such raw materials in high quantities to replace them as well.

Therefore, in order to reduce the risk of dependence on major raw material producers and shortages of the three main raw materials types mentioned above, which are the main production cost of the company and in order to manage production costs effectively, the company has planned production and ordered various types of steel materials about 2-3 months in advance by taking into account the trend of prices and the quantity of raw material demand as important factors. In addition, the company also purchases raw materials from overseas manufacturers with good quality as well as domestic and cheaper prices than domestic ones to prevent the shortage of raw materials and to manage material costs as well.

- **Risk of Laws and Regulations**

Risks related to legal changes affecting competition include:

- Anti-dumping and Safe guard measures

  Issuing anti-dumping measures (Anti-Dumping : AD) of the Department of Foreign Trade, Ministry of Commerce under the Anti-Dumping and Subsidy Act on Foreign Goods B.E.2542 and the Anti-Dumping and Subsidy Committee considered collecting duty on hot-rolled steel in coils. and non-roll from many countries as follows:

  - Section 14 countries, including Japan, Republic of South Africa, Russian Federation, Republic of Kazakhstan, Republic of India, Republic of Korea, Taiwan, Republic of Venezuela, Argentine Republic, Ukraine, People's Democratic Republic of Algeria, Republic of Indonesia, Slovak Republic, and Romania, until 30 May 2026.
  - Measures for Malaysia and the People's Republic of China until 22 June 2022.
  - Measures for Brazil, Iran and Turkey until 2022.
  - Boron Alloy Hot-Rolled Steel Sheet Measure until 2024.

- Anti-Dumping Measures for cold-rolled and non-rolled coils originating from the People's Republic of China, Socialist Republic of Vietnam, and Taiwan until January 24, 2025, which will cause an increase in tax at the rate of 0 - 20.11% of the CIF price.

- The Anti-Dumping and Subsidy Act on Foreign Goods (No. 2) B.E.2562. Additional retaliation for evasion of dumping and subsidies has been added. Announced in the Government Gazette on 22 May 2019. This puts the risk of importing certain types of foreign goods into the interpretation of whether such goods have circumvented anti-dumping and subsidy measures.

To maintain competitiveness, therefore the company proceeded to supply and import quality raw materials from abroad in many countries to mitigate the risk in this factor.

- Moreover, all import steel has to be examined and approved by Thai Industrial Standards Institute (TISI) before selling to the customers. Its complicate processes and documentation could be an obstacle to the company to comfortably import both hot rolled and cold rolled steel from other countries. However, the company has set up the specific officer to take charge of this related duty to work with the company's QC department and TISI officer. Since this TISI's regulation was issued, the company has been worked well in documentation and communication with TISI without any significant problems.

- **Risk of Foreign Currency Exchange Rate**

The company imports raw materials: cold rolled steel coils, hot rolled steel coil and coated steel coils from foreign manufacturers. If the company is unable to procure raw materials of a certain size from domestic manufacturer, or if the price of such steel in foreign countries, including transportation costs, are lower than the domestic price. However, the price of steel trading agreements with foreign producers is set in US dollars. Therefore, such imports expose the company to have risk from foreign exchange fluctuation.

However, the company has a financial policy to mitigate foreign exchange risk by making some forward contracts for foreign exchange to prevent risks that may arise from changes in exchange rates.

- **Risk of deadly epidemic**

In the past 2-3 years, it cannot be denied that the risk of the COVID-19 pandemic affecting the world and every industry including companies that have a large number of labor employees. In the period from mid-April 2021 to mid to May 2021, the company experienced an outbreak within the company's factory branch. As a result, the company's factory had to be closed for 20 business days (as the company had been notified of news and progress of the event through the SET's news distribution system throughout that period).

However, due to the situation of the company being the first cluster that occurred in Samut Prakan Province, the Public health officials had come to cooperate, help and provide knowledge how to create measures to prevent the spread of COVID-19 up close correctly and appropriately. This enables the company to properly and timely solve problems until there is no widespread outbreak outside the company. The company is still aware of the aforementioned risks, so the company has a policy to help employees to find vaccines and the company has followed the measures to prevent the Covid-19 epidemic strongly and continuously in all sectors of the organization until the present. In addition, the management continues to closely monitor news about the epidemic in both of number of infected areas with heavy transmission, vaccines and related regulations announced by the government. In 2022, the impact of the COVID-19 epidemic on the company has already been much less than the previous years.

- **Risks of natural disaster and environment**

Natural disaster is one risk of the business world. Currently, any year of Thailand might face with risks of drought / water in impounding dams for agriculture utilization were inadequate / flood. Those would impact on the economy in terms of declining purchasing power because the main income of consumers in Thailand is related to the agricultural sector. As a result, purchasing power of consumer products sector was declined.

In the meantime, the directors of the company has always kept concerning about the risks of natural disaster and environment in order to adjust the strategies of raw materials purchasing, inventory management and any other investment, to be appropriate with purchasing power and market conditions at that time. The aim is to cut costs and reduce the burden in a timely purchasing power/demand in a recession. Certainly, this practice could lead the company to be able to gain a better profitability.

In addition, other environmental risks involved, for example, the production process with environmental risks that affect the surrounding communities. The company has regulations to protect the environment in the production and service operations in accordance with the rules set by the Department of Industrial Works of Thailand. The officers have inspected the factory condition and environment and found that the company's operation is in the standard that does not cause any problems to the environment. Also, the company has never faced any pollution problems such as noise, air, toxic substances and wastewater. (For more information, please check at Part 1, Topic 3: Business sustainability development).

- **Risk of social, community, human rights and good corporate governance**

Social and community related risks; for example, the risk of disputes with the community, human rights violations, etc.

The company realizes the importance of organizational development along with the development of good relationships with communities and society. The company has a policy that the company's operations must not cause any trouble to the surrounding community and society, including the need to cooperate with the community and society to develop our community better. Therefore, the company also has projects to help communities in various fields as appropriate and appropriate opportunities.

In respect of human rights, the company has always respected the rights of the community and employees. For instance, when there was an outbreak of COVID-19 within the factory of company, the company invited community representatives to discuss with the company and public health officers on how to solve the problem. For the employee's aspect, both Thai and foreign employees, the company has always adhered to equal practices and gives equal rights. However, the company still has strict rules for managing

people in order to maintain order which may result in some employees resisting and not complying. But the company still has to adhere to those rules because those regulations are compliant with labor laws and are appropriate to control the overall order and safety of personnel within the organization. (For more information, please check at Part 1, Topic 3: Business sustainability development).

For good corporate governance risks such as corruption risks. At present, the company has determined that anti-corruption is one of the policies of the company's good corporate governance in accordance with the CG Code. Also, the Board of Directors has the duty of overseeing the implementation of the 5 Anti-Corruption Policy, which the Board of Directors endeavors to review the appropriateness of such policies at least every year.

In addition, the company has an internal control audit system from outsourcing to ensure transparency. There are channels for whistleblowing and whistleblowing protection measures, and training of organizational ethics and anti-corruption are organized in every year; in order to, reduce such risks. (For more information, please check at Part 2, Topic 6, Sub-Topic 2: Policy and guidelines related to shareholders and stakeholders)

3. Investment risk imposed on the securities holders

- **The major shareholders hold more than 50% of total common stock.**

On March 15, 2023, Chaisupat group have held approximate 81.54% of Baht 496,168,826 register capital. The Chaisupat family is also an authorized director and executive of the company. As a result, the group of major shareholders is able to control almost all the resolutions of the shareholders' meeting, whether it is the appointment of directors. or requesting resolutions on other matters requiring the majority of the shareholders' meeting, Except for matters required by law or the company's articles of association requiring three-fourths of the votes of the shareholders' meeting. Therefore, other shareholders may not be able to collect votes to check and balance matters that the major shareholders can propose, excepting the Audit Committee acting on behalf of the minority shareholders.

However, the board of director structure is comprised of 4 types of committee: Board of Directors, Independent Director / Audit Committee, Nomination and Remuneration Committee and Corporate Governance Committee which have definite authorities and responsibilities. Importantly, there is 3 Independent Director / Audit Committee who are qualified and professional in analysis of financial statements, accounting and business laws / regulations. Due to such qualifications, the Independent Directors / Audit Committees are able to efficiently inspect the operations and performance of the company with accuracy and transparency. Including, they determine, control and evaluate the company to comply with the good corporate governance as well. Additionally, all related parties transactions will be inspected by them before present to the board of directors of the company with no voting of such related parties. Meanwhile, the Chaisupat Group always made decisions and run the business with responsibilities to overall shareholders and best results for the company. There are not any situation of Conflict of Interest because they have never managed or operated in any other business relating to the steel industry and never personally influenced in destructive way to the company's benefits.

4. Foreign investment risk

- None -

Part 1

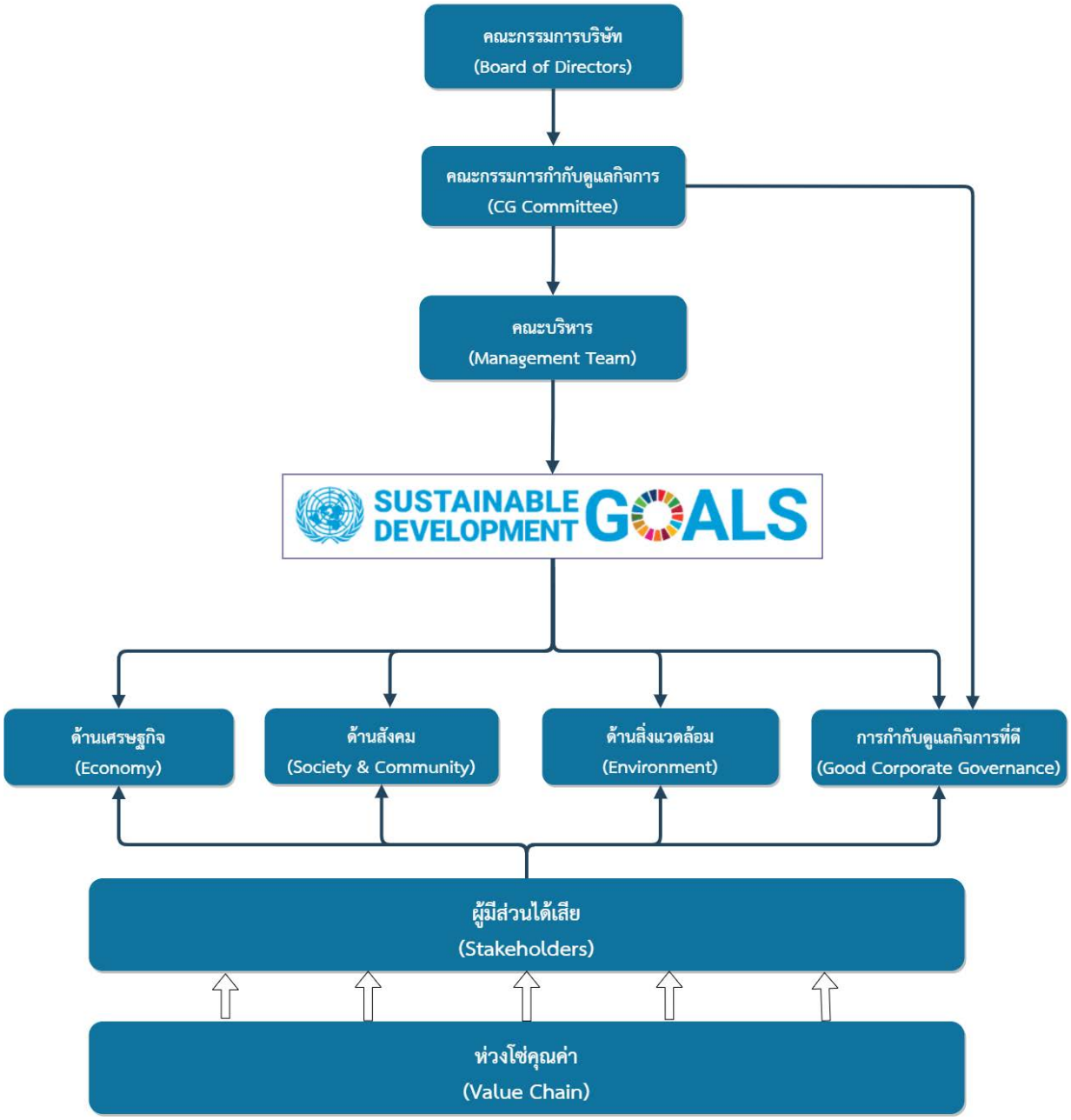
Topic 3: Business Sustainability Development

3.1 Policy and objectives of sustainable management

For more than 20 years, CSP Steel Center Public Company Limited has adhered to have a commitment to operate business with ethical principles and good corporate governance. In addition, striving to develop quality products and services that meet high standards and the needs of customers as the company's vision that **"We aim to be the one-stop service of high quality steel service center that satisfies the customer's needs of various industries and to be a significant source who provides high quality steel material to such customers in order to enhance their competitive advantages regarding competition as domestic level, ASEAN level and global level, including concerning about the impacts on communities and environment as well. All these contributions are conducted to achieve the main purpose of sustainable growth together among the company, customers, trading partners, the nation and environment as our motto: "Keep Growing Together""**

At present, the company, not only adhere to the principles of the Principles of Good Corporate Governance for Listed Companies 2017, but also has developed and operated in accordance with the Sustainable Management in 4 Dimensions, which are economy, good corporate governance, society and environment. This is in parallel with taking into account the good relationship with all stakeholders in the value chain of the company and in line with the Sustainable Development Goals (SDGs) of the United Nations. However, the company has not set up a specific sustainability management committee yet, but the Board of Directors and the Executive Committee have always given importance to and closely supervised the sustainability management of the company all the time. In this regards, Sustainability Key Goals and Performances of the company in each dimension are as follows:

Sustainability Management Structure of CSP



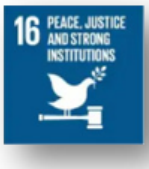
Sustainability Key Goals and Performances of CSP

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Economy				
Sales Revenue		Minimum Baht 3,500 million per year within 3 years (2021-2023)	Baht 3,148 million (not yet on target)	Sales and Marketing Strategy
Net Profit Margin		3% Minimum	Net loss Baht 94.94 million or 3.02% (not yet on target)	Strategies for managing raw material costs and controlling other costs
Corporate Governance				
CG Scoring from Thai Institute of Directors Association (IOD)		Score: 80 – 89% (Excellent Level)	89% (Excellent Level)	Policies and guidelines for good corporate governance of the company, Annual CG Code Compliance Review Report
The results of the quality assessment of the annual general meeting of shareholders from Thai Investors Association (TIA)		Score: 100%	100%	IR Department's work plan and AGM Checklist guidelines (intensive tutoring to 100)
Annual assessment results of the Board of Directors and committees/sub-committees		Average score of all committees at least 90%	Average score of all committees: 97.14% (Excellent Level)	Evaluation of the performance of the Board of Directors and senior management
Results of meeting attendance of the Board of Directors and committees/sub-committees		Average attendance of all committees at least 98%	Average attendance of all committees: 100%	Record of the Board of Directors and committees/ sub-committees' meeting attendance
Summary report of internal control audit by the Internal Audit and Compliance Units (Outsource)		The number of observations that may have risks from internal auditors shall not more than 3 items.	3 items	Policies and Plans of Risk management and internal control system

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Project to reduce electricity consumption of the head office		Units of electricity use decreased by at least 3.0% from the base year (2020)	Project to save electricity within the organization (starting in 2021). Performance in 2020, total electricity consumption was 174,087 kilowatt-hours/year. In 2022, total electricity consumption was 168,234 kilowatt-hours/year. Decrease in electricity consumption by 5,853 kWh/year or -3.36%	Saving campaign measures and reduce the use of resources within the organization according to the Energy Reduction Project.
Project to reduce the use of electricity in the lighting system of the factory office and inside the factory		The electric power consumption of the lighting system is reduced by 50% of the equipment	Expected result: Electricity consumption decreased by 3,659.76 kWh/year from the calculation. In the year 2022, there was the replacement only 85 light bulbs, equivalent to 3,659.76 kWh/year. As a result, cost savings are 20,860.63 baht, but the LED replacement project has been suspended due to the company would focus on implementing the Solar Energy Rooftop Project instead. So, this project was stopped.	The project to replace the light bulbs with LED bulbs for the whole factory, amounting to 288 bulbs.

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Power consumption from Solar Energy Rooftop to replace electricity energy (kWh/year)			In 2022, there has been a study, selection and contracting of contractors with high expertise. Therefore, the project is expected to be completed by 2023.	Solar Rooftop Power Generation Project
Production loss rate		Not more than 3% of the quantity of raw materials used	2%	Developing an efficient production plan, developing and innovation in an efficient production system
Paper/Packaging Disposal and Plastic Packaging Volume by sending them to the Recycling Process		Total at least 2,000 kg. per year	Total was 2,783 kg. (Small Traders about 123 kg. + Boiler Recycle about 2,660 kg.)	Guidelines for the disposal of residual waste for the office secretary and the office housekeeper department
Reduce the amount of greenhouse gas emissions		(No data – under study)	(No data – under study)	(No data – under study)
Number of pollution and environmental complaints		None	None	1. Noise level measurement in the production process, in the work process annually 2. Disposal of waste from used processes as required by law, such as lubricants, scrap

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society-Employee				
Employees at all 4 levels according to the company's personnel development policy shall receive adequate training and development		Proportion of the number of employees who receive training at least 70 percent	75% per year	The main policy of human resource development of the organization, Annual training plans of both branches, Annual Training Requirements Form
Average number of training hours		At least 6 hours per year	6 hours per year	Annual training plans of both branches
Work accident statistics		0 number of accidents	The number of accidents at workplace that causes having Lost-Work Day: 8 accidents (not yet on target)	Establish an occupational health safety committee, policies and programs on occupational safety and off-work safety
Rate of Actual Lost-Work Day		Rate of Actual Lost-Work Day from accidents of the total number of employees, not more than 1% of all working days per year	0.06%	Establish an occupational health safety committee, policies and programs on occupational safety and off-work safety
Employee turnover rate		Not more than 15% per year	13.30% per year	
Society-Customer				
Annual Customers' Satisfaction Assessment Survey		Average of customers' satisfaction rating: at least an A (A: 80-90 %)	Average score of 90.61% (A Level)	Customer Satisfaction Assessment, Customer Satisfaction Monitoring Report, Operation Management Meeting Report

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society				
Number of complaints from whistleblowing channels		None	None	Whistleblowing Policy and whistle blowing protection measures
Issues of human rights violations		There is no issue of human rights violations.	None	Whistleblowing Policy and whistle blowing protection measures
Number of complaints from communities/society on social issues		None	None	Measures to prevent the spread of COVID-19, holding meetings with public health agencies and community/society representatives. Policy to listen and provide assistance/cooperation with the community in all matters
Corruption issues both within and outside the organization		There is no issue of corruption	None	5 Anti-Corruption Policy and Actions of the company

(Remark: For more information about the goals and results of the economic dimension, please consider at Part 1, Topic 4 : Management Discussion and Analysis (MD&A), the corporate governance dimension at Part 2 Corporate Governance, society and environment dimensions at the last section of this Part 1, Topic 3 : Business Sustainability Development)

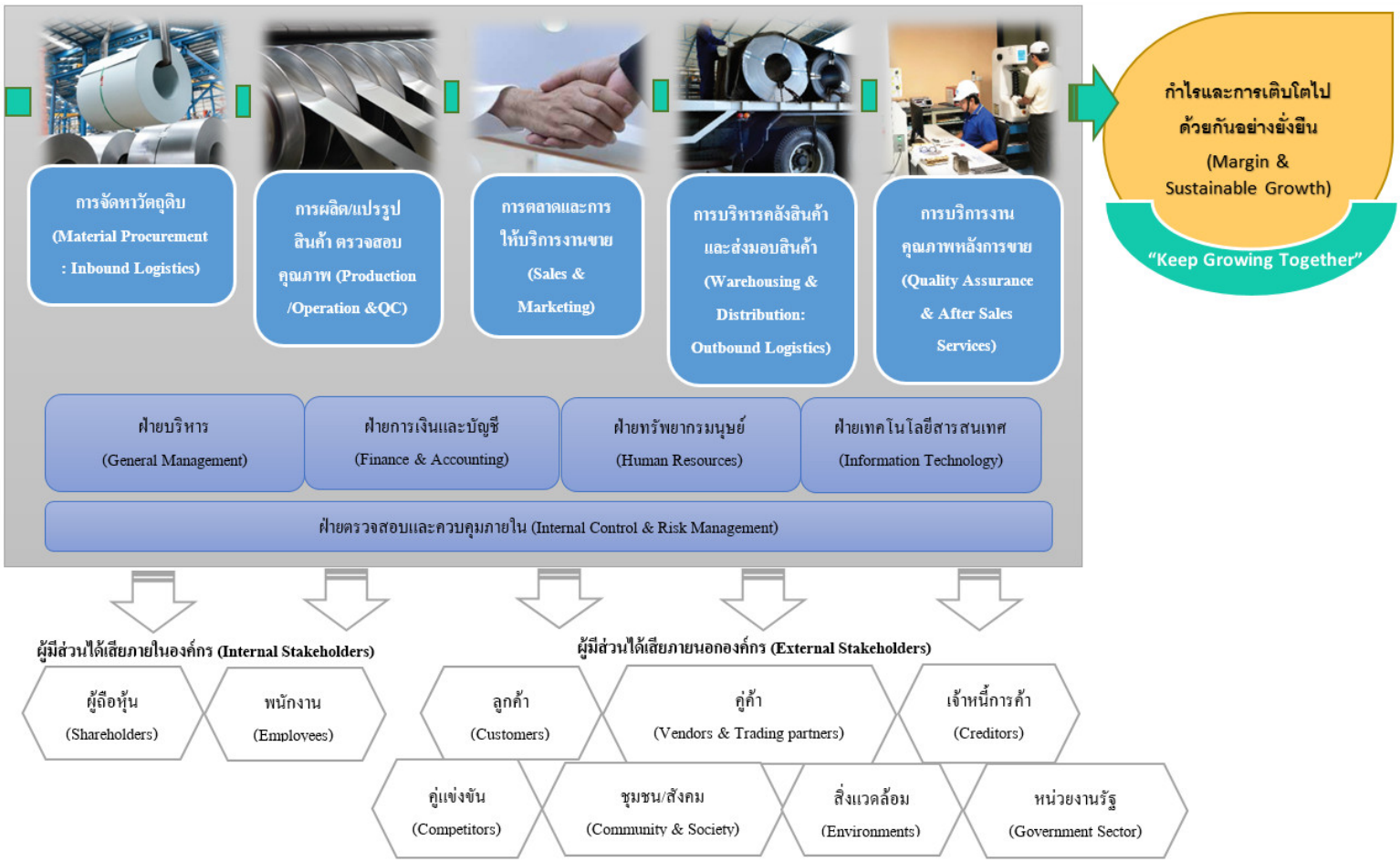
(Reference: "Sustainable Development Goals: SDGs" of United Nations from https://thailand.un.org/th/sdgs)

3.2 Management of impacts on stakeholders in the business value chain

Business Value Chain

In the business operation, the company can divide the related activities from upstream to downstream into 5 Primary Activities and 5 Supporting Activities that help the Primary activities to achieve the goals. Each

activity delivers value to meet the expectations of stakeholders or have relationships with different groups of stakeholders which can be shown in the diagram picture as follows.



Details of each activity to deliver value to meet stakeholders' expectations are summarized below.

- <u>Primary activities</u>

  1) Material Procurement : Inbound Logistics

     - Procurement of quality and sufficient raw materials for the production/processing of products to meet the needs of customers and the market.
     - Decide to purchase products to get the appropriate raw material cost price.
     - Check the quality of incoming raw materials according to the orders.
     - Have a good relationship with raw material suppliers or raw material manufacturers.
     - Strictly comply with government regulations related to the importation of goods.

2) Production /Operation &QC

- Efficient production and production planning processes to get high quality products and keep up with sales demands.
- Efficient production process to get quality products, including inspection / testing / quality control of finished products to meet the standards of the state and each customer.
- Production processes that reduce pollution and minimize negative effects to the environment and community/society.
- Proper disposal of waste/ waste from the production process and reduce the impact on the environment and community/society.
- Maintaining machinery and developing a modern production system to be more efficient in terms of production quantity, quality and reduce the risk of impact on the environment and community / society.

3) Sales & Ma

- Contact to provide consulting services and information about products correctly, appropriately and completely
- Set a fair price and in accordance with the company's price policy.
- Coordinate information according to orders with the production department accurately and completely
- Listen to comments/ suggestions from customers and bring to communicate for improvement/development together throughout the organization's system.

4) Warehousing & Distribution: Outbound Logistics

- Efficient inventory management, having a systematic system, and keeping products in good condition and of good quality.
- Participate in the development of an efficient warehouse information management system; in order to be accurate and fast to use.
- Prepare products for delivery to the destination on time and maintain quality products without damage and safe for the community/society.
- Develop a system to track the delivery process to make it faster and safer.

- Maintain quality of transport vehicles to reduce pollution and reduce impacts on the environment, community/society.

5) Quality Assurance and After Sales Services
   - Coordinate and inspect product quality as requested by customers quickly.
   - Solve problems with quality and fast, including minimize impact on customer's business.
   - Coordinate and deliver accurate and complete reports to other related parties to be used to develop product quality in the future and to be able to meet the highest satisfaction of customers.

In addition to the main activities that are important factors in delivering value to meet the expectations of various stakeholders in the value chain of the company. The company also has other supporting activities to support the main activities to achieve operational goals. This will lead the company to be profitable and grow together with all stakeholders in a sustainable way (Margin & Sustainable Growth) : Keep Growing Together.

- <u>Supporting Activities</u>
  1) General Management
  2) Finance & Accounting
  3) Human Resources
  4) Information Technology
  5) Internal Control & Risk Management

Analysis of stakeholders in the business value chain

The company has analyzed various operational activities along the company's value chain and found that each of these activities has delivered value or impacted multiple stakeholder groups. Both are internal stakeholders such as shareholders, employees and external stakeholders such as customers, trade partners, trade, accounts payable, competitors, communities/ society, environment and government sector. All people/ groups have expectations of acquiring value from the company's operations. The company therefore recognizes the importance of analyzing and devising guidelines to effectively meet those expectations. The purpose is to enable the company's value chain to reduce the risks that will have an impact and deliver added value to all groups of stakeholders to grow together with the company in a sustainable way.

In addition, the information that the company uses to analyze the expectations of the stakeholders, came from the process of collecting the report data, meetings with staffs who have been in contact with each stakeholder group, including direct satisfaction surveys in some groups and opening a channel for stakeholders to express their opinions/suggestions directly to the company.

Groups of Stakeholders	From Activities… (in Valued Chain)	Expectations of Stakeholders	Responding to Expectations
Internal Stakeholders			
Shareholders	- Marketing and sales services	- Consistently good return on investment and dividends - Good performance with consistent profits - Good and transparent Corporate Governance and Business Ethics - The company has a tendency to grow sustainably in every aspect	- An effective strategy up to date resulting in satisfactory performance -Payment of dividends from profits regularly and in accordance with the company's dividend payment policy - Follow the principles of Good Corporate Governance by the Corporate Governance Committee (CG Committee) to manage and monitor the results -There are transparent Internal Audit and Compliance Units that report directly to the Audit Committee - Follow the policy/risk management plan to reduce the risks that will affect the business - Operate the business in accordance with sustainability management policies and goals and respond to the expectations of all stakeholders
Employees	- Every activity	- Good compensation and benefits - Progress in career path and career stability - Developed knowledge training to increase potential - Fair treatment to workers - safety at work	- Prepare compensation policy, Performance evaluation form to be standard and fair to everyone -Provide basic and special welfare appropriate to the situation (both monetary and non-monetary) - Implementation of the main

Groups of Stakeholders	From Activities… (in Valued Chain)	Expectations of Stakeholders	Responding to Expectations
Internal Stakeholders			
		- Colleagues, society and good organization's culture	policy of personnel development of the organization, annual training plan - Establish an occupational health safety committee in the workplace, operate in accordance with the policy and work plan on safety at work, including safety outside the workplace. - Annual health check-up activity for all employees - Prepare and follow the measures to prevent the Covid-19 epidemic, the plan to provide a vaccine to prevent Covid-19 for all employees. - Organize various creative activities that cause good participation within the organization - Fair administration and respect for human rights - Fairly encourage rewarding employees with good behavior as a good example - Give opportunity to express opinions through whistleblowing policy channels and whistle blowing protection measures
External Stakeholders			
Customers	- Every activity	-Quality products and services - Delivery of goods and services on time - Providing sufficient products - Knowledge and expertise in recommending products that meet the needs / suitable for use or to continue to produce later	- Procurement of quality and sufficient raw materials for the production/processing of products to meet the needs of customers - Efficient production and production planning system to produce quality products; as well as, checking the quality of the

Groups of Stakeholders	From Activities… (in Valued Chain)	Expectations of Stakeholders	Responding to Expectations
External Stakeholders			
		- After-sales service with fast following up and good solving product problems - fair selling price - Able to provide commercial credit	finished products that meet the standards of the state and each customer's requirement - Develop a modern production system to be more efficient in terms of production quantity and quality - Sales department receives regular training on products and services - A company's standard price policy has been established for each product type/size. - There is a credit consideration system for customers by the finance department. - An efficient warehousing, timely delivery of goods to the destination with maintaining the quality of the product and without any damage - Develop a system to track the delivery to make it faster and safer - There is a Quality Assessment after Sales Services department that has been trained to follow up and solve problems for customers with quality and speed -Assessment of customer satisfaction every half year -Operation Management Meeting
Vendors & Trading partners	- Material Procurement	- Efficient procurement system with fairness and transparence (There is no corruption in the purchasing system) -Pay for goods and services on time	- Have a procurement work method that complies with the requirements and meets the ISO9001 Standard which is audited by external auditors

Groups of Stakeholders	From Activities… (in Valued Chain)	Expectations of Stakeholders	Responding to Expectations
External Stakeholders			
		-Provide developmental opinions on the improvement or development of the partners' products	- There is an Internal Audit and Compliance Units that monitors any unusual transactions - 5 policies and actions on preventing involvement in corruption - Effective financial liquidity management -Having meetings with partners to develop and improve the quality of raw materials, including designing raw materials to meet the company's needs
Creditors	- Material Procurement	- Pay off debt completely and on time - Good debt repayment ability and financial stability (the company has good performance, stable and sustainable)	- Effective financial liquidity management - Provide accurate and transparent financial information and other related information (disclose on the website of SET system)
Competitors	- Sales & Marketing	- Compete fairly in all aspects - have a good relationship and can become a commercial partner on occasion - Help each other to develop the overall potential of the industry that operates together	-Have a business competition policy in the market correctly and fairly. -A member of the Federation of Thai Industries, Metal Tube and Cold-Forming Steel Association, the Association of Thai Steel Industries, the Thai Automotive Industry Association
Community & Society Environments	- Production /Operation&QC -Warehousing & Distribution	- Operating business with no negative affect to the outside, such as noise, water, air pollution (at least it should be at an appropriate level or in accordance with the law) - Having Business Ethics - CSR activities to return benefits to society/community and helpful participation in development activities	- There are regulations to protect the environment in the production / processing to comply with the rules set by the district office / Department of Industrial Works. - Improving/developing production processes that reduce pollution and minimize impact on the environment and

Groups of Stakeholders	From Activities… (in Valued Chain)	Expectations of Stakeholders	Responding to Expectations
External Stakeholders			
		of community/society - Generate income and develop the economy of the community/society through employment - Paying attention to the care of the surrounding environment - Ensuring the safety of the surrounding community / society	community/society - Loss management by using the principle of 3Rs: Reduce: design the use of raw materials in production to be the most cost-effective, Reuse: sorting the condition of loss for reuse again as much as possible and in an appropriate condition, Recycle: the rest will be sent to the Recycle process - Prepare products, Transport goods to the destination safely for the community/society -Maintain quality transport vehicles to reduce pollution and reduce impacts on the environment, community/society - Project to reduce electricity consumption of the head office (starting in 2021) - Project to produce electricity from solar energy (In 2022, there has been a study, selection and contracting of contractors with high expertise. Therefore, the project is expected to be completed by 2023.) - Project to change LED lamps for the whole factory (In 2022, the project has been suspended due to the company would focus on implementing the Solar Energy Rooftop Project instead) -Factory executives and factory engineers attend the additional training on energy and environmental courses.

Groups of Stakeholders	From Activities… (in Valued Chain)	Expectations of Stakeholders	Responding to Expectations
External Stakeholders			
			-Annual CSR activities (more information at the company's website:http://www.cspsteel.com/news/group/17)
Government Sector	- Material Procurement - Production /Operation&QC - Sales & Marketing -Warehousing & Distribution	- Compliance with rules, regulations, and standards related to each business activity - The company's business operations do not negatively affect to the society/community and environment - Business results contribute to adding good economic value to the nation	- Strictly comply with government regulations related to the importation of goods. -Manufacture products to meet the standards strictly according to the regulations of the state and manage and control pollution management to be in accordance with the law - Legally manage waste/disposal from the production process -Submission/disclose of information according to the regulations of the Stock Exchange of Thailand and the SEC - Comply with laws related to taxes - Operate the business in accordance with the principles of Good Corporate Governance - Cooperate and support various governmental related projects

(Remark: For more information of "Policy and guidelines related to shareholders and stakeholders", please consider at Part 2, Topic 6: Corporate Governance Policy, Sub-Topic 2 : "Policy and guidelines related to shareholders and stakeholders")

3.3 Management of Environmental Sustainability

Environmental Policy and guidelines

CSP Steel Center Public Company Limited is well aware that the fully integrated steel service center's activities may have an environmental impact from some activities in the company's value chain. Namely, even though the company is not an upstream steel producer in the entire steel industry, but using raw materials (steel sheet in coil) to be processed into various types of products to meet the needs of customers, there are processes, processing and delivery that require various forms of energy which may cause environmental impacts. For example, the use of electricity in the production line of machines that may cause noise pollution, water pollution, and the loss of resource use in production, including warehouse management activities and delivery activities that may cause air pollution from the combustion of transportable engines. Therefore, the company has adopted the guidelines of energy management and conservation, environmental management according to government regulations to apply for analyzing various effects that may occur on energy consumption resource use and environmental impacts throughout the business chain. Then, the company has committed to set goals and guidelines for the participation of employees at all levels in the risky activities of the chain which are controlled to be in accordance with the standards, laws, regulations of the related government agencies, and in accordance with the policies and goals set by the company. The purpose is to operate the company's business as a comprehensive steel service center which completely respond to both customers' expectations and all stakeholders' expectations in terms of energy utilization, resource utilization, control/ prevent/ reduce of pollution that may occur or will affect to the environment and the community/society, where the company resides.

The goals, guidelines for practice and the environmental performance in various fields of the company, all details are as follows:

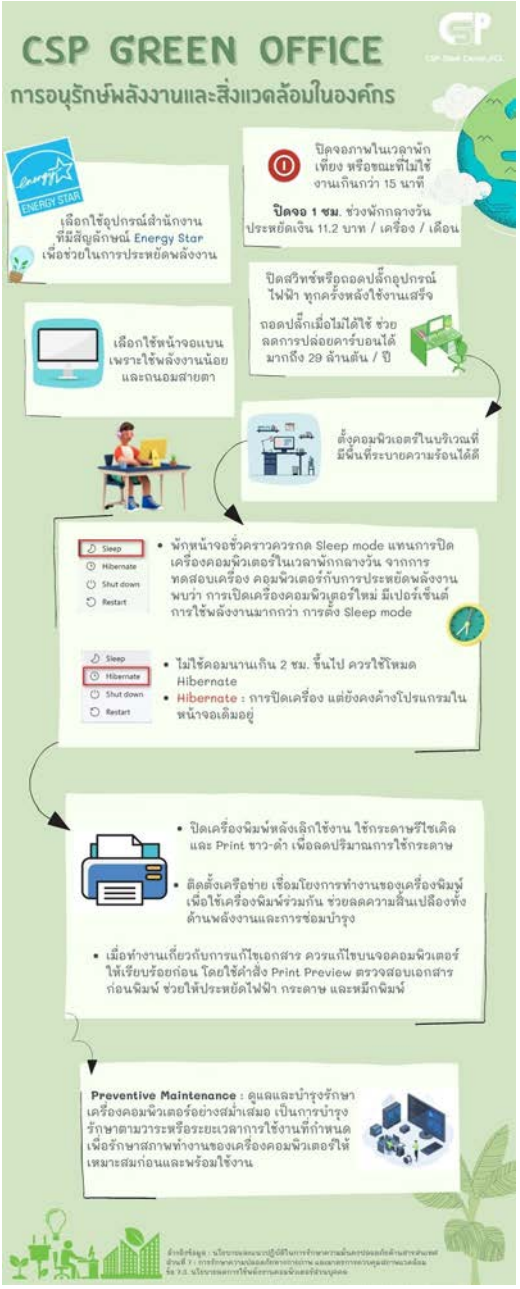
Environmental Operating Results

1) Management of Power and Resources

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Project to reduce electricity consumption of the head office		Units of electricity use decreased by at least 3.0% from the base year (2020)	Project to save electricity within the organization (starting in 2021). Performance in 2020, total electricity consumption was 174,087 kilowatt-hours/year. In 2022, total electricity consumption was 168,234 kilowatt-hours/year. Decrease in electricity consumption by 5,853 kWh/year or -3.36%	Saving campaign measures and reduce the use of resources within the organization according to the Energy Reduction Project.
Project to reduce the use of electricity in the lighting system of the factory office and inside the factory		The electric power consumption of the lighting system is reduced by 50% of the equipment	Expected result: Electricity consumption decreased by 3,659.76 kWh/year from the calculation. In the year 2022, there was the replacement only 85 light bulbs, equivalent to 3,659.76 kWh/year. As a result, cost savings are 20,860.63 baht, but the LED replacement project has been suspended due to the company would focus on implementing the Solar Energy Rooftop Project instead. So, this project was stopped.	The project to replace the light bulbs with LED bulbs for the whole factory, amounting to 288 bulbs.

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Power consumption from Solar Energy Rooftop to replace electricity energy (kWh/year)			In 2022, there has been a study, selection and contracting of contractors with high expertise. Therefore, the project is expected to be completed by 2023.	Solar Rooftop Power Generation Project

According to analyzing the various sub- activities in the main activities of the business value chain, enable the company to realize that electric power is the resource that the company utilize the most. The company therefore focuses on operating business to save more electricity by finding ways to improve and modify system to reduce electricity consumption along with other renewable energy.



- **Goal** : Project to reduce electricity consumption of the head office determined that units of electricity use shall be decreased by at least 3.0% from the base year (2020).
- **Practices** : In year 2021, the company has begun implementing a project to reduce electricity consumption of the head office and the factory's office by campaigning and asking for employees' cooperation at all levels to implement this campaign.

- **Performance** : In 2020 (base year), the company used total electricity 174,087 kWh/year. In 2022, the total electricity consumption was 168,234 kWh/year. By the end of 2022, the company had reduced electricity savings by 5,853 kWh/year. This represented a 3.36% decrease from the year 2020, which achieved the goal set by the company. The result was satisfactory that the company can make all employees aware of energy conservation and reducing energy consumption.

  In 2022, the company also has two action plans that the company is determined to be able to achieve the goal of reducing the electricity consumption of the company: The project to replace the light bulbs with LED bulbs for the whole factory; however, in 2022, the company actually installed only 85 LED bulbs from the original goal of replacing all 288 LED bulbs because the company turned to focus on investing in a solar power generation system instead. Another plan is Solar Rooftop Project which in 2022, the company had been studied, selected and contracted agreement with a specialized contractors. Therefore, the project is expected to be completed by 2023.

(For more details of each project/plan/practice, please check at company's website: www.cspsteel.com at menu: Investor Relations -> Information for Investors/Stockholders -> Business Sustainability Development)

2) Management of Water

In the company's production process, there are processes and procedures that require very little water in the production line. Only tap water is used for office activities and general washing; therefore, the company campaigns for the cost-effective use of water resources and realizing its value by turn it on sparingly and turn it off when not in use for maximum benefit.

- **Goal** : Efficient use of water resources.
- **Practices** : Public relations, campaigning and asking for cooperation among employees at all levels in implementation.
- **Performance** : Performance in 2021, total water use is 18,281 units. In 2022, total water usage is 16,074 units. Therefore, In 2022, tap water usage decreases by 2,207 units, saving about Baht 27,045.93 in water bill payments.

3) Management of Garbage, Waste and Pollution

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Production loss rate	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Not more than 3% of the quantity of raw materials used	2%	Developing an efficient production plan, developing and innovation in an efficient production system
Paper/Packaging Disposal and Plastic Packaging Volume by sending them to the Recycling Process		Total at least 2,000 kg. per year	Total was 2,783 kg. (Small Traders about 123 kg. + Boiler Recycle about 2,660 kg.)	Guidelines for the disposal of residual waste for the office secretary and the office housekeeper department

In the production process, the company controls and supervises the management of the work area environment regarding heat, light, noise and work safety by providing protective equipment and annual

inspections on heat, light and noise at the work area; in order to, comply with the regulations of the government, which the results are consistent with the standards set.

Loss management in the production process uses the 3Rs principle which is **Reduce**: design the use of raw materials in production to be the most cost-effective, **Reuse**: sorting the condition of loss for reuse again as much as possible and in an appropriate condition, **Recycle**: the rest will be sent to the Recycle process.

In processes and activities of the company has a need to use paper documents to operate and record the results. The company has reduced the printing of documents at certain stages of the job and done campaign for the cost-effective use of paper to reduce the use of new paper which affecting the use of trees, natural resource and environment of the world, by adapting the principle of 3 Rs: Reduce, Reuse, Recycle. Then, the company has recorded as follows:

Reducing the use of new paper

- **Goal** : Reduce the amount of new paper used and recycle them properly.
- **Practices** : Public relations, campaigning and asking for cooperation among employees at all levels in implementing campaign every year.
- **Performance** :

1. The approximate quantity of A4 paper used in 2021 amounted to 1,100 reams, compared to the approximate quantity of A4 paper used in 2022 amounted to 800 reams. The

amount of A4 paper used was reduced by 300 reams or -27.27% from 2021 and the cost of paper was reduced by approximately 19,500 Baht.

2. Paper/ Packaging Disposal and Plastic Packaging Volume has been delivered to the Recycle process, totaling 2,783 kg, by sending them to the small traders approximately 123 kg, and the boiler recycle approximately 2,660 kg.

4) Management of Greenhouse Gas Emission

-No data - (under study)

Because most of the activities in the company's business processes are not related to the combustion of machinery, the use of chemicals in wastewater treatment or various cooling systems, etc. Therefore, it is expected that the company's activities will not significantly affect the greenhouse gas problem. By the way, the company is still in the process of starting a study to find such information.

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Reduce the amount of greenhouse gas emissions		(No data – under study)	(No data – under study)	(No data – under study)

Major complaints regarding pollution and the environment

In the past year, the company has not received such important complaints.

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Environment				
Number of pollution and environmental complaints		None	None	1. Noise level measurement in the production process, in the work process annually 2. Disposal of waste from used processes as required by law, such as lubricants, scrap

3.4 Social Sustainability Management

Social Policy and Guidelines

The company operates business with regard to human rights principles and have fair responsibility to all stakeholders throughout the company's value chain. The company has analyzed the operational activities along the company's value chain and came up with guidelines for responding to the expectations of all stakeholder groups; in order to, reduce the risks that will affect and deliver added value to all groups of stakeholders so that they can grow together with the company in a sustainable way. This is in line with the company's vision to be a one-stop quality steel service center that can meet the highest customer satisfaction, including business operations that take into account the impact on society and the environment; in order to, achieve the ultimate goal of sustainable growth together with the company, trading partners, society, nation and environment. Also known as “Keep Growing Together”, which 3 key guidelines for the social dimensions are as follows:

1) Fair treatment of employees according to human rights principles under Thai labor law. Ensuring that employees have good health and safety. Also, they have been developed to grow in the appropriate career path and reduce the risk of labor disputes.

2) Responsible for production and service to customers. Enhance customers' satisfaction and trust. Also, supporting customers in the supply of raw materials to enable their business to grow continuously and achieve customers' goals.
3) Community/ Social Responsibility and participating in community/ society development appropriately and continuously. Also, reduce the negative impact of the company's business processes that may cause harm to the community/society.

The company has prepared and reviewed social management goals in accordance with the vision and business goals that "within these 3 years, the company will achieve sales revenue at least Baht 3,500 million and profit margin at 3% through a strategy of focusing on engineering ability to process the quality steel for achieving the customer's needs of various industries. So, it can Build the Long-Term Profitability to the Organization, including achieving all annual goals of Business sustainability development plan through the value chain of the company; in order to, sustainably grows up together with all stakeholders" which please study the goals and performance of the company's social management in the past year under the topic "Performance" in the next section.

Human Rights Policy

The company has a human rights policy that operates and provides equal opportunities for everyone from all stakeholder groups, covering from the executive level, middle and lower level employees, including those who will apply as new employees. The company has no policy to discriminate against race, religion, gender or age, if applicants' qualifications and experiences are suitable for such position. In addition, the Board of Directors also supervises that the company does not have any projects or work processes that may affect the human rights of the community or others in society.

All the time that the company has instilled this human rights for employees to realize and conform this policy as a culture of the organization through the management policy of the Human Resources Department that has adopted the human rights practices or principles of "Thai labor standards Social Responsibility of Thai Business (TLS 8001-2553) of the Ministry of Labor" to apply with all employees to achieve fairness, reasonableness and has always protected human rights for everyone within the company. There is also a guideline: the Code of Business Manual for all employees to follow. If there is any dispute or claim relating to violation of human rights, employees can file a complaint to Executive Vice President in Human Resources

or to the directors of the company through the same channels as the corruption whistleblowing as shown and explained in the next section.

(For more details of "Human Rights Policy", please check at company's website: www.cspsteel.com at menu: Investor Relations -> Information for Investors/Stockholders -> Business Sustainability Development)

The goals, practice guidelines and the company's social sustainability performance are detailed as follows:

Social Operating Results

1) Employees and Labors

The company has goals and guidelines for fair treatment of employees in accordance with human rights principles under Thai labor law. The company has fair employment conditions, has a suitable and safe working environment and providing appropriate equipment, giving welfare incentives, enhancing the quality of life for workers, providing development training and providing opportunities for fair career advancement. The purpose is to reduce the risk of labor disputes. In this regard, the goals and results related to employees and labors in 2022 are as follows:

- **Employment**

As mentioned in the Human Rights Policy, The company has a process for considering the recruitment and selection of employees by taking into account the principles of human rights and giving equal opportunities to everyone. There's no discrimination based on race, religion, sex, age, and providing opportunities/promoting employment in vulnerable workforces, such as disability employment programs by recruiting to work appropriately according to the role, position and organizational culture. Including, adding channels to recruit employees in the operating labor line who have never worked with the company; for example, because the MOU labor import contracts from Laos and Myanmar require quite a long time to complete, the company therefore focuses more on workers in the highlands/individuals without registration status. In addition, there is an opportunity for current employees to recommend friends or relatives to apply for a probationary worker which, if passed the probation, a referral employees will receive a reward from the company. This is considered to build relationships and trust among employees, including creating a good working environment / society to create intimacy among employees which will be able to cause better efficiency of working in another way as well. In the past year, 2022, the HR department has recruited new employees to reach 100% of the requested manpower rate. As of December 31, 2022, the company has a total

of 378 employees, divided into 375 full-time employees and 3 disabled employees. Overall, the number of employees increased from 2021 representing 12.17%. This is an increase rate to replace manpower from the previous year (year 2021) with a reduced rate, because the COVID-19 epidemic made the selection and recruitment of new employees especially the labor group are more difficult.

Number of employees (persons)

	Male	Female
Full-time employees	269	106
Disabled employees	2	1
Total	**271**	**107**

- **Employees Training and Development**

The company recognizes the importance of human resources as one of the assets that are no less important to the business than production machines. Developing employees to be competent in accordance with the policies and circumstances that the company faces is important, because qualified employees will lead to the development of efficient and sustainable work systems. The company therefore has a training plan every year which HR Department will submit "Annual Training Requirements Form" to the executive/manager of each department to formulates the plans and topics that are appropriate for all employees in their department to receive training during the year. Then, HR Department will combine with the training topics set by the management and finally develop into an annual training plan for both branches: Head Office (Rama 3) and Suksawat Factory Branch. During the year, there will be follow up to arrange training according to the plan. Also, there is an evaluation after every training session. Moreover, there is an assessment at the end of every year whether the training plan has been successful for that year or not, including, any additional corrections or developments should be conducted by discussing with the management.

However, employees of the company could be divided into 4 levels in order to facilitate designing training programs/activities for each level. Those are:

1. **Director Level:** directors, committees and corporate secretary of the company. They are appropriate to be focus training on Managerial / Strategic Knowledge and Developmental News / Knowledge. The company intends to motivate this level to attend training of Thai Institute of Directors (IOD), Stock Exchange of Thailand (SET), Securities and Exchange Commission of Thailand (SEC) and any other relating training programs in order to enhance their knowledge and understanding about roles, responsibilities and skills of

being a director/ corporate secretary, including acknowledging a new relating rules or regulations of those institutions.

2. **Management/Supervisor Level:** Executive Management, President, Managing Director, Executive Vice President, Manager and Supervisor in many departments. They need to understand and have an ability to check the operation results of the subordinate whether their results are correct or efficient. Meanwhile, they need to have managerial knowledge to manage subordinate to work systematically and effectively. Also, they should be able to improve the working process/operation to benefit the organization. Regarding the executive management, they should focus training on Managerial / Strategic Knowledge and Developmental News / Knowledge such as various academic seminars: business strategies, global economic and financial outlooks which those concepts and data used to support decision making in management because they are the top leaders of the organization and have to determine the business policy and strategy to lead the organization to achieve the business objective together, even the organization have to face with the fluctuated economic situation. Also, the executive management who are the director as well should be trained by the same training program as director level.
3. **Office Operator Level:** the employees who work in the office are appropriate to focus training on how to maximize correction and effectiveness of work operations. The suitable training programs should focus on working techniques or methods for each duty in different departments.
4. **Factory Operator Level:** the employees who work in the factory are appropriate to be trained similar to the Office Operator Level which is how to maximize correction safety and effectiveness of work operations.

The Core Policy of Human Resources Development:

1. The company realizes the importance of human resources and intends to develop their knowledge in order to achieve the business policy and objective of the company together.
2. The company shall support motivate and follow up employees of all departments to be trained as annually determined plan/target which according with the business policy.
3. The company shall support every relating activity (as appropriate) even they derive from the employees' ideas.
4. The commanders shall be a leader and always support subordinates to increase their learning attempt.
5. Every employee shall participate in every related training activity as the commanders assigned.

6. The target of the company's training shall be various and cover all 4 employee levels: 1. Director Level, 2. Management/Supervisor Level, 3. Office Operator Level, and 4. Factory Operator Level
7. The company has the major target ratio that the employees of the company shall be trained at least 70% of total numbers of employees in each year, according to the determination of Department of Skill Development of Thailand.
8. The HR Department of the company shall process all documents about in-house training approval and outside training approval, including preparing related documents for submitting to the determination of Department of Skill Development of Thailand.
9. The company shall monitor/evaluate the results or feedback after training for both in-house training and outside training.
10. All new employees of factory must be trained about the Occupational Safety, Health and Environment Program in order to work and operate in the workplace with safety. Regarding all new office employees, they must be attend orientation program as well.
11. The company shall support the employees who are trained to teach or share their knowledge to relating colleagues in order that the employees can maximize their benefit of knowledge to improve or develop the efficiency of working systems/processes of the company.
12. The company realizes the importance of knowledgeable employees by annual considering their position promoting for their growing up in own career path.
13. The company encourages employees studying at a higher level which they may request a waiver of working time to match with their study schedule.

Plan and Statistic of Employees Training of the Company for the year 2022

Annual Training Courses 2022			
Branches	Plan	Actual Training	Number of Actual Trained Employees (not duplicate)
Head Quarter (Rama3)	26	25	42
Suksawad Factory	26	17	211
Total	52	42	255
Total numbers of trained employees		255	
Average Total number of employees/year		340	
Ratio of Total numbers of trained employees		75.00%	

As a results of Training in 2022 shown that the company achieved the major target ratio. Namely, the company completed all numbers of Annual Training Courses in both 2 branches which **the actual ratio of trained employees from total numbers of employees in 2022 shown only 75%** (target is over 70%) Also, **the average number of training hours was around 6 hours per year.** (target is at least 6 hours per year) So,

the company can achieve this goal as well. Also, all trainings were various and covered all 4 employee levels: 1. Director Level, 2. Management/Supervisor Level, 3. Office Operator Level, and 4. Factory Operator Level as the main policy defined. In addition, because the company attaches great importance to safety at workplace. Therefore, targets for accident rates have been set (please consider more in the next section).

The examples of Training Programs that all levels of employees attended within the year 2022 are as follows:

1. **Director/ Corporate Secretary Level:** SET x IAA : Techniques to Add Value to Listed Companies From the point of view of a securities analyst : Class 1, Steel and its future for Human Life, Promotion of investment in automated machine production and measures to improve production efficiency using automation, Director Certification Program (DCP) 329/ 2022, Accounting tips that AC shouldn't miss out EP. 2 , E-Learning CFO's Refresher Course Topic: Preparing for economic factors, Finance and Accounting Issues that affecting to the listed companies, Summary of financial reporting standards TFRS that have changed and come into force in 2023, Preparation of the Annual report (Form 56-1 One Report) on the SETLink system, Round 2, New AGM Checklist 2023, etc.
2. **Management / Supervisor Level:** Preparation of documents related to the determination of transfer prices between companies or Relationship Juristic Partnership (Transfer Pricing Document), Preparation of information and payment of contributions to the Social Security Fund through electronic systems (e-Payment), Information service introduction for listed companies : SETSMART and Financial & Economic Data Bureau, Calculation of Employee Benefits by using Actuarial Science TAS19, Training course on keeping up with the transfer pricing law, Income, difference between Accounting and Tax, Basic knowledge in preparation and submission of financial statements, Anti- Corruption Guidelines (Anti- corruption) in the organization with sustainability, etc.
3. **Office Operator Level:** Training of the SAP B-ONE Program 2022, Billing system (LOCALIZE BILLING), Introduction to Accounting System in SAB B-1, Using the B-PLUS software package (payroll & time card), How to make an annual performance appraisal via GOOGLE FORM, Standard packaging (PACKING STANDARD), production process of hot-rolled steel, cold-rolled steel, Using the basic SAP B-ONE 2022 program (Sales, Purchasing), Using the basic SAP B-ONE 2022 program (Accounting and Finance), Using the software package SAP B-ONE

2022 (Procurement management), Using SAP B- ONE 2022 program for production and production planning systems (PLANNING&PRODUCTION) , Using SAP B- ONE 2022 program for receiving finished products into the warehouse system (PLANNING- RECEIPT FROM PRODUCTION SAP B-ONE), chart of accounts design for using in auditing, accounting controls and risk management, Implementation of industrial cost systems, Class 1/2022, Guidelines for financial reporting standards NPAEs for bookkeepers, Law and business versus human rights for investors, use of electronic service systems for users, etc.

4. **Factory Operator Level:** 5 S. for inspection and to increase productivity, Using Lot Booking Process in SAP system, Slitting machine separator settings, Quality Awareness, Cutting edge movement, flatness, Packing Standard of CSP, How to place and protect the cargo on the truck (W- WH- 006), Hydraulic system, Knife Setting Method for Stop Cut machine, Electric power, How to set the Separator of the slitting machine (W-PD-005), Invoice Data Entry (KM-HR-001), Use of measuring tools, Problem Analysis with 5W1H, Product return Process, Source of raw materials, etc.

In summary, the results of employee training and development are as follows:

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society-Employee				
Employees at all 4 levels according to the company's personnel development policy shall receive adequate training and development		Proportion of the number of employees who receive training at least 70 percent	75% per year	The main policy of human resource development of the organization, Annual training plans of both branches, Annual Training Requirements Form
Average number of training hours		At least 6 hours per year	6 hours per year	Annual training plans of both branches

- **Occupational Safety, Health and Working Environment**

The company realizes the importance of both machine/equipment power and human power as factors leading the company to reach business goals. The key point is machines and equipment cannot work well without controlling and maintenance of mechanic experts. Including, professional management team who creates the business strategies and overall operational workers of every department who work to support those strategies, all are important to the company since was founded. Therefore, safety, occupational health and working environment are important factors that enable all employees to perform their duties without interruption, effective and continuously until they can lead the company to achieve the business goals.

In this regard, the company has guidelines for operating safety, occupational health and working environment as follows:

- Accident Insurance for employees, in case that they get any accident during working hours or time off, they would receive medical fee and in case of dead from an accident, they would receive compensation as the law determined.

- Safety in the workplace, workers are given a set of wearing apparel and safety equipment for working in a factory to protect them from accidents that may occur during operation. Also, there are training activities to prevent or mitigate accidents that may occur; for instance, fire elimination coaching, training on how to work safely and correctly for positions that are vulnerable to insecurity, first aid and transporting injured people and so on. If the accident happens, employees will be received a medical care payment from the Social Security Fund. Moreover, according to the company's policy, employees will be received more assistance in special cases. If they have to take leave due to such accidents, the company would continue to pay wage / salary as usual.

The company has a policy about Safety in Workplace as follows:

บริษัท ซีเอสพี สตีลเซ็นเตอร์ จำกัด (มหาชน)

CSP STEEL CENTER PUBLIC COMPANY LIMITED

The Policy of Safety

Safety First

8 Principles of Safety in Workplace

(8 Principles)

1. Safety in Workplace is the first work responsibility of every employee and every position.
2. The company shall support to improve safety in working conditions and environment.
3. The company shall support to create all related activities about safety to motivate all employees to concern about safety; for example, training, PR and campaign about Safety competition,etc.
4. Every supervisor must be a good leader and example of Safety by being a leader, trainer and attract employees to follow the work operation with Safety.
5. Every employee must concern own Safety, colleagues and the company's properties all through the working time.
6. Every employee must concern about cleanness and tidiness of the working areas.
7. Every employee must be willing to participate in the project of Occupational Safety, Health and Environment of the company. Also, influence in sharing the ideas to improve working condition, working implementation with Safety.
8. The company shall always evaluate the results of implementation whether conforming the above policy.

Mr.Kritsada Chaisupat

Chairman of Occupational Safety, Health and Environment

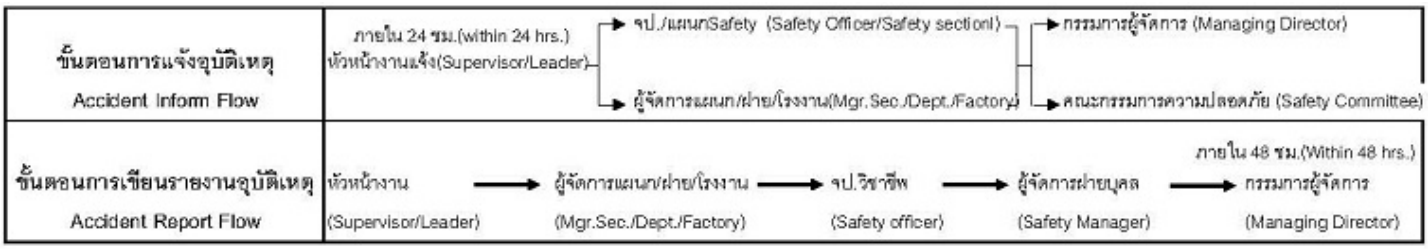
- Additionally, the company set the Occupational Safety, Health and Environment Committee of the Company according to Ministerial Regulation on the Prescribing of Standard for Administration and Management of Occupational Safety, Health and Environment in Workplace B.E. 2549 (A.D.2006). Their responsibilities are:

1. Consider the policy and plan of safety inside/outside the workplace in order to protect and mitigate the risk of accidents, sicknesses, disturbance from working, unsafety situations and propose such policy and plan to the management for approval.
2. Report and share ideas about regulations or improvement methods, conforming to the law of Standard for Administration and Management of Occupational Safety, Health and Environment in Workplace; in order

to enhance the working safety of employees, sub-contractors and outsiders who work or service in the company's areas.

3. Enhance and support all activities, relating to safety in the workplace.
4. Consider regulations and tools for safety in the workplace, including standard of safety in the workplace, then propose them to the management.
5. Monitor implementation of safety in the workplace and do the statistic of accidents occurred in the workplace at least 1 time in a month.
6. Consider projects or plans about training of safety in the workplace, including projects or plans about training of responsibilities of employees, supervisors, management, employers and every level of Human Resources of the company, then propose them to the management.
7. Set the system of reporting unsafety situations which is the responsibility of every level of employees in the company must conform.
8. Follow up the results and feedback of all assignments that proposed to the management.
9. Report annual results of implementation and identifying problems, obstacles and practical suggestions to the management whenever the committee completes duties for 1 year.
10. Evaluate the results of implementation of safety in the workplace.
11. Implement other relating assignments as the management assigned.

- Moreover, whenever the accidents in the workplace occur, the company will check and do "Accident Incident Investigation Report" which has the following details: Personal Detail, Accident Detail, Accident/Incident Evaluation, Description of Accident /Incident and Pictures (if any), Accident Analysis, Corrective and Preventive action, Suggestion/comment from Safety Manager/Safety officer and Follow up Corrective and Preventive action by Safety officer. The Accident Inform Flow and Accident Report Flow are as follows:



In 2022, the Statistic of Accidents in the Workplace and Actual Lost-Work Day from the Accidents are as follows:

Accident Date	Department	Accident Evaluation	Actual Lost-Work Day
4/2022		Level3: Lost-Work Day >= 3 days	8
4/2022		Level3: Lost-Work Day >= 3 days	22
5/2022		Level3: Lost-Work Day >= 3 days	9
5/2022		Level3: Lost-Work Day >= 3 days	8
5/2022		Level3: Lost-Work Day >= 3 days	4
8/2022		Level3: Lost-Work Day >= 3 days	18
9/2022		Level3: Lost-Work Day >= 3 days	8
9/2022		Level2: Lost-Work Day <= 3 days	3
8 Accidents			80

From the above statistics in 2022, there is a rate of lost work caused by accidents at work approximately 0.06% of all working days in 2022 (the target is not more than 1%), which is considered to be achieved, and improved from previous year's (year 2021 is 0.09%). An average rate of 3 years ago, the company had an estimated lost work rate caused by accidents at 0.08%, which can be considered an improvement. Statistically, the number of accidents at workplace that causes having Lost-Work Day in 2022 was 8 cases (the target is 0), therefore it is considered that this goal has not yet been achieved. However, even though it was only 8 accidents, there were severe, so it was necessary to take a long break from working. As a result, the Lost-Work Day rate is unusually high.

However, the company remains committed to strictly complying with the security policy and look forward to developing to achieve all related goals in the upcoming years with the intention that the number of accidents at workplace that causes having Lost-Work Day to be 0.

In addition, the company has learned from experience that there must be measures to prevent the spread of COVID-19 intensely since the outbreak to the present. Currently, the company has measures to prevent the spread of COVID-19 strongly in all sectors of the organization. There's no number of employees have been seriously ill or have died from the epidemic in the workplace since the outbreak until now. At Present, there are about 99% of all employees of the company have been vaccinated at least 3-4 doses of vaccination (only some special cases of employees with underlying health conditions cannot be vaccinated).

In summary, the operating results of safety, occupational health and working environment are as follows:

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society-Employee				
Work accident statistics		0 number of accidents	The number of accidents at workplace that causes having Lost-Work Day: 8 accidents (not yet on target)	Establish an occupational health safety committee, policies and programs on occupational safety and off-work safety
Rate of Actual Lost-Work Day		Rate of Actual Lost-Work Day from accidents of the total number of employees, not more than 1% of all working days per year	0.06%	Establish an occupational health safety committee, policies and programs on occupational safety and off-work safety

- **Employees' Engagement**

Even if the company is listed on the Stock Exchange of Thailand, the group of major shareholders are still from the same family and many of them are still executives in the company. As a result, not only the company is systematically managed according to the standards listed in the Stock Exchange of Thailand, but also is managed by the family management style. Namely, there is also a friendliness to the employees which the management can be reached to comment or consult for help until the bond is like a large CSP family that helps each other. As the example of the incident when the company had a crisis of the Covid-19 epidemic in the Suksawat factory branch. There were still a number of employees who were not classified as a risk group and did not need to be quarantined, who sacrificed as a volunteer to support various operations of the company during the company's closure; for example, helping coordinate with the HR department at the headquarters in preparing documents of infected people to send to government agencies, helping provide food and medicine procurement for infected and vulnerable groups quarantined in factory dormitories, assisting in coordinating or executing disinfectant spraying operations, including helping to take care of the cleanliness of occupational health in the factory area. This group of people is valuable resources of the company who still stand beside the company, always well support the company which shows their loyalty and strong engagement to the company very well.

In addition, the company has a policy to reward employees with fair salary, wages or bonuses. The company also has guidelines for promoting employee engagement through the provision of various good benefits, which shows the awareness of the importance of the company's employees as well, which the examples are as follows:

- Provident fund establishment to employees for providing employees with savings after resignation, disability or retirement. Currently, the company has a policy to provide contributions to employees in the same amount as the employees pay to the fund each month (the maximum contribution rate is in accordance with the company's policy).

- There's an annual health check activity. The company has a policy to contribute all employees to receive an annual health check every year in order that the company would aware of the physical health of workers to prevent accidents, including to show concern for the health of all employees and to encourage employees concerning about their own health care.

Annual Health Check for All Employees 2022

On December 3, 2022, CSP Steel Center PCL., had the activity of annual health check for all employees, both Head Office and Suksawad Factory, by Ladpao Hospital.

- There is a policy to have annual travelling and annual banquet if the company's performance is satisfied in each year. The main purpose is to strengthen the relationship between all employees in the company also, to encourage all employees being committed to work effectively for the company's achievement.

New year 2023 Celebration and Lucky Drawing Special Gifts.

During the first week of January 2023, CSP celebrated New Year

by treating lunch and lucky drawing special gifts to employees.

- The company has a new welfare about lending for education and/or personal life because the management realizes that education is important and financial burden is significant to improve standard of living of employees as well. The criteria of lending depend on each qualification, but payment period and interest are fair to every borrower.

- Welfare of financial assistance / merit donation for employees' ordination events and the funeral of employees/family members to give morale and encouragement to employees.

- Loyalty welfare awards are given to employees who have worked with the company for 10 years (certificate with a gold ring) and 20 years (certificate with a gold ring with diamonds). In 2022, the number of employees who have received such awards for 10 years are 11 employees and for 20 years are 4 employees.

Award for 10 and 20 anniversaries employees 2022

On January 7, 2023, CSP rewards the annual best practice employee, 10 and 20 anniversaries of employees awards; in order to, encourage employees' morale to be a part of business success in the future.

- The company also has other statistical data that shows the employee's engagement to the company, including in 2022, the number of retired employees who decided to still continue to work with the company is 6 employees, the number of employees who belong to the same family in the company (with common surnames), totaling 132 employees.

- The company has a goal in terms of employee turnover rate of not more than 15% per year. In 2022, there was a turnover rate of 13.30%, which is considered to be achieved.

In the past year, the company had not received any claims related to human rights violations from employees, the issue of illegal labor and the company has no history of serious labor disputes. Because the company has always followed the above related policies and always taken into account that Human resources are one of the

company's key resources in helping the company to achieve the business goals and achieve sustainable growth for both employees and the company together.

However, the company continues to allow all employees/workers to file complaints related to unfair labor practices with the Executive Vice President in Human Resources, or with the company's directors through the Corporate Secretary who is the coordinator, or notify via telephone directly to independent directors who perform duties at number (66)2-689-0801, or if employees would like to file a complaint to the Department of Labor, the company also provides the right and freedom to do so.

Whistle Blowing

According to the policy of good corporate governance, the company allows all employees and every group of stakeholders can be a whistle blower about illegal behaviors, unethical behaviors, breaking rules regulations or policy of the company, corruption, violating rights or giving advices, comments about operations management of the company or improving about good corporate governance of the company. The company provides the channel for Whistle Blowing as follows:

Corporate Secretary

CSP Steel Center Public Company Limited

Address: 475 Rama3 Road, Bangklo, Bangkolaem, Bangkok 10120

Telephone: (66)2-2916314 Ext. 200

E-mail: jutamas@cspsteel.com

Corporate Secretary will gather information and directly coordinate to the Board of Directors

Or direct call to **Independent / Audit Committee** Telephone: (66)2-689-0801

Process of Whistle Blowing

The whistle blowing, complaint, comments, and any advices will be deliver to suitable director/committee consider depending on each different case. The Corporate Secretary may ask for more information or additional evidences to investigate and make a decision about penalty or pass the cases to other local legal officers. The Corporate Secretary will continuously report the feedback and resolution or decision of the cases to the whistle blower within 1-2 weeks (depending different cases).

Measure of Protecting Whistle Blower

The company will confidentially keep all information about whistle blowing. All processes and investigation will concern about safety of whistle blower, including all collaborative persons / witnesses to prove the truth, As a result, all related persons can ensure that they will not be negatively impacted by the whistle blowing to the company.

The summary of employees' engagement performance is as follows:

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society-Employee				
Employee turnover rate		Not more than 15% per year	13.30% per year	
Number of complaints from whistleblowing channels		None	None	Whistleblowing Policy and whistle blowing protection measures
Issues of human rights violations		There is no issue of human rights violations.	None	Whistleblowing Policy and whistle blowing protection measures

2) Customers

With the company's mission that "We concentrate on operating as a professional steel service center that satisfies our customers with high quality steel products and services, punctual delivery and always keep improving and developing such quality with strategically focusing on Value-Added Products and Services to meet the customer's needs of various industries" Therefore, the company has realized importance and complied with the above policy all the time. Namely, the company buys and prepares

steel raw materials with quality that meets international standards and offers sales services at fair prices based on market prices with advice on steel raw materials, so that customers can choose to buy steel with the type/ spec that is suitable for their production process or the finished product that they need appropriately. Then, the production department of the company will provide steel sheet cutting or steel pipe production with efficient production processes to get high quality finished products as customers required with fast quality delivery service direct to the customer's factory on time as the customer required. The company's customers will receive high quality raw materials into their production processes on the right time and with an appropriate cost for the quality of products and services. In addition, the company has a policy to provide service to improve product quality, return products or pay compensation from products that do not meet the quality as ordered; in order that customers will receive justice in trading products with the company. The company has a specific department with specialized staff to manage and implement the mentioned policy properly. It can be said that every department throughout the company's value chain, all are concerned with responding to customer expectations, to meet the highest customer satisfaction and aim to create value transfer to the business chain of customers' businesses as well.

Customer Satisfaction Level

The company has an annual customer satisfaction assessment policy. This is one of the goals of corporate sustainability management through a random survey of various customers and systematic record and management. The topics in the survey will be in accordance with the organization's main policy and **mission in response to the highest customer satisfaction.** The results of each survey and customer satisfaction assessment will be brought to the Operation Management Meeting that are attended by executives and supervisors from each department to discuss problems and find ways to prevent, fix or improve together in each department of the whole organization. Including, the follow-up of such improvements according to the specified period of time from the meeting through the customer satisfaction follow-up report.

In the year 2022, the overall customer satisfaction score goal is to always achieve at least an A level. The results of the customer satisfaction assessment are as follows:

Satisfaction Criteria:

Level AA: 91-100 %	Level B: 70-79 %	Level D: 50-59 %
Level A: 80-90 %	Level C: 60-69 %	Level E: Lower than 50 %

Remark: If the total score of evaluation is 50-59%, only low - score topics will have to be seriously improved.

If the total score of evaluation is lower than 50%, all processes of the system will have to be seriously improved.

The Results of Customers Satisfaction Assessment 2022:

Month of Evaluation	Average Score (%)	Score Level
1/2022	90.61	A
Total Average score for the year	90.61	A

According to the above results of Customers Satisfaction Assessment in 2022, the company had total average score for the year: 90.61%, which was 'A' Score Level. It means that the performance of the company about Customer Satisfaction was good and reached the target. But, it was higher than the last 2 year's which total average was 84.91% in the year 2021 and 86.77% in the year 2020. Also, it's still not excellent (Level AA) due to gaining some 'C' and 'D' score from several customers. For example, the assessment of the quality and response to customer needs, the assessment of personnel and services. Consequently, the company admitted for all comments and recommendations to improve all related business operations with a strong commitment to develop products and services to serve the next level of all customers' satisfaction in every year.

The summary of customer topic's performance is as follows:

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society-Customer				
Annual Customers' Satisfaction Assessment Survey		Average of customers' satisfaction rating: at least an A (A: 80-90 %)	Average score of 90.61% (A Level)	Customer Satisfaction Assessment, Customer Satisfaction Monitoring Report, Operation Management Meeting Report

3) Communities and Society

The company recognizes the importance of business development along with the development of good relationship with the community and society. With the strong policy, the company is not going to make any troubles to the surrounding community and society and usually be a part of contribution to develop the community and society for the better life together. The company always has plans to assist communities in many aspects, for example, educational assistance to students and schools (eg. scholarships, educational equipment and stationery for schools in nearby communities), participate in promoting activities related to local culture and traditions, promote and uphold the religion of the community and society which is considered to help develop the minds of employees in the company as well, provide social assistance when disasters or natural disasters occur (eg. helping to fund road repairs near the factory), a project to support employment within the community for developing life quality of people in the community which will affect society and the nation, campaign to join the white project (Drug-Free Project) to support communities and societies to be livable and safe from the dangers of drug users, supporting activities that provide access to food or other essential products for disadvantaged groups or low-income individuals. In addition, alliances with other businesses including government or non-governmental organizations to increase cooperation and make use of the resources, knowledge and skills available to help communities and society in various fields.

In addition, the company also gives the community an opportunity to make complaints or request for help. Including, the exchange of ideas to help each other develop the surrounding society better as well. They contact through the contact channels listed on the company's website or in various media, including whistle-blowing channels as follows:

Whistle Blowing

According to the policy of good corporate governance, the company allows all employees and every group of stakeholders can be a whistle blower about illegal behaviors, unethical behaviors, breaking rules regulations or policy of the company, corruption, violating rights or giving advices, comments about operations management of the company or improving about good corporate governance of the company. The company provides the channel for Whistle Blowing as follows:

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Process of Whistle Blowing

The whistle blowing, complaint, comments, and any advices will be deliver to suitable director/committee consider depending on each different case. The Corporate Secretary may ask for more information or additional evidences to investigate and make a decision about penalty or pass the cases to other local legal officers. The Corporate Secretary will continuously report the feedback and resolution or decision of the cases to the whistle blower within 1-2 weeks (depending different cases).

Measure of Protecting Whistle Blower

The company will confidentially keep all information about whistle blowing. All processes and investigation will concern about safety of whistle blower, including all collaborative persons / witnesses to prove the truth, As a result, all related persons can ensure that they will not be negatively impacted by the whistle blowing to the company.

In addition, in 2022, the company has various activities that contribute to improving the quality of life and promoting good relationships with communities and society as follows:

CSP STEEL CENTER, PCL. cooperated with STEPS SOCIAL ENTERPRISE CO., LTD. to employ special employees (People with Autism).

On June 8, 2022, Executives of Human Resources Department, were a deputy of CSP Steel Center., PCL in welcoming and orientation to special employees (People with Autism) to join the company with the cooperation from Steps Social Enterprise Company Limited, with the aim of allowing the company to be a part that will help supporting various special people in Thai society to have the opportunity to work and have their own income from their occupation.

Donation of scholarships and lunch funds at Wat Ratchabophit School

On July 22, 2022, Mr. Kritsada Chaisupat, Director and Executive Vice President in General Management, and Miss Jutamas Chaisupat, CFO & Corporate Secretary were deputies of CSP Steel Center., PCL to donate scholarships and lunch funds to low revenue students of Wat Ratchabophit School, Bangkok.

CSP participated with the Department of Alternative Energy Development to donate The Royal Kathin Robes for the year 2022.

CSP Steel Center Public Company Limited participated with the Department of Alternative Energy Development and Energy Conservation to donate The Royal Kathin Robes for the year 2022 at Khao Kaew Worawihan Temple, Ton Tan Subdistrict, Sao Hai District, Saraburi on Saturday, October 29, 2022.

Responsibility to Consumers

Although the company does not sell products or provide services directly to consumers, because the company's products and services are made for various industries level. But the company still adheres to the responsibility to consumers by offering good, safe and high quality products and services to customers who are industries level to use as raw materials to produce good quality and safe products and services for consumers (End-User) to use in the final.

The company's consumer responsibility policy is therefore related to the company's customer treatment policy which are:

- Setting fair and reasonable selling prices. Not only being fair to customers, but also helping to maintain a balanced market price mechanism. Since steel products are commodity products, selling prices that are too cheap or too expensive will affect the price of the steel market as a whole country. Including, affecting to the business of trading partners, competitors, customers, and finally, consumers.
- Provide accurate and factual information to customers. Never exaggerate to let customers use in the decision making to buy products or services with the company. Because if the customers purchase steel products in the wrong type/spec or wrong size, customers who are industries level may use them to produce non-standard products which affect the safety of consumers.
- The company sells standardized products according to the regulations of the Thai Industrial Standards Institute (TISI), Compulsory Standards for steel products for both for hot rolled steel and cold rolled steel, including General Standards (TISI) that the company voluntarily apply for quality certification, such as TISI standards for carbon steel pipes for general structural work, etc. Also, the company always has a good relationship with TISI and product quality checking always shows well results and meets the criteria.
- The company adheres to the Code of Conduct to keep the customer's trade information confidential and secure at all times in both of price and the type/spec of steel used. There's no publishing to any business partners or competitors or any third parties to know, excepting for receiving permission from customers.
- The company has a product warranty policy and after-sales service/Quality Assurance Team. If the product is not right as customers order. The after-sales service/Quality Assurance Team who have experts to solve the quality of products will visit and fix such product. And if that fixing is unsuccessful, there will be a policy to consider refunding the customer as appropriate and fair.

- The company has a policy to always improve the quality and standards of products and services; In order to, provide products and services that are safe and meet international standards which forward them to consumers and society. Including, providing more variety of products to meet the diverse needs of customers and consumers in the future
- Regularly cooperate with customers in various customers' activities in both of operations and general activities in order to provide maximum benefits to consumers fairly.

Anti – Corruption Policy

The company not only seriously conforms the rules and regulations of the government sectors, but also, believes that corruption is one of the problems that negatively affect the communities/society as a whole of the nation that may cause our communities/ society to not develop as well as it should be. Therefore, the company is determined not to support any corruption that may occur in the government sector and against all types of corruption within the organization. If there is a clear evidence of fraud of any employees or executives, the company has measures in place to decide the person's penalty up to the termination of duty and take appropriate legal action as well. This is for promoting and instilling this point in all employees to comply with the law and regulations related to both the company and the state. **The company also has guidelines for all employees in this regard: "Code of Business Conduct" Manual of the company** to let them follow and already communicated throughout the organization. Additionally, there is also a plan to organize an anti-corruption training every year.

In addition, the system of operating procedures within the company is designed to have an authority balance and there are reviews between individuals or between parties at almost every step; in order to, prevent fraud that may occur within the organization or between organizations. Additionally, the company has also hired I.N.J. Consulting Co, Ltd. to act as the Heads of the Internal Audit and Compliance Units, including the preparation of an internal audit plan for reporting to the Board of Directors to consider the efficiency of the company's work system as well. At the same time, the Board of Directors and the Audit Committee have given the opportunity for all personnel within the company and outsiders to file complaints or report clues in cases of corruption through the whistleblowing channels as mentioned above.

The issue of corruption is also identified as one of the goals of the company's sustainability management which in the past year, the company has not received any complaints related to corruption both within the company and with any third parties.

(For more information about "Anti-Corruption Action and Measures" of the company, please check at Part 2 : Corporate Governance, Topic 2. Policy and guidelines related to shareholders and stakeholders)

The summary of the communities/society performance is as follows:

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Society				
Number of complaints from whistleblowing channels		None	None	Whistleblowing Policy and whistle blowing protection measures
Issues of human rights violations		There is no issue of human rights violations.	None	Whistleblowing Policy and whistle blowing protection measures
Number of complaints from communities/society on social issues		None	None	Measures to prevent the spread of COVID-19, holding meetings with public health agencies and community/society representatives. Policy to listen and provide assistance/cooperation with the community in all matters
Corruption issues both within and outside the organization		There is no issue of corruption	None	5 Anti-Corruption Policy and Actions of the company

Part 1

Topic 4: Management Discussion and Analysis (MD&A)

1. Important Financial Information

1.1 Financial Statements

(1) Independent Auditor's report

- Financial statements for the year 2022 audit by Ms.Chuenta Chommern Certified Public Account(Thailand) No.7570 has commented Unqualified Opinion that the company's financial statements have been prepared in accordance with Thai Financial Reporting Standards.
- Financial statements for the year 2021 audit by Ms.Chuenta Chommern Certified Public Account(Thailand) No.7570 has commented Unqualified Opinion that the company's financial statements have been prepared in accordance with Thai Financial Reporting Standards.
- Financial statements for the year 2020 audit by Ms.Chuenta Chommern Certified Public Account(Thailand) No.7570 has commented Unqualified Opinion that the company's financial statements have been prepared in accordance with Thai Financial Reporting Standards.

Summary Table of Financial Statements

(2) Statements of Financial Position as of December 31

FINANCIAL STATUS	FY2022		FY2021		FY2020	
	Million Baht	%	Million Baht	%	Million Baht	%
ASSETS						
Cash and cash equivalents	64.27	3.12%	26.30	1.18%	98.96	4.94%
Trade and other receivable	497.84	24.14%	583.77	26.21%	502.24	25.05%
Short-term loans to employees	-	-	-	-	0.00	0.00%
Inventories	839.36	40.69%	985.36	44.24%	749.69	37.40%
Current financial assets pledged as collateral	-	-	0.40	0.02%	-	-
Total current assets	**1,401.47**	**67.94%**	**1,595.83**	**71.65%**	**1,350.89**	**67.39%**
Investment property	0.69	0.03%	0.69	0.03%	0.69	0.03%
Net Property, plants and equipment	594.71	28.83%	604.02	27.12%	627.48	31.30%
Right-of-use assets	19.62	0.95%	5.64	0.25%	10.94	0.55%
Intangible assets	12.49	0.61%	10.66	0.48%	9.45	0.47%
Deferred tax assets	16.77	0.81%	10.31	0.46%	4.97	0.25%
Other non-current assets	16.91	0.82%	0.11	0.01%	0.10	0.01%
Total non-current assets	**661.20**	**32.06%**	**631.43**	**28.35%**	**653.63**	**32.61%**
Total assets	**2,062.66**	**100.00%**	**2,227.26**	**100.00%**	**2,004.52**	**100.00%**

FINANCIAL STATUS	FY2022		FY2021		FY2020	
	Million Baht	%	Million Baht	%	Million Baht	%
LIABILITIES						
Bank overdrafts and short-term loans from financial institutions	1,189.42	57.66%	1,152.31	51.74%	1,290.81	64.39%
Trade and other current payable - other companies	59.27	2.87%	35.35	1.59%	59.48	2.97%
Accrued income tax payable	-	-	48.54	2.18%	-	-
Short-term loan from related person	-	-	-	-	50.00	2.49%
Provision for product quality warranty	1.00	0.05%	1.00	0.04%	0.62	0.03%
Current portion of leases liabilities	6.16	0.30%	2.88	0.13%	5.76	0.29%
Total current liabilities	**1,255.85**	**60.88%**	**1,240.08**	**55.68%**	**1,406.67**	**70.17%**
Leases liabilities	11.72	0.57%	-	-	2.88	0.15%
Employee benefit obligation	25.45	1.23%	24.65	1.11%	31.72	1.58%
Total non-current liabilities	**37.18**	**1.80%**	**24.65**	**1.11%**	**34.60**	**1.73%**
Total liabilities	**1,293.02**	**62.69%**	**1,264.73**	**56.78%**	**1,441.27**	**71.90%**
Equity						
Authorized share capital	621.17		621.17		621.17	
Issued and paid-up share capital	496.17	24.05%	496.17	22.28%	496.17	24.76%
Premium on share capital	-	-	-	-	-	-
statutory reserve	26.50	1.28%	26.50	1.19%	3.50	0.17%
Retained earnings	246.97	11.97%	439.86	19.75%	63.58	3.17%
Total shareholders' equity	**769.64**	**37.31%**	**962.53**	**43.22%**	**563.25**	**28.10%**
Total liabilities and equity	**2,062.66**	**100.00%**	**2,227.26**	**100.00%**	**2,004.52**	**100.00%**

(3) Statements of Comprehensive Income for the Years Ended December 31

STATEMENTS OF COMPREHENSIVE INCOME	FY2022		FY2021		FY2020	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenues from sales	3,147.72	99.97%	3,021.76	99.96%	2,491.91	99.99%
Revenues from service	-	-	-	-	-	-
Gain on exchange rate	-	-	-	-	-	-
Other income	0.82	0.03%	1.33	0.04%	0.18	0.01%
Total revenues	**3,148.54**	**100.00%**	**3,023.09**	**100.00%**	**2,492.09**	**100.00%**
Cost of sales	3,089.41	98.12%	2,364.20	78.20%	2,258.61	90.63%
Cost of distribution and Administrative expenses	114.73	3.64%	110.79	3.66%	104.94	4.21%
Loss on exchange rate	11.23	0.36%	11.68	0.39%	2.16	0.09%
Finance cost	34.89	1.11%	29.82	0.99%	42.64	1.71%
Income tax income (expense)	(6.78)	(0.22%)	68.33	2.26%	(0.56)	-0.02%
Profit (loss) for the year	**(94.94)**	**(3.02%)**	**438.27**	**14.50%**	**84.30**	**3.38%**
Actuarial gain	1.28	-	10.63	-	-	-
Total comprehensive income for the year	**(93.66)**	**(2.97%)**	**448.90**	**14.85%**	**84.30**	**3.38%**

(4) Statements of Cash Flows for the Years Ended December 31

Item	FY2022	FY2021	FY2020
Cash flow from operating activities			
Profit (loss) before income tax income (expense)	**(101.72)**	**506.60**	**8.375**
Adjustments to reconcile profit before income tax income (expense) for cash received (used) from operations :-			
Reversal allowance for expected credit loss	3.28	(2.79)	(7.76)
Loss for diminutions of inventories (reversal)	38.16	4.92	(31.79)
Depreciation and amortization expenses	38.07	36.25	35.54
(Gain) loss from disposal and write off of equipment	6.02	0.59	(0.01)
Unrealized (gain) loss on exchange rate	2.28	1.41	(5.01)
Provision for product quality warranty	(0.01)	0.38	0.62
Employee benefit obligations	2.92	7.41	5.66
Interest income	(0.15)	(0.04)	(0.03)
Interest expenses	34.89	29.82	42.64
Profit before changes in operating assets and liabilities	**23.73**	**584.54**	**123.61**
(Increase) decrease in trade and other current receivable - related companies	(1.14)	1.51	(0.21)
(Increase) decrease in trade and other current receivable - other companies	83.79	(80.27)	(4.87)
(Increase) decrease in inventories	107.84	(240.58)	422.39
(Increase) decrease in others non - current assets	-	-	2.80
Increase (decrease) in trade and other current payable-related companies	-	-	-
Increase (decrease) in trade and other current payable-other companies	18.48	(25.31)	(51.77)
Increase (decrease) in contract liabilities	-	-	-
Cash paid for employee benefit	(0.51)	(0.71)	(7.21)
Cash generated from operations	**232.19**	**239.19**	**484.74**
Cash received from interest income	0.15	0.04	0.03
Cash received (paid) for income tax	(65.35)	(28.29)	(0.01)
Net cash provided by (used in) operating activities	**167.00**	**210.94**	**484.76**

Item	FY2022	FY2021	FY2020
Cash flow from investing activities			
Cash paid for purchases of equipment	(25.08)	(8.04)	(14.79)
Cash paid for purchases of intangible assets	(0.92)	(1.35)	(1.70)
Cash paid for purchases of Right-of-use assets	(1.59)	-	-
Cash received from disposal of equipment	-	0.31	0.40
Increase in current financial assets pledged as collateral	0.40	(0.40)	-
(Increase) decrease in loans to employees	-	0.01	0.31
Net cash used in investing activities	**(27.19)**	**(9.47)**	**(15.78)**
Cash flow from financing activities			
Increase (decrease) in bank overdrafts and short-term loans from financial institutions	39.25	(139.05)	(384.53)
Increases (decrease) in short-term loans from related person	-	(50.00)	50.00
Repayment of leases liabilities	(6.17)	(5.76)	(5.76)
Cash paid for interest - leases liabilities	(0.67)	(0.37)	(0.66)
Cash paid for interest expenses	(35.05)	(29.38)	(43.14)
Cash paid for dividends	(99.17)	(49.58)	-
Net cash provided by (used in) financing activities	**(101.85)**	**(274.13)**	**(384.09)**
Net increases (decrease) in cash and cash equivalent	**37.97**	**(72.66)**	**84.89**
Cash and cash equivalent at the beginning of the year	26.30	98.96	14.06
Cash and cash equivalent at the end of the year	**64.27**	**26.30**	**98.96**

(5) Important Financial Ratio reflecting Financial Position

Financial Ratio of the Company	FY2022	FY2021	FY2020
LIQUIDITY RATIO			
Current Ratio (Times)	1.12	1.29	0.96
Quick Ratio (Times)	0.45	0.49	0.43
Operating Cash Flow to Average Current	0.13	0.16	0.30
Receivable Turnover (Times)	7.10	6.84	6.49
Average Collection Period (Days)	51.38	53.36	56.25
Inventory Turnover Ratio (Times)	3.29	2.71	2.35
Average Sales Period (Days)	110.81	134.55	155.53
Account Payable Turnover (Times)	98.53	90.98	28.23
Average Payment Period (Days)	3.70	4.01	12.93
Cash Cycle (Days)	158.48	183.90	198.85
PROFITABILITY RATIO			
Gross Profit Margin (%)	1.85	21.76	9.36
Operating Profit Margin (%)	(2.12)	17.75	5.07
Net Profit Margin (%)	(3.02)	14.50	3.38
Return on Equity (%)	(10.96)	57.45	16.18
EFFICIENCY RATIO			
Return on Assets (%)	(4.43)	20.71	3.91
Return on Fixed Assets (%)	(15.96)	72.56	13.44
Assets Turnover (Times)	1.53	1.36	1.24
FINANCIAL RATIO			
Debt to Equity Ratio (Times)	1.68	1.31	2.56
Times Interest Earned (Times)	(1.92)	17.99	2.96
Times Payment Obligation (Times)	1.29	0.74	1.21
Dividend Pay-out (%)	-	33.96	-
OTHER RATIO			
Basic Earnings(Loss) Per Share (Baht)**	(0.19)	0.88	0.17
Book Value Per Share (Baht)	1.55	1.94	1.14

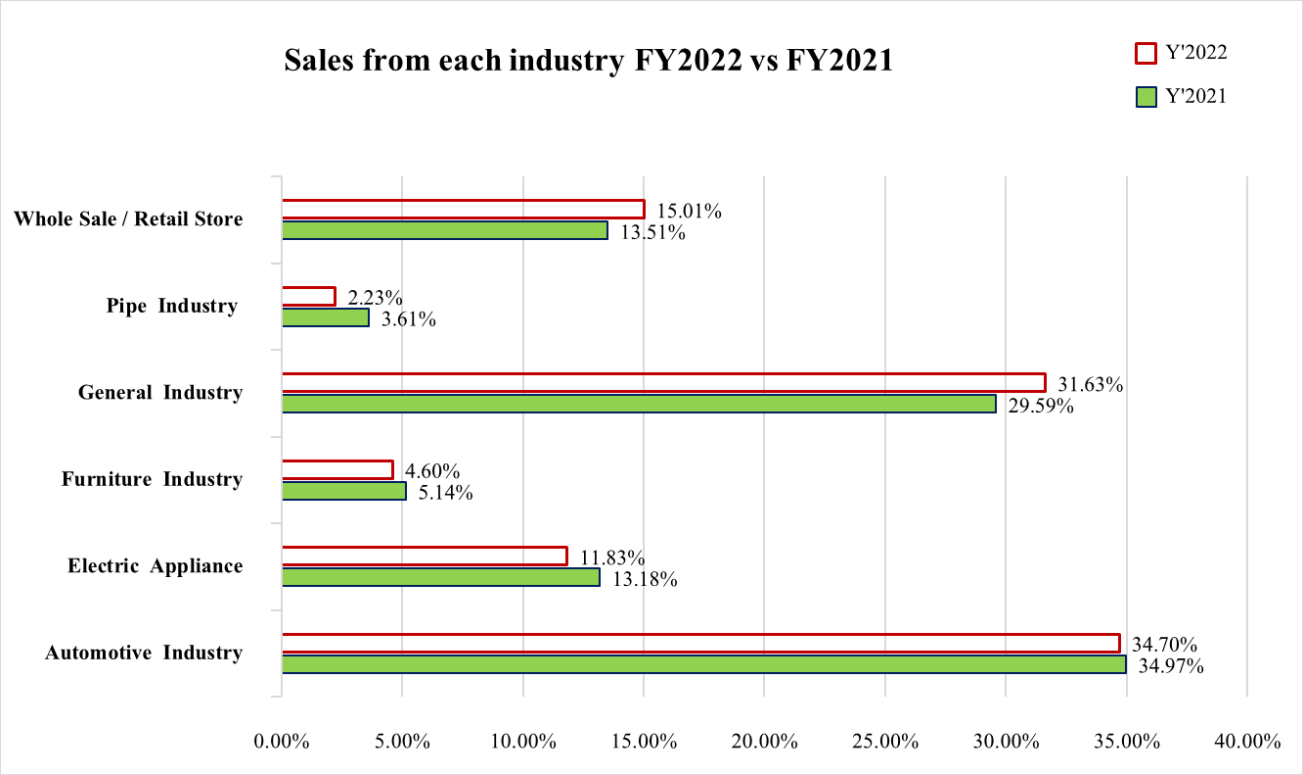
Note : ** Basic earnings(Loss) per share and book value per share calculated by par value of ordinary shares 1 Baht for comparison

2. MANAGEMENT DISCUSSION AND ANALYSIS: MD&A

Discussion and analysis on the financial condition and the operating results during the past years

Due to the nature of business that provides the procurement services of all types and sizes of steel sheet in coils products, the company would reserve the stock for about 2-3 months to keep up with the needs of customers in various industrial sectors. The company needs to purchase materials/products with cash from steel coil manufacturers and then process steel materials into finished products and sell to customers by giving credit for approximately 30 - 120 days, thus the company would require a large amount of working capital from both financial institutions and the company's capitals for reserving raw materials and providing credit to customers. Certainly, the increase in sales including expanding production capacity and adding a production line for steel pipe products cause the company needs more reserving raw materials and more providing credit to customers.

Overview of past operating income and the proportion of sales in each customer groups



The company Sustainability Management in economic perspective which are the following goals ;

Dimension	SDGs	Goals	Performance 2022	Plans/Practices
Economy				
Sales Revenue		Minimum Baht 3,500 million per year within 3 years (2021-2023)	Baht 3,148 million (not yet on target)	Sales and Marketing Strategy
Net Profit Margin		3% Minimum	Net loss Baht 94.94 million or -3.02% (not yet on target)	Strategies for managing raw material costs and controlling other costs

The company's operations result that had occurred in 2022 are as follows:

Sales revenue was amounted to 3,147.72 million Baht, an increase of 125.95 million Baht or 4.17% from the previous year, due to a 5.63% drop in sales volume while the average selling price increased 10.38% compared to the previous year. Regarding in 2022, steel prices have risen aligned to market conditions. However, the above sales revenue had not achieved the target yet (target is minimum 3,500 ML.) The main reason was the COVID-19 situation which still has a wide-ranging impact. Some smaller businesses have closed down and active companies have remained cautious in their purchases or production, resulting to decrease in sales volume. Therefore, the company will adjust the sales and marketing strategies by focusing on target customers which will continuously orders to be able to achieve the goal within the nearest period.

Gross profit of 58.31 million Baht, a decrease of 599.25 million Baht from the previous year or 91.13% due to an increase in selling prices causing the company to have higher purchase costs. However, the management's policy that purpose to focus on reducing the average cost of the product value to be better than before and reduce the amount of inventory to reduce the impact of the risk of fluctuating steel prices. Also, controlling other related costs such as manpower management and close control to motivate their efficiency in both quantity and quality. As a result, there's a cost saving on employee management.

The majority of revenue from sales performance in 2022 was in the automotive and general industries at 34.70% and 31.63%, respectively. The 2022 results showed a net loss of 3.02%, which was

considered to **have not achieved target set in accordance with the sustainability management goal in the economy perspective (target is minimum 3%).** However, the company was able to maintain gross profit margin in the past average 4 years at 1.14% - 21.76% and net profit (loss) rate at (4.62) – 14.50%.

In this regard, the company previous performance can be analyzed as follows;

Analysis of Operating Results

The company's performance over the past 3 years can be summarized as follows:

Operating results in 2022:

The company had revenue from sales of 3,147.72 million Baht, with cost of goods sold 3,089.41 million Baht or 98.15% of the sales revenue. Gross profit of 58.31 million Baht, which decrease from the previous year due to of steel prices that are quite volatile. As a result, the average cost of the company's products is still high. The company has to recognize losses from the decline in the value of goods; as the result, that made the company had a net loss in 2022 in amount of 93.66 million Baht with 2.97% of sales revenue.

Operating results in 2021:

The company had revenue from sales of 3,021.76 million Baht, with cost of goods sold 2,364.20 million Baht or 78.24% of the sales revenue. Gross profit of 657.56 million Baht, which increase from the previous year as a result of higher selling prices based on market prices; as well as, good management of the average cost of the product value and the amount of inventory. In addition, the company's financial costs had diminishing due to a decrease in short-term borrowings to buy goods; as the result, that made the company had a net profit in 2021 in amount of 448.90 million Baht with 14.85% of sales revenue.

Operating results in 2020:

The Company had revenue from sales of products at 2,491.91 million Baht, with cost of goods sold 2,258.61 million Baht, or 90.64% of sales revenue. Gross profit amounted to 233.30 million Baht, which increased from the previous year. This was a result of the company's policy to reduce some expenses in order to better control overall costs; as well as, better management of the average cost of the product value and the amount of inventory. In addition, the company's financial costs had diminishing due to a

decrease in short-term borrowings to buy goods; as the result, that made the company had a net profit in 2020.

Analysis of Financial Statements

The financial performance of the company in the year 2022 compared to the year 2021 can be summarized as follows:

1. Total asset

Total assets of the company as of December 31, 2022 amounted to 2,062.66 million Baht, decreasing from the same period of 2021 by 164.60 million Baht or 7.39%. The total assets that have changed significantly consist of:

Decrease in trade accounts receivable and other receivables amounted to 85.93 million Baht or 14.72% from declining sales of products at the end of the year. However, the efficiency of debt collection of the company was still in the credit term. (Average collection period in 2022 was about 51 days / 2021 was about 53 days)

The decrease in inventories amounted to 146 million Baht or 14.82% due to the decrease in steel prices according to market prices. As a result, inventories aligned to decrease accordingly.

2. Total liabilities

The total liabilities of the company as of December 31, 2022 amounted to 1,293.02 million Baht, increasing from the same period of the year 2021 by 28.29 million Baht or 2.24%. The significant changes in total liabilities consisted of:

Increase in overdrafts and short-term loans from financial institutions in the amount of 37.11 million Baht or 3.22% arising from additional borrowing during the period to pay for goods increase short-term loans.

The increase in trade and other payables amounted to 23.92 million Baht or 67.67% due to the purchase of goods at the end of the year that the creditor has not yet paid the due date

Decrease in corporate income tax accrued amounted to 48.54 million Baht, or 100% due to paid the full amount.

The increase in lease liabilities in the amount of 15.00 million baht or 520.81% because during the year there was a vehicle lease agreement and an office building lease agreement with the parent company in the amount of 1 agreement.

3. Equity

The company's shareholders' equity as of December 31, 2022 amounted to 769.64 million Baht, and decrease from the same period of the year 2021 by 192.89 million Baht or 20.04% from operating results with a net loss and dividend payment from the operating results of the year 2021.

Analysis of Cash Flows of the Company

Cash flow 2022

The company's cash flow from operating activities amounted to 167.01 million Baht, mainly due to its receiving payments from trade accounts receivable, including the payment of corporate income tax in advance. As a result, cash flow from operating activities decreased from the previous year. During the year, the company had some renovations of machinery and equipment resulting in cash used in investing activities amounting to 27.19 million Baht. For cash flow used in financing activities amounting to 101.85 million Baht, was payments of overdraft debt and short-term loans from financial institutions, and the payment of dividends in 2022.

Cash flow 2021

The company's cash flow from operating activities amounted to 210.94 million Baht, mainly due to its annual operating results and receiving payments from trade accounts receivable, including the payment of corporate income tax in advance. As a result, cash flow from operating activities decreased from the previous year. During the year, the company had some renovations of machinery and equipment resulting in cash used in investing activities amounting to 9.47 million Baht. For cash flow used in financing activities amounting to 274.13 million Baht, was payments of overdraft debt and short-term loans from financial institutions, and short-term loans from related parties to reduce interest burdens, including the payment of interim dividends in 2021.

Cash flow 2020

The company's cash flow from operating activities amounted to 484.76 million Baht, mainly from its annual operating results and the increase in repayment of debt from trade accounts receivable, including the decrease in purchases of goods and raw materials, resulting in more cash inflows receiving than the amount paid out. During the year, the company invested in some new machinery and equipment, resulting in cash flow used in investing activities amounting to 15.78 million Baht. For cash flow used in financing activities amounting to 384.08 million Baht, mainly reason came from payment of overdraft debt accounts and short-term loans from financial institutions to reduce the burden of interest.

Analysis of Financial Ratio of the Company

Liquidity Ratio

The liquidity ratio for the year 2022 was 1.12 times, decreasing from the year 2021's which equaled to 1.29 times, because during the year 2022, the company used the short-term loan to purchase more products and raw materials. As a result, the company's liquidity slightly decreased.

The Ability to Manage the Quality of Receivables and Inventories of the Company

Accounts Receivable Quality

The company has a quality control of accounts receivable by considering the appropriateness of the customer credit giving before selling products by analyzing the financial position and past performance; as well as, factory conditions and production processes, reputation, stability, credibility in the customer's market and determining credit limit for customers. In addition, the company has diversified debtors and has a large number of customers. The company is not primarily attached to any particular group of accounts receivable.

Also, the company regularly reviews the credit of our customers. There are strict guidelines for consideration which the company considers the financial statements of the customers and payment history of customers; in order to, prevent the risk of default on payment for goods that may occur.

In the event that the debtors are found to be at risk or they may not be able to make payments. The company regularly reviews the credit giving of that customers and conducts close monitoring of debt collections, and

may conduct some flexible agreements for repayment to each debtor as needed. However, if it is found that the debtor does not comply with the agreement, the company will immediately take legal action.

In the year 2022 and 2021, the company has a collection period of 51 days and 53 days, respectively with a reduced collection period, due to higher debt collection efficiency.

Outstanding of trade and notes receivable - third parties can be aged as follows:-

Aging	**FY2022**		**FY2021**	
	Thousand Baht	**%**	**Thousand Baht**	**%**
Within credit term	380,237	74.97%	469,298	75.87%
Overdue 1 - 3 Months	114,274	22.53%	103,569	16.74%
Overdue 3 - 6 Months	3,625	0.71%	-	-
Overdue 6 - 12 Months	-	-	956	0.15%
Overdue over 12 Months	9,069	1.79%	44,698	7.23%
Total	507,205	100.00%	618,521	100.00%
Less Allowance for expected credit loss	(15,691)	-3.09%	(49,052)	-7.93%
Net	491,514	96.91%	569,469	92.07%

The movement of allowance for expected credit loss - trade and notes receivable for the years ended December 31, 2022 and 2021 are as follows : -

Description	**FY2022 (Thousand Baht)**		**FY2021 (Thousand Baht)**	
	Statements of financial position	**Statements of comprehensive income**	**Statements of financial position**	**Statements of comprehensive income**
Beginning balance	(49,052)	-	(51,835)	-
Additions during the year	(3,279)	(3,279)	-	-
Collection during the year	-	-	2,783	2,783
Written-off during the year	36,640	-		
Ending balance	(15,691)	(3,279)	(49,052)	2,783

Quality of inventories management

Due to the company emphasizes on providing prompt, timely service and focusing on quality products and a variety of products that meet the customers' needs according to the vision and mission of the organization. Therefore, the company attaches importance to have efficient inventories management; in order to, be sufficient to meet the needs of customers, especially the target customers of manufacturing industry who has a plan to purchase the company's products consistently throughout the year. However, the company has a policy of product turnover for approximately 2-3 months and controls the cost of raw material purchases to be at prices that are suitable for the market price and the average cost of overall inventories by building good relationship with distributors, and trying to procure materials/products from multiple sources with negotiating for quality products at reasonable prices.

In 2022 and 2021, the company had average sales periods of 111 days and 135 days, respectively, decreasing because the company focused on reducing inventories level to manage the price of inventories to be at the prices level that in line with the current market price and would like to reduce the risk of steel price volatility as well.

FY2022 (Thousand Baht)

	Cost	**Allowance for diminutions of inventories***	**Net**
Finished goods	401,542	(24,364)	377,178
Raw materials in transit	18,275	-	18,275
Raw materials	464,159	(20,257)	443,902
Total	**883,976**	**(44,620)**	**839,355**

	FY2021 (Thousand Baht)		
	Cost	**Allowance for diminutions of inventories***	**Net**
Finished goods	378,469	(2,480)	375,989
Raw materials in transit	-	-	-
Raw materials	613,352	(3,985)	609,367
Total	**991,821**	**(6,465)**	**985,356**

** Decrease in value of inventories due to adjustment of inventories equal to Net Realizable Value.*

Net Realizable Value: Estimating the price that expected to be sold according to normal operation of the business, deducting with the cost of producing the finished goods and the costs that required to be paid; in order to, sell the product successfully.

To prevent the risk of devaluation of inventories, the company has a strategy to manage inventories to be at an appropriate level, basing on the experiences and forecasting the company's future sales together with consideration of the economic situation and steel price conditions in the market, including the government's import regulations, the domestic and foreign supply conditions and other factors that may affect the company's inventory management.

In addition, in a situation that the steel market price has declined or in the fluctuated price situation, which appear more often than before. The company will focus on increasing the rate of product turnover; in order to reduce the risk of declining value of inventories and buy raw materials at lower prices to replace regularly. These are important factors, affecting the value of the company's inventories and profitability currently.

PROFITABILITY RATIO

Financial Ratio	FY2022	FY2021
Gross Profit Margin (%)	1.85	21.76
Operating Profit Margin (%)	(2.12)	17.75
Net Profit Margin (%)	(3.02)	14.50
Return on Equity (%)	(10.96)	57.45
Return on Assets (%)	(4.43)	20.71

The company's gross profit margin in 2022 was 1.85%, and the gross profit margin in 2021 was 21.76%, decrease of 19.91%, and the net profit (loss) margin in 2022 and 2021 were (3.02%) and 14.50% respectively, which profit decreased by 17.52%. The reason was the steel market price in 2022 fluctuates, adjusting down; as a result, there is a loss for the year 2022.

Return on Equity ROE (%) in 2022 was (10.96%), in 2021 was 57.45%, decreased by 68.41% and ROA-Return on Assets (%) in 2022 was (4.43%), in 2021 was 20.71%, decreased by 25.14%. The reason for the change of both yields were due to the net loss for the year 2022, which the company has attached importance to the management of profitable efficiency to increase the rate of Return on Equity and Return on Assets as follows;

- Determining the selling price of the company's products uses a cost-plus-profit policy which allows the company to maintain profit margins. The company also closely monitors the movement of raw material prices to assess the market situation, trends of prices and demand for steel both domestically and internationally, which taken into consideration and decision making in ordering and setting the selling price of the products. In addition, there is a policy to determine the selling price of the products by considering the cost of sales of the company coupled with the market price at that time. Therefore, the selling price is still at a competitive level in the market.
- To reduce the risk of relying on large producers of raw materials and raw material shortages, which is the main production cost of the company and in order to manage production costs effectively.

The company has planned production plans and ordered various types of steel sheets/ coils approximately 2-3 months in advance by taking into account the trend of prices and demand for raw materials. The company also has alternative source to import material which has the same good quality as the domestic and has a cheaper price than the domestic. This way prevents the shortage of raw materials and helps to manage product costs as well.

- Investment in additional equipment in 2022 to increase the efficiency of the machines and support the growth of sales in the near future. Hence, when the economy returns to be better, the overall market demand has improved, the company will be ready to respond to the increasing sales in a timely manner. As a result, the Return on Assets (ROA) and Return on Equity (ROE) will be improved further in the future as well.

FINANCIAL RATIO

Financial Ratio	FY2022	FY2021
Debt to Equity Ratio (Times)	1.68	1.31
Times Interest Earned (Times)	(1.92)	17.99

The debt to equity ratio in 2022 was 1.68 times, increased by 0.37 times from 2021, due to the year 2022, the company had overdraft liabilities and short-term borrowings to purchase raw materials increased.

The interest coverage ratio in 2022 was (1.92) times, and decrease of 19.91 times from the previous year. The company's ability to pay off principal and interest has decreased. As a result of a decrease in cash flow from operations. However, the company is still able to manage cash flow normally.

In this regard, for preventing liquidity and interest risks, the company has managed inventories to be at an appropriate level all the time, increased inventories turnover and increased profitability, including the management and surveillance of debtor quality that may affect the liquidity of the company as in the details mentioned earlier.

The dividend payout ratio in 2022 was -0-% and in 2021 was 33.96%. The company has a net loss in 2022, resulting in inability to pay dividends to shareholders. While, in 2021, the company had a net profit,

making it possible to pay dividends to shareholders. Anyway, "the company has a policy to pay dividend no less than 50 percent of net profit after tax; however, the company may pay dividend at a rate less than 50 percent, if the company significantly needs fund capital to invest for any important operations of the company." Also, the company will consider paying dividend by comparing dividend payout rates similar to companies in the same industry.

Obligation and Contingent Liabilities

Apart from the various liabilities presented in the financial statements, the company has the obligations as at December 31, 2022 and 2021 as follows:

	(Unit : Million Baht)	
	2022	**2021**
Letter of Credit		
US Dollar	1.02	1.19
Baht	12.84	2.78
Letter of Guarantee		
Baht	182.05	182.05

In this regard, there's a letter of guarantee for the amount of 180 million Baht in 2021-2022, which is the bank's letter of guarantee to be used as collateral against the court; in order for, the court to issue an order to withdraw the execution in the event that the executing officer ordered to freeze the money in the company's bank accounts according to the existing lawsuit with Toyota Tsusho (Thailand) Co., Ltd. The above limit was used deposit account of Mr. Supachai Chaisupat (Chairman of the company) as a collateral. (For more information, please consider at Part 1, Topic 5: General information and other material facts, Sub-Topic 3: Legal disputes)

Audit Fee

The auditor's fee in 2022 consists of the annual financial statements audit fee of 480,000 Baht and the fee for reviewing the financial statements for 3 quarters of 160,000 Baht per quarter and other services (Out-of-pocket expense) such as transportation expenses, not exceeding 60,000 Baht. In which a person or

business related to the auditor and the audit firm, SP Audit Company Limited, is not a person or business related to the company.

Factors and influences that may affect operations or financial position in the future

1. Volatility/ upward and downward trend of steel prices which depends on the global economic conditions and various related factors, such as demand-supply of steel market conditions which directly affects to steel prices, the import customs regulations in case of purchasing goods from abroad by increasing rate of Anti-Dumping, Safe Guard measure issuance to prevent imports of steel products, which has the exception of the following 4 types of industries: 1) In the case of being imported for making cold rolling steel. 2) In the case of being imported for use in the automotive industry. 3) In the case of being imported for further steel hardening. 4) In the case of being a special grades of steel. Moreover, the political instability in the country, unpredictable disasters and epidemics can affect the economic situation in the country and the performance of the company.

2. Risk from dependence on large steel manufacturers, because there are a few of large steel manufacturers and large steel distributors in Thailand. If any manufacturers stop running production or reduce their production capacity, they may affect the overall supply of the market and may cause the delay delivery of raw materials to the company till not in time for the needs of the company and affect the production and delivery plans to customers.

3. Risk from giving trade credit to customers, which is the risk that the customer is unable to pay for the product according to the agreed terms or pay later than the agreed period. As a result, the company may have a risk of collecting debt from trade accounts receivable, if the company's trade accounts receivable has problems in operation or experience unforeseen circumstances such as floods, etc. This may affect the profitability and financial position of the company.

   However, the company has regularly monitored the quality of debtors as well as having the approval system and staffs that will consider the approval of credit terms for each customer. Also, there's a close monitor to the company's customers, who may have a risky situation that affects the company's performance. However, the company has a policy to set an allowance for doubtful accounts when any

unsecured debtor is overdue more than 90 days ,or the company will set an allowance for doubtful accounts when it is found that the unsecured debtor who may have problems in payment whether the debt is less than 90 days due, including considering the relevant financial reporting standards. In addition, the company has a diversified debtor base and has a large number of accounts receivable. The company is also not attached to any particular group of accounts receivable base.

4. Interest rate risk arises from future market interest rate fluctuations. The company may be at risk due to credit and short-term loans from financial institutions. As of December 31, 2022, the company had short-term liabilities from financial institutions in the amount of 1,189.42 million Baht, or 91.99% of total liabilities to support business operations to operate normally which has a longer repayment period than the repayment of the company's trade accounts receivable. However, the company continuously monitors the overall economic situation and future economic trends to respond to the impact that may occur to the company in a timely manner.

5. Exchange Rate Risk in 2022 and 2021, the company's value of foreign orders was at 10.15% and 7.17%, respectively, which were in US dollars currency. This drive the company at risk from exchange rate fluctuations. However, the company has mitigated the impact of foreign exchange risk by entering into a Forward Contract for foreign exchange or converting debt for goods into debt in Baht currency or early payment of debt by considering the appropriateness of cash flow and the situation at that time.

   However, the company does not have any projects or research and development that will affect the operating results and financial position in the near future (approximately 1 year).

Summary of Results of Operations to achieve the Company's Business Goals

The company's business goals in 2022 :

The Business Goal of the Company within 3 years is

"A Leader of the One-Stop Service of High Quality Steel Service Center with yearly sales revenue at least Baht 3,500 million and profit margin at 3% through a strategy of focusing on engineering ability to process the quality steel for achieving the customer's needs of various industries. So, it can Build the Long-Term Profitability to the Organization, including achieving all annual goals of Business sustainability development plan through the value chain of the company; in order to, sustainably grows up together with all stakeholders"

In 2022, the company had total sales of only 3,147.72 million Baht, which unable to achieve the aforementioned target because the Covid-19 situation and inflation made purchasing power reduced, resulting in a decrease in sales volume. Therefore, the company will adjust sales and marketing strategies by focusing on target customers and continuous orders to be able to achieve the goal within the near period.

However, the company was unable to achieve net profit margin target in 2022. In 2022, the company has operating loss because steel prices have continued to decline since the second quarter of 2022. This caused the steel in the company's inventories need to sell below cost due to the increasingly intense market competition situation, causing to sell at a loss. Anyway, the company has maintained a strategy that emphasizes engineering capabilities in processing quality steel to meet the needs of diverse customer groups. It is one of the main factors that enable the company to survive the economic downturn and high inflation.

Regarding to the management of environmental conservation or energy reduction to be planned and achieved in every year. Since 2021, the company has a Project to save electricity within the organization, which in 2022 the company saved in electricity consumption by -5,853 kilowatt-hours/year or -3.36% from year 2020; therefore, the company can achieve the goal because the company has set a goal that units of electricity

consumption shall be reduced by at least 3.0% from the base year (year 2020). Moreover, in year 2022, the company planned to undertake a project to replace the light bulbs with LED bulbs for the whole factory, and a Solar Rooftop Power Generation Project, but the company actually replaced only 85 LED bulbs from the target of 288 bulbs because the company turned to focus on investing in the Solar Rooftop solar power generation project instead. However, in 2022, the company have already researched, selected, and signed an agreement with expertised contractor; therefore, the project is expected to be completed by 2023. The company believes that this project would help the company to achieve the sustainability management goals, Moreover, this implementation of projects would result in a significant reduction of approximately 0.01% in cost of sales of financial statements, thereby improving the profitability of the company by at least 0.33% from the base year.

(For more details of such projects, please consider at Part 1, Topic 3: Business sustainability development and at company's website: www. cspsteel. com at menu: Investor Relations -> Information for Investors/Stockholders -> Business Sustainability Development)

Part 1

Topic 5: General information and other material facts

1. General information

Names, Locations, Telephone Numbers of Head Quarter and Factory of the Company

Names	:	CSP Steel Center Public Company Limited
Security Symbol	:	CSP
Business Type	:	1. Steel Service Center by providing and cutting cold rolled steel, hot rolled steel and coated steel in both plate and coil types as per requested. 2. Producing cold / hot rolled steel pipes for many various industries.
Head Quarter Address	:	No. 475 Rama 3 Road, Bangklo, Bangkolaem, Bangkok 10120
Factory Address	:	No. 227 Soi Suksawad 78, Suksawad Road, Nai Klong Bangplakot, Phra Samut Jedi, Samut Prakarn 10290
Register No.	:	0107548000544
Home Page	:	www.cspsteel.com
E-mail	:	info@cspsteel.com, ir@cspsteel.com
Head Quarter Office Tel	:	0-2291-6314-21 for English press '9'
Head Quarter Office Fax	:	0-2291-3828
Factory Tel	:	0-2817-7727-28
Factory Fax	:	0-2817-7729

Registered Capital : in amount of THB 621,166,300 with THB 1 par value each.

Issued and Paid-Up Capital : in amount of THB 496,168,826 with THB 1 par value each.
Total is THB 496,168,826.00

Investor Relations : 02-291-6318 ext. 816 or E-mail : ir@cspsteel.com

Independent/ Audit Committee : 02-689-0801

Corporate Secretary : Jutamas Chaisupat
02-2916314-21 ext.200
or E-mail: jutamas@cspsteel.com

Names, Locations, Telephone Numbers of Referred Parties

Share Register

Thailand Securities Depository (Thailand) Co., Ltd.

1 Flr. The Stock Exchange of Thailand Building,

Tower B (Next to China Embassy Bangkok)

93 Ratchadapisek Road, Dindaeng, Dindaeng, Bangkok 10440

Call Center 0-2009-9999

Auditor (2022)

1. Ms. Cheurnta	Chommern	CPA No. 7570 and/or
2. Ms. Susan	Eiamvanicha	CPA No. 4306 and/or
3. Mr. Suchart	Panitcharoean	CPA No. 4475

SP AUDIT Co., Ltd.

503/31 18th (A) Floor, K.S.L. Tower, Sriayudhya Road, Ratchatewi District, Bangkok 10400

Tel. 0-2642-6172-4

Fax. 0-2642-6253

2. Other material facts

(Other information that may influence investors' decision making significantly)

- None –

3. Legal disputes

On August 26, 2019, Toyota Tsusho (Thailand) Co., Ltd., a counterparty of the agreement for the import of steel products and sell to the company, has filed a lawsuit to the civil court against the company. The lawsuit demanded Baht 153.13 million of compensation with the interest of 7.50% per annum on the allegation that the company did not use the steel products purchased from the counterparty in the automotive industry, which did not compliance to the criteria and conditions of duty exemption on the steel products imported under the right for exemption of the provisional import duty or protection duty for usage in automotive industry. Therefore, the Customs Department has performed the assessment and charged the duty from the counterparty. On November 18, 2020, the Court of the First Instance has trialed and rendered the judgement for the company to pay the counterparty at the amounts of Baht 138.97 million with an interest charge at 7.5% per annum calculating on the said principal from the date after the filing day.

However, the company's board is certain that the company did not commit the breach to the counterparty. Furthermore, the board has considered and reached the opinion that the judgement rendered by the Court of the First Instance did not reflect the facts and evidence presented because the company did not breach the conditions stipulated in the steel product sale agreement enter into with the counterparty. Furthermore, the counterparty has no right to claim the sum for protection duty and provisional import duty from the company, since the case filing until now the counterparty is in the process of appeal against the Customs Department's provisional import duty assessment, tax surcharge, value-added tax fines and surcharge to the Appeal Committee. Especially, in the appeal, the counterparty has objected the interpretation of the "automotive industry". The said appeal conformed and in consistent with the company's defense. At present, the outcome of the counterparty's appeal is not yet finalized. Therefore, it is considered that the counterparty has no right to file the litigation yet.

In March 2021, the Company submitted a petition to the Court of Appeals against the judgement rendered by the Court of the First Instance on March 18, 2021 and requested the dismissal of action. The counterparty also submitted a petition to the Court of Appeals on April 9, 2021, requesting the additional Baht 2.91 million of compensation and to set the start of the default interest calculation on March 8, 2019, not on the lawsuit filing date (August 26, 2019). Nevertheless, the Company submitted a reply brief to the Court of Appeals on July 20, 2021. **On 29 November 2022, the Appeal Court had the verdict to dismiss the case. Nevertheless, the counterparty submitted a petition requesting the extension period for certiorari. The court ordered the extension of certiorari period, so it has to be completed by 1 March 2023.**

On May 6, 2021, the executing officer ordered the seizure for the company's 4 bank deposit accounts, the frozen sum was Baht 10.96 million (under the litigation the counterparty sued the company for compensation as mentioned in Note 33 of financial statements of the company). On June 10, 2021, the company filed the motion to the court to withdraw the execution and requested to use a letter of guarantee issued by a bank for the amounts of Baht 180 million as collateral. The plaintiff submitted a statement that they did not object to the withdrawal of the execution. The court issued an order on July 13, 2021 to allow the company to withdraw the execution as requested. On July 23, 2021, the company has already submitted letter of guarantee issued by a bank for the amounts of Baht 180 million as collateral to the court. The request has already been made to the execution officer

on August 4, 2021 to release the seized sum. On August 20, 2021, the company has already received the release of Baht 10.44 million from the seized fund. The remaining Baht 0.40 million has not yet been released because the executing officer calculated the release fee from the seized fund from Baht 51.42 million which is a fee of Baht 0.51 million. The said calculation resulted in the amount of the fee exceeded the legal amount. Therefore, on September 27, 2021, the company filed a petition to the court requesting the revocation or modification for the said executing that was not in accordance with the protocol and unlawful, and for the executing officer to return the said fund to the company. The court scheduled the investigation of the petition on December 13, 2021, until the enquiry has been completed. On 1 February 2022, the court has issued an order to revoke the executing officer's order that calculated the release fee from the seized fund at the rate of 1 % basing on the amount of Baht 40,463,118.39, and the executing officer shall return Baht 404,631.18 to the defendant. **During the 1st quarter of 2022, the Company has already received the entire said amount from the legal enforcement officer**.

Nevertheless, the said case is in the court procedure and the company believe that the outcome of the court judgment would not cause any damage to the company. Therefore, the company did not record allowance for damage that may incurred from the said matter in the financial statements.

4. Secondary market

(In the case where the company has securities listed on a stock exchange of another country)

- None –

5. Financial institution with regular contact

(In case of debt securities offeror)

- None –

Part 2: Corporate Governance

Topic 6: Corporate Governance Policy

Overview of the Policy and Guidelines of Corporate Governance

➢ **Practice of good corporate governance principles**

CSP Steel Center realizes not only the significance of good management to achieve business goals but also the significance of good corporate governance principle in order to conduct the business with transparency, loyalty and responsibilities to society and all stakeholders. CSP Steel Center believes these will bring trustworthy and sustainable growth to the company. Regard to the good governance principle, the company set, reviews and consider our own principle by referring to **The Principles of Good Corporate Governance for Listed Companies 2017** which the details are as follows;

Principle 1: Establish clear leadership role and responsibilities of the board

Principle 2: Define objectives that promote sustainable value creation

Principle 3: Strengthen board effectiveness

Principle 4: Ensure effective CEO and people management

Principle 5: Nurture innovation and responsible business

Principle 6: Strengthen effective risk management and internal control

Principle 7: Ensure disclosure and financial integrity

Principle 8: Ensure engagement and communication with shareholders

The company has already reviewed and applied those 8 principles* to show the topics according to the criteria of the One Report document format that the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) have set as follows:

* Remark: for some details of corporate governance conducts might be involved or appeared in other contents / parts of this report as regarding of appropriated presentation.

➢ **Policy of Good Corporate Governance**

1. The principle of operating business shall regard to benefits of stockholders and stakeholders equally.
2. Directors and management team shall efficiently, carefully and thoroughly manage the company for the maximum sustainable benefit of the company and shareholders.
3. The board and management team shall assume a leadership role or leading by being an example in creating and driving a culture of compliance and ethical conduct of good corporate governance, communicating throughout the company, including following up and evaluating of such conducts continuously.
4. All operations shall be clearly reported with transparency and on time.
5. The board shall concern the importance of control and oversee the company to conduct along with the laws without internal or external corruption; for example, suppliers, and governmental sections and so on.
6. Risk management shall be controlled, minimize loss, enough for business's making decisions and be able to adapt under different business situations. All these concerns shall be behaved by the board of directors.
7. The board shall ensure that management team continuously reviews, adapts, and develops the company's use and optimization of resources: financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital by considering internal and external factors, including determining Security of Information Technology Policy of the company.
8. The board shall aim that good corporate governance would lead the company to have competitive advantages and good operation performance by considering long-term consequence.
9. Excepting for focusing on financial performance, business ethics are also strictly conducted to run business of the company; in order to, avoid harming any stakeholders, community, or environment.

10. **The board shall consider and review the CG Code by means that are suitable to the company's business at least 1 time per year and record an annual internal review of the implementation of the CG Code to be a part of the board's meeting resolutions. If there is any unapplied principles, the board shall consider to develop a plan, follow up, and oversee the conduct by prioritizing all principles to conduct into plan. Besides, all important comments of the board shall be recorded in "The Report of reviewing the implementation of the CG Code" annually.**
11. **The Board of Directors has a strong commitment to concern the reduction of the negative impact on the environment or the management of greenhouse gas emission. Therefore, from 2021 onwards, the company shall establish environmental conservation or energy saving projects and shall report the concrete performance results in the Annual Registration Statement (Form 56-1 : One Report) to allow investors or stakeholders to acknowledge the results. Even it might still be in the beginning period or project is on the process, all the progress shall be disclosed as well.**

1. Policy and guidelines related to the Board of Directors

➢ **the independence of the Board of Directors from the Management**

- The clear separation of responsibilities between the Board and management

The company has set the responsibilities between the Board and the management of the company clearly. The management team, including Chief Executive Officer and President has the primary responsibility to manage the operations of the company according to policy, Plan and budget that approved by the Board, also work as assignee of the Company to manage all business affairs of the company to comply with the rules, regulations and reaching the mission of the organization. On the other hand, the board has a main duty to determine the policy of the Company, approve the investment projects, assign the Board of Executive Directors and Audit Committee, inspect the adequacy of internal control and management in other sections, etc.

The separation frame of responsibilities among the Board of Directors, CEO and Management Team shown as follows:

- Matters for which the board has primary responsibility:

  a) Defining objectives and business model.

  b) Developing culture of compliance and ethical conduct, and lead by example.

  c) Strengthening an effective board structure and practices conducive for achieving the company's objectives.

  d) Ensuring suitable CEO selection, remuneration, development, and performance evaluation.

  e) Ensuring appropriate compensation architecture that supports achievement of the company's objectives.

- Matters involving shared responsibility of the board and management:

  a) Formulating and reviewing policies and strategies, plans and targets.

  b) Ensuring robust system for risk management and internal control.

  c) Clearly defining management's responsibilities.

  d) Overseeing appropriate policies and plans for resource allocation, including HR, IT, and budgeting.

  e) Monitoring and evaluating financial and non-financial corporate performance.

  f) Ensuring integrity of financial and non-financial information disclosures.

- Matters that the board should delegate or not get involved with:

  a) Engaging in activities which under normal circumstances are not expected roles of the board, including day-to-day management and decisions (such as procurement and staffing), ongoing monitoring that conduct and operations are in compliance with the company's policies, strategies, plans, and applicable law and standards.

  b) Not getting involved in or influencing matters in which a director may have vested interests.

- The Aggregation or Segregation

The Board of Directors, the Executive Committee and Management have the freedom of choice and clear separation of power and authority. The Managing Director and CEO shall not the same person. But both of them may represent a group of major shareholders in the same group, so that important decisions need to be approved by committee of every group. In particular, the independent committee will need to play a big role in recommendation as a result of the balance of administration scrutinizing.

➢ Recruiting / Selection of Directiors and the Management

Recruiting / Selection of Independent Director / Audit Committee

In part of Audit Committee selection, the company's shareholders are the one who assign. However, Nomination Committee still allow directors and shareholders to nominate the candidates of Audit Committee by informing to the corporate secretary. Audit Committee determined to consist of 3 persons in the 3 year period. One of them must have an adequate experience in accounting and financial for ensuring all financial matters. When the term has expired the Chairman of the Audit Committee and the members of the Audit Committee who retired upon the expiration of the term may be re-elected in accordance with the resolutions of the Annual General Meeting of Shareholders.

As consider at the part of "Resume of Directors and Management" at the end of this report, Mr. Janram Atthakrisna, Chairman of Audit Committee is a person who has adequate knowledge and experience in accounting and financial, so his inspection of the company's operations and performance is accurate and reliable. Including, another Audit Committee, Pol. Maj. Gen. Wittawat Buranasompop who is a former police officer and had a background in legal knowledge. He is enabling to scrutinize, criticize and recommend the company in points of relating to government or laws and regulations.

Since the company listed in the SET, **all audit committees of the company have never had business relationship with the company or service as professional to the company more than determined regulation.***

*As the regulation announcement of The Office of the Securities and Exchange Commission (Tor. Chor. 39/2016): permission for Initial Public Offering on September 30, 2016.

Recruiting / Selection of Directiors and the Management

For accuracy, transparency and fairness of selection of committees and management team, shareholders approved to set 4 Nomination and Remuneration Committees during the Annual General Meeting of the year 2014. (March 28, 2014). Their authorities and responsibilities are recruiting, considering and presenting qualified persons to replace the expired committees/ sub- committees or any other vacant relevant positions or as determination by new law with reasonable consideration and conforming the determining policies and regulations of remuneration of the company. Then, they will present the list of qualified persons to the Board of Directors and/ or shareholders in the Annual General Meeting. **However, Nomination Committee still allow directors and shareholders to nominate the candidates of vacant positions of committee** by informing to the corporate secretary to present to the Nomination and Remuneration Committees later.

The Nomination and Remuneration Committees would set at least 2 meetings per year. Ones of necessary agenda are recruiting new qualified directors / committees and members of top management team to enhance the team or replace the expire members. They would consider qualified persons from both within organization and outside organization. For example, as the Nomination and Remuneration Committee meeting No. 1/2022, there was an agenda of considering nominated persons for the vacancy of Executives Vice President in Sales and Marketing. The Committee considered and approved Ms. Waraporn Buntodkiew, who was the company's current sales manager and most appropriate to meet the criteria and qualifications. And the committee believed that she will be able to effectively work, replacing the resigned one. the Nomination and Remuneration Committee therefore approved Ms. Waraporn Buntodskiew, effective her new position from February 7, 2022 onwards.

Additionally, **in every year before the Annual General Meeting, the company allows shareholders to be capable of nominating the candidates of committees in a period of 30 days before closing of proposing Annual General Meeting's agenda if such shareholders hold at least 5% of Issued and Paid-Up Capital Common Stocks of the company or at least 25,000,000 shares with one shareholder / gathering many shareholders and must have held those shares for at least 1 year and still hold those shares at the day of such allowance.** The shareholders can follow up via the company's website: www.cspsteel.com and SET website: www.set.or.th

Assigning the Board of Directors

The new Directors will be approved by the Board of Directors or approved in the shareholder's meeting. Assigning the Board of Directors comes from the shareholder's vote in the following ways:

1. One shareholder has the vote equal to how many shares they have in hand.
2. One shareholder can split their votes for selection of many candidates.
3. The one who got the highest vote will be the Board of Director respectively. If there is an equal vote, the President will be the one who assign.

Directors from the Major Shareholders

In current, 4 directors of the company are from the major shareholders: "Chaisupat Group" and 3 of them are executives in the management team. However, there are 5 directors who are not from such major shareholders and are able to balance of the Board of Directors. Meanwhile, the Chaisupat Group always made decisions and run the business with responsibilities to overall shareholders and best results for the company. There are not any situation of Conflict of Interest because they have never managed or operated in any other business relating to the steel industry and never personally influenced in destructive way to the company's benefits.

➢ The Director and Management Development

The company encourages and facilitates training for all internal parties related to corporate governance such as directors, members of audit committee, executives, corporate secretary, etc. Training will enable them to continuously improve their performance. Training will conform to **" Policy of Human Resources Development"** which levels of Directors and Management shall be trained according to "3 Dimensions of Knowledge": Operational Knowledge, Strategic/Managerial Knowledge, and Developmental News/Knowledge as follows:

- **Directors Level:** directors, committees and corporate secretary of the company. They are appropriate to be focus training on Managerial / Strategic Knowledge and Developmental News / Knowledge. The company intends to motivate this level to attend training of Thai Institute of Directors (IOD), Stock Exchange of Thailand (SET), Securities and Exchange Commission of Thailand (SEC) and any other relating training programs in order to enhance their knowledge and understanding about roles, responsibilities and skills of

being a director/ corporate secretary, including acknowledging a new relating rules or regulations of those institutions.

- **Executives / Management Level** are categorized in the same level as Management / Supervisor Level in the organization's training plan. This level are appropriate to be focus training on various knowledge but the executive management should focus training on Managerial / Strategic Knowledge and Developmental News / Knowledge more than general supervisors level such as various academic seminars: business strategies, global economic and financial outlooks which those concepts and data used to support decision making in management because they are the top leaders of the organization and have to determine the business policy and strategy to lead the organization to achieve the business objective together, even the organization have to face with the fluctuated economic situation. Also, the executive management who are the director as well should be trained by the same training program as director level.

For a report showing the results of training for directors and management in 2022, please check at Part 2, Topic 8 : Report on key operating results on corporate governance

Every **new directors will be provided with all documents and information that are useful to perform their duties**, business objectives, major goals, mission, vision, organization culture, including an introduction to the nature of the business and the operations of the company **by the chairman of the board**.

The board shall establish a succession plan for executives. The managing director shall report to the board about the plan in every year.

Currently, the top management of the company is members of Chaisupat family who are eligible, knowledgeable and have experiences in working with the company and in the steel business for long. In addition, the current president always transfers his knowledge and experiences to other top management who are members of the family till most of them can perform instead of each others. Also, managing director annually reports the succession plan to the board and encourages successors training both in-house and in other professional institutions. However, the Board still considers and searches for eligible executives who have knowledge and experiences in the steel business to become a part of top management team for further developing growth of the company.

➢ The assessment of duty performance of directors and management

- **Board and executives' self-assessment**

- The Board of Directors assesses their own performance annually to consider the consequences and problems for further improvement which members of the board assess the performance of the board as a whole and on an individual basis. Criteria method and result of assessment are as follows:

1. Self-assessment of directors by the board

Criteria: regarding self-assessment form for the board of directors, the company implemented by adaption of SET's principles which can be divided into 2 parts:

Part 1: the board of director shall assess 6 issues as their comments to operation results. The 6 issues are as follows.

1) Structure and qualifications of the board of directors.
2) Roles, duties and responsibilities of the board of directors.
3) The board of directors' meetings.
4) The board of directors' working performance.
5) The board of directors' relationship and collaboration with the management team.
6) The board of directors' self-development and management team's development.

Part 2: The board of directors can comment or suggest any additional cases about operational performance of the board or any other operational performance of the company.

Assessment Method: the corporate secretary will submit the self-assessment form as the above criteria to all directors of the board at the end of every operation year. Then, the corporate secretary will gather and conclude the results to present at the first board of directors' meeting of the next year. The board of directors will review the results of assessment of the previous year and discuss to find the improvement ways together in every year.

2. Self-assessment of directors by individuals

Criteria: self-assessment form of directors for individuals can help each director to review and realize about responsibilities, principles and conducts that directors are supposed to do. Also, it can help the directors to develop themselves to work more efficiently. The assessment issues will accord with legal regulations, conducts and principles of SEC and SET. The issues are as follows:

1) Conducts and principles of implementation for directors.
2) Strategies determination, corporate governance and monitoring operations of the company.
3) Responsibilities to all stakeholders.

Assessment Method: the corporate secretary will submit the self-assessment form as the above criteria to all directors of the board at the end of every operation year. Then, the corporate secretary will gather and conclude the results to present at the first board of directors' meeting of the next year. The board of directors will review the results of assessment of the previous year and discuss to find the improvement ways together in every year.

- **The assessment of executives or management team**

Regarding assessment of executives or management team of the company, not only the above assessment every year, but the board of directors and shareholders also consider the financial performance of the year as a main factor, then consider in terms of good corporate governance whether executives can follow the policies and controls to ensure all employees follow policies that are defined or not, then comment and record into "The Report of reviewing the implementation of the CG Code" annually.

➢ **Remunerations of directors and management**

- Remuneration of Executive and Non-Executive Director should be in accordance with performance of the company, roles, responsibilities, skills, experiences and the board policy.
- Annual remuneration of the board and top management should not higher than average remuneration cost of other companies in SET and average remuneration cost of other companies in the same section of industry. The remuneration should be considered to the maximum benefit of shareholders.
- The annual remuneration of the board and top management must be approved by the Annual General Meeting.
- The annual remuneration of managing director and top management must be complied with the approval of by the Annual General Meeting.

According to the shareholder's meeting on April 8, 2022 the total remuneration of committee must not exceed Baht 2,000,000. Management Remuneration is the set of salary, remuneration, bonus and other

revenues, excepting for salary and bonus of Executive Directors which is the same rate as that of 2021. The details of their definition and remuneration limits are as follows:

1) Salary

   Salary was monthly paid for Executive Directors which considered by comparing the company's remuneration with average remuneration cost of other companies in the same section of industry, including considering points of authorities, responsibilities, duties, abilities, experiences and each personal performance. Non- Executive Directors still shall not gain this category of remuneration.

2) Remuneration from operating results/ Bonus

   Bonus was annually paid for both Executives and Non-Executive Directors. This kind of compensation depends on average remuneration cost of other companies in the same section of industry, annual financial performance or annual operating results of the company, duties, responsibilities, knowledge, abilities and experiences of each director. The Executive Directors shall gain Bonus according to Bonus consideration system of the company as other employees which depending on the company' s operation results and each Executive Director' s performance. Likewise, Non-Executive Directors shall gain Bonus according to the company's operation results, each Non-Executive Director' s performance and each responsibility. Bonus shall not exceed Baht 500,000 in total (excluding Executive Directors) and directors can allocate by themselves. This the same rate as that of 2021

3) Remuneration for directors for the Board of Directors Meeting /Attendance Fee

   This kind of compensation was paid for only directors who attend any Board of Directors' Meeting and shall not exceed Baht 1,500,000 in total. This the same rate as that of 2021

4) Incentive Fee and Other Welfare

   It is a special compensation which paid by concerning value-added to shareholders; for example, sales commission, net profit of the company, dividend of shareholders or any other welfare such as social security expense , medical expense, etc. The Board of Directors agreed that this kind of remuneration is still not necessary.

5) Remuneration for Board Committees: Audit Committee, Corporate Governance Committee and Executive Directors are considered by the Board of Directors which shall be commensurate with the duties and responsibilities of directors, or allow the Nomination and Remuneration

Committee to take that responsibility. At the present, Nomination and Remuneration Committee of the company consider that most committees also take a position of directors in the Board of Directors of the company and the current remunerations are appropriate, even some committees of CG Committee do not take a position of director in the Board of Directors, they take a positon of managerial level in the company and their committee's responsibilities are still not quite different from their existing job responsibilities; therefore, there's no need to allocate remuneration for this type of remuneration.

Remuneration of Directors (both of Exceutives and Non-Executives) in the year of 2022 comparing with 2021 are as follows:

Item	2022			2021		
	Bonus	Attendeance Fee	Other*	Bonus	Attendeance Fee	Other*
1 Chairman of the Board	Excluded	Baht 25,000 / meeting	-	Excluded	Baht 10,000 / meeting	-
2 Executive Directors	Excluded	Baht 25,000 / meeting	-	Excluded	Baht 10,000 / meeting	-
2 Non-Executive Directors	50,000/person	Baht 25,000 / meeting	-	-	Baht 25,000 / meeting	-
1 Chairman of Independent Director/ Audit Committee	60,000/person	Baht 30,000 / meeting	-	-	Baht 30,000 / meeting	-
2 Independent Directors/ Audits Committee	50,000/person	Baht 25,000 / meeting	-	-	Baht 25,000 / meeting	-
Total	**260,000/yr.**	**Baht 205,000/meeting**	-	-	**Baht 160,000/meeting**	-
1 Chairman of Nomination and Remuneration Committees	-	-	-	-	-	-
3 Nomination and Remuneration Committees	-	-	-	-	-	-
1 Chairman of CG Committee	-	-	-	-	-	-
4 CG Committees	-	-	-	-	-	-
Total Limit: 2.0 Million Baht/year	**(Total Limit: BHT 500,000/yr)**	**(Total Limit: BHT 1.5 Million/year)**	-	**(Total Limit: BHT 500,000/year)**	**(Total Limit: BHT 1.5 Million/year)**	-

*Remark: Other remuneration such as sales commission, social security expense , medical expense and others expenses.

In the year 2022, the company paid such Management Remuneration in amount of Baht 1,562,628.99; as a result, its number is complied with the approval of the Annual General Meeting which its detail is shown

above. For more details, please consider at Part 2, Topic 8: Report on key operating results on corporate governance

- The company's Nomination and Remuneration Committee is responsible for assessing the Managing Director's performance annually for use in determining remuneration and present to the Board of Directors for consideration and approval. Also, use this assessment's result to communicate with Managing Director for acknowledgment and further improvement of the work results.

➢ **Corporate Governance of subsidiaries and associated companies**

- None –

2. Policy and guidelines related to shareholders and stakeholders

The company has considered the good corporate governance principles for listed companies in 2012 as the Stock Exchange of Thailand had prepared a manual as a guideline. The content is divided into 5 categories as follows:

1) Rights of shareholders
2) Equitable treatment of shareholders
3) Role of stakeholders
4) Disclosure and transparency
5) Responsibilities of the Board

The details of each category have been applied to show in accordance with the various topics according to the regulations of the One Report document that the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) have recently set. As the following details

1. Rights of Shareholders

- **Shareholders' meeting**

1.1 In every shareholder meeting, the company conforms to the rule and regulations of Thai listed companies and recommendations of Thai Investors Association (TIA) by delivering the notice of shareholders meeting along with meeting agenda and other supporting documents to every shareholder prior to the meeting date for 7 days. Also, published such notice of the meeting in the public daily newspaper according to regulations of the company's Articles of Association and online at the company's website to let all shareholders to consider information prior to the meeting date for 30 days.

1.2 The board of directors should publicly disclose policies to encourage all shareholders, including institutional ones, attending the company's shareholders meeting.

As the company conforms to this point, not only the company mails the notice of the Annual General Meeting to all shareholders, but also our IR staffs randomly invites in both personal and institutional shareholders by telephone call.

1.3 The board has the duty to ensure that the company provided shareholders, in advance of meetings, with the date, time, comfortable venue (with map attachment), copy of previous Annual General Meeting report, CD of annual report, summary of annual financial performance, resume of directors whose

expiration of the term are on due and are nominated to serve a position again (if any), biography of a new proposed directors to be approved (if any), information on remuneration of directors, related documents of financial statement auditor and its remuneration, resume of independent directors who are assigned to be proxies of unable-attended shareholders in Annual General Meeting, a proxy document (attachment), identification documents required for meeting attendance, registration process, voting process and vote counting procedures, conditions rules and procedures of the meeting proxy and voting method, Articles of Association in sections of meeting and voting method, submitting questions of shareholders to the company prior to the meeting date, and all agenda items with the rationale or explanation for each agenda item or resolution in the notice of the Annual General Meeting or extraordinary general meeting or circulars and/or the accompanying statement.

The company always conforms to this regulation in every year. As a results, the company received 100 scores of AGM quality evaluation or AGM Checklist by Thai Investors Association (TIA) for year 2022.

1.4 All meeting agenda comprise of important details that need to be casted the vote during the meeting, are clearly informed with the rationale or explanation for each agenda item to every shareholder before the meeting date.

1.5 The board allows shareholders to send their questions to the company prior to the meeting date. Investors should be clearly informed in advance of the determined criteria for accepting advance questions and the process for submitting them, including on the firm's website.

The company always provides all determined criteria, process of submitting and channel of submitting for shareholders' question in both notice of shareholders meeting and website of the company every year.

1.6 To facilitate shareholders who are both able and unable to attend the meeting, the proxy form is provided along with notice of the meeting. Therefore, shareholders may authorize other person to attend the meeting and cast the vote on their behalf or appoint an independent director who is appointed by the company as their proxy. The company provided 1-2 qualified independent directors to be a proxy.

- **Procedures on the shareholders' meeting date**

1.7 The company provides the best effort to accommodate the most convenience for shareholders in points of the meeting place, registration desk, receptionists or company staffs who facilitate all attendants with

documents and other compliments that secure fast precise and accurate technology for registration and presentation, such as presentation of each agenda displaying in big screen, wireless microphone for providing shareholders opportunities to question, recommend and express their opinion as deem appropriate. Those lead to the convenient and successful shareholders' meeting.

1.8 All directors are determined to attend shareholders meetings. Shareholders will be able to ask questions directly to the chairpersons of the committee responsible for any specific issue. However, if anyone of them has a serious reason that can't attend, they have to inform to the board of director at least 3 days prior to the meeting date.

1.9 The board encourages the company appointing an independent party of scrutinizers/inspectors to count and/or validate votes at the Annual General Meeting at least 2 persons. These scrutinizers shall be disclosed at the meeting and recorded in the minute.

In every year, 2 inspectors from financial statement audit company always attend in the Annual General Meeting and were recorded in the minute every year.

1.10 In the meetings, there should be no bundling of several items into the same vote; for example, election of each director, and consideration of various types of remuneration.

1.11 For the sake of transparency and the future reference, the board should encourage the use of voting cards for important agenda items such as related party transactions or acquisitions or disposal of significant assets.

The staffs of the company will distribute a voting cards' set of every meeting agenda when shareholders register at the front of meeting room.

1.12 Equal opportunities provided to shareholders to express their opinions and ask questions to the Board of Directors in each agenda through whole duration of the meeting

In every Annual General Meeting, after voting of all agenda is finished, the board of directors will always share the rest of time to answer all questions of shareholders in detail with available presentation of well-prepared information. Moreover, the chairman of directors always informs the trend and update situations of the company and steel industry to the shareholders, even there is no such point in the agenda because the company truly respects rights of shareholders and conforms the principles of good corporate governance of the company.

1.13 Board of Directors' remuneration is one of the agenda of shareholder's meeting.

1.14 The company supports and provides an independent person who has duty on counting votes or oversee votes in the AGM meeting and discloses the voting results: approving, disapproving, abstaining, invalid

ballots at the end of each agenda to let the quorum acknowledges, including recording the results into minutes of AGM every year.

- **Writing and releasing of the minutes of shareholders' meetings**

1.15 The minute of shareholders' meeting would be completed and published on the SET's information system and company's website within 14 days since the meeting date. The minutes of shareholders meetings are determined to include a description of the voting and vote tabulation procedures used, declaring both before the meetings proceeds by the host, voting results of each agenda item containing approving, dissenting, and abstaining votes, list of the board members who attended or missed the meetings, questions or raise issues of shareholders, and answers or resolutions of directors.

1.16 The company would make publicly available the result of voting during the Annual General Meetings or extraordinary general meetings for all resolutions by the next working day on the company's website.

1.17 **The company's dividend payment policy is considered as the important right of shareholders which determined no less than 50 percent of net profit after tax**. However, the dividend policy still has to depend on operating results of each year and other necessary development plans in the near future.

2. Equitable treatment of shareholders

- **Release of information prior to the shareholders' meeting**

2.1 Every shareholder has the same right to receive the information of the company without any conditions such as the number of shares, types of shareholder or nationality.

2.2 The board of directors determines the company to release its Annual General Meeting notice, with detailed agenda and explanatory circulars, at least 28 days prior to the meeting date.

2.3 The board of directors determines the company to inform shareholders of meeting procedures and voting criteria, including the voting rights attached to each class of shares.

The company's already informed those criteria in the notice of AGM according to Articles of Association of the company in topic number 4: shareholders' meeting; for instance, in clause 39: in Annual General Meeting, both common stock shareholders and preferred stock shareholders have the same right for 1 vote and this content can found in notice of shareholders meeting which publicly announced in website of the company as well.

2.4 The company has a policy to fully **translate notice of shareholders meeting into English and published at the same time as Thai version**.

- **Protection of minor shareholders**

2.5 The company allows shareholders to propose the agenda of shareholder's meeting and directors' nomination 30 days in advance prior to the closing date agenda. The detailed criteria and conditions of such proposal have been posted at the company website along with proposal form for shareholder's convenience.

2.6 The process used in election of directors should allow shareholders to vote on individual nominees.

The company publishes "criteria and procedures for shareholders to propose agenda of shareholder's meeting and directors' nomination" which shown details of qualification, procedures, method of consideration, documents attachment, channels of submission and duration of proposal, including attached standard forms of the company in website of the company for 30 days in advance prior to the closing date agenda

2.7 The company has never added up the new agenda of the meeting without notification to shareholders.

- **Protection against abuse of inside information**

2.8 The Board of Directors has to recognize the importance of inside information control and protects for internal use of restricted person only, so the Board established the policy and conduct to keep it confidential until discloses to the public.

- Educate all directors and executives to acknowledge their responsibility to report their shareholding and related persons' shareholding included their spouse and minor children to SEC and SET in accordance with Section 59 and the penal provision of Section 275 in the Securities and Exchange Acts B.E. 2535

- The company determines that all directors and executives have responsibility to report the changes in their own shareholding and securities holding to SEC and SET in accordance with Section 59 and the penal provision of Section 275 in the Securities and Exchange Acts B.E. 2535 and have to submit the copy of report to the company in the same day as report to SEC and SET. The purpose is to precisely report to the board of directors and disclose in the Annual Registration Statement (Form 56-1 : One Report).

- The company sends the notification letters to warn all management if they receive the inside information which is significant and can impact on changes of securities' price, all management is forbidden to buy, sell or transfer the company's securities, also forbidden to disclosed such inside information to the public or other persons within 1 month before the financial statements or such inside information would be disclosed to the public.

However, if any directors, executives and the company's staffs are taking advantage for their own from using inside information and such action has caused any disgrace or damage to the company, the company will consider taking an appropriate legal action against such person.

- **Conflicts of interest by directors**

2.9 The Board of Directors has set that directors and executive directors are supposed to disclose their own interest or other related person's interest which related to the management of the company in accordance with Section 89/14 under the Securities and Exchange Act (No.4) B.E. 2551, In order that the Board of Directors can monitor such transactions that may create a conflict of interest and can determine for all benefits of the company and recorded this fact into the minute. As this consideration, directors and executive directors who may have conflict of interest with the company should not present and vote at the meeting to discuss or decide on any connected transaction as said.

2.10 In addition, the Board of Directors would consider and monitor such point in every quarter.

2.11 The Board of Directors of the company has never held more than 25% of issued and paid-up capital of the company.

Currently, the company determines that the decisions that may cause a conflict of interest or advantage/disadvantage of some benefits, directors or the management team who are shareholders are determined to not have the right to vote on issued that they are involved for independence in decision-making and then disclosures to the public suddenly due to concerning transparency. Besides, the necessary information required to be disclosed in the Annual Registration Statement (Form 56-1 : One Report) on regular basis. **Currently, the Board of Directors of the company doesn't hold more than 25% of issued and paid-up capital of the company.**

3. Role of stakeholders

The company and the Board of Directors realize the rights and importance of overall stakeholders, including customers, employees, trading partners, shareholders or investors, creditors, competitors, community, environment and government sector. The company and the Board of Directors believe that a good relationship between the company and those stakeholders is significant factors of the company's earning and financial stability. Also, it creates sustainable growth to both the company and those stakeholders. All details of this policy are as follows;

- **Rights and Policy of Conduct to Stakeholders**

The company operates its business with regard to human rights principles and has fair responsibility to all stakeholders throughout the company's value chain. The company has analyzed the operational activities along the company's value chain and came up with guidelines for responding to the expectations of all stakeholder groups; in order to, reduce the risks that will affect and deliver added value to all groups of stakeholders. Therefore, they can grow together with the company in a sustainable way. This is in line with the company's vision to be a one-stop quality steel service center that can meet the highest customer satisfaction, including business operations that take into account the impact on society and the environment. To achieve the ultimate goal of sustainable growth together with the company, trading partners, society, nation and environment. Also known as "Keep Growing Together".

Regard to analyzing of the company's value chain, (detail as Part 1, Topic 3: Business Sustainability Development) found the compnay's stakeholders are as follows:

1.1 Employees: The Company has goals and guidelines for fair treatment of employees in accordance with human rights principles under Thai labor law. The company have fair employment conditions, have a suitable and safe working environment and equipment, provide appropriate welfare incentives, enhancing the quality of life for workers, provide development training and provide opportunities for fair career advancement; in oreder to, reduce the risk of labor disputes. The company also has goals

and performance related to employee and labor concern as the details in Part 1, Topic 3: Business Sustainability Development, Sub-Topic 3.4 : Social sustainability management .

1.2 **Customers:** Regard to the company's mission, **"We concentrate on operating as a professional steel service center that satisfies our customers with high quality steel products and services, punctual delivery and always keep improving and developing such quality with strategically focusing on Value-Added Products and Services to meet the customer's needs of various industries"** The company has kept conforming the mission through whole process of operation. From the analysis of the company's value chain, found that all activities throughout the company's value chain are concerned with responding to customer expectations and to meet the highest satisfaction of customers throughout the chain. Including, the company also expects those activities to pass on the value to the business chain of the customer's business as well as the details in Part 1, Topic 3: Business Sustainability Development, Sub-Topic 3.4 : Social sustainability management .

1.3 **Trading partners:** The company has set a policy to well select and create good-relationship between the company and trading partners by fair treatment toward partners in accordance with business condition or mutual agreement for purpose of development and maintenance of long relationship. In addition, following up, evaluating Trading Partners to develop business operation together for sustainable relationship; for example, suppliers evaluation process as ISO 9001 principles, building quality team from both company and suppliers to help each other to assess, study and improve the material quality together, etc. (For more details, please consider Part 1, Topic 3: Business Sustainability Development, Sub-Topic : Analysis of stakeholders in the business value chain)

1.4 **Shareholders:** The company has focused on the rights of shareholders particularly, in rights of receiving the company's news, business performance and all important activities. Shareholders can track that information from the company's website, information system of SET and other public media. Also, shareholders can contact the company directly via Investor Relations Department, at headquarter office of the company, phone number: 02-291-6318. Ext. 816 e-mail: ir@cspsteel.com. Moreover the company emphasizes on other rights of shareholders which were discussed above, under the section. "Rights of shareholders". This includes the dividend payment policy that the company always complies with it.

1.5 Creditors: The company strictly follows the borrowing agreement and reports the company's financial data with accuracy and transparency as well as maintaining a good record of interest/loan payment on time. (For more details, please consider Part 1, Topic 3: Business Sustainability Development, Sub-Topic : Analysis of stakeholders in the business value chain)

1.6 Competitors: The company is committed to do business under the rules of decent and fair competition and do not unfairly discredit the reputation of competitors. Including, having a good relationship can become a commercial partner on occasion and help each other to develop the overall potential of the industry that operates together. (For more details, please consider Part 1, Topic 3: Business Sustainability Development, Sub-Topic : Analysis of stakeholders in the business value chain)

1.7 Community and society: The Company recognizes the importance of business development along with the development of good relationship with the community and society. With the strong policy, the company is not going to make any troubles to the surrounding community and society and usually be a part of contribution to develop the community and society for the better life together. The company also has plans to assist communities in many aspects as the details in Part 1, Topic 3: Business Sustainability Development, Sub-Topic 3.4 : Social sustainability management .

1.8 Environment: The company organizes the production process to care the environment according to the rules set out by the local district office. The company is often inspected by The Department of Industrial Works, Ministry of Industry of Thailand, to confirm that the company's production process and environment management are within the standard, never experienced the air pollution or toxic waste and do not cause any harm to the environment. Even though the business is a steel service center, so the noise of the production process may occur and steel scraps and oil waste may be left from the process, the Department of Labor Protection and Welfare, Ministry of Labor has checked and ensured that the noise are managed in the proper way and are not over the limit of the rules. For the steel scraps, the company has gathered to sell to scrap dealers for delivering to recycle process. And for the oil waste from the machinery used, the company has properly stored in large

containers for delivering to the company of waste water treatment. All these company's systematic efforts ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development.

In addition, plant managers and plant engineers usually attend the special classes about energy-saving and environment management; in order to, study and adapt the knowledge to improve and develop operational procedures to reduce energy consumption of production processes or plant which this reduction success increases every year. Certainly, the purposes are not only the cost savings of the company, but also energy saving to the world which would help to alleviate the natural crisis, environment and communities of the world.

(For more information, please check at Part 1, Topic 3: Business Sustainability Development, Sub-Topic 3.3 : Management of environmental sustainability)

1.9 Government sector: The company strictly conducts its business complied with laws, rules and other regulations issued by government sector and never committed any severe illegal cases. Additionally, the company has strongly support anti- corruption or any fraud which might occur in both government and company sectors. If there is any corruption or fraud case in the company with precise evidences, the company would apply the maximum level of punishment, such as discharge with legal action, to encourage all management, directors and employees conforming to laws and regulations of the company and government sector. (For more details, please consider Part 1, Topic 3: Business Sustainability Development, Sub-Topic : Analysis of stakeholders in the business value chain)

The company always emphasizes that it is a duty of everyone, Board of Directors, Executive Directors, management team and all employees, to recognize and strictly conform the role of stakeholders However, if such rights are violated with clear evidence of any employee or executive, the company has measures in place to judge those persons' penalties from mere admonitions to the maximum extent of dismissal and take appropriate legal action depending on each case.

Stakeholders also can request, criticize or give any advices to the Board of Directors via the **Whistle Blowing channel** as shown in Part 1, Topic 3: Business Sustainability Development, Sub-Topic 3.4 : Social sustainability management .

- **Policy Compliance Disclosure**

All company's activities that has undertaken to implement the above policies were shown in Part 1, Topic 3: Business Sustainability Development and in website: www.cspsteel.com, title: "Events" and "CSR"

4. Disclosure and Transparency

The company realizes the importance of company's information disclosure in both financial and non-financial information to the public with accuracy, clarity, in time, easy to reach, equality and trusty, complied with the rules and regulations of SET and SEC.

- **Disclosure of information**

4.1 The company discloses transparency of company's financial information audited by the independent certified auditors complied with general accounting standard and non-financial information complied with the rules and regulations of SET and SEC.

4.2 The board presents its responsibilities concerning the company's financial reports alongside the auditor's report in the company's Annual Registration Statement (Form 56-1 : One Report).

4.3 The company explains a Management Discussion and Analysis (MD&A) for every year along with financial statements in the Annual Registration Statement (Form 56-1 : One Report) and for each quarterly financial statement in case of more than 20% change of financial status.

4.4 The audit and non-audit fees are disclosed in the Annual Registration Statement (Form 56-1 : One Report) at part 2, Topic 7 : Corporate governance structure and significant information related to the Board of Directors, subcommitees, executives, employees and others.

4.5 The company discloses the roles and responsibilities of its committees, the number of meetings held, and attendance record of each director as shown in Annual Registration Statement (Form 56-1 : One Report at part 2, Topic 7 : Corporate governance structure and significant information related to the Board of Directors, subcommitees, executives, employees and others and Topic 8 : Report on key operating results on corporate governance. Also, disclosure of committees/directors' resume, work experiences, professional education and training of its directors in the Annual Registration Statement

(Form 56-1 : One Report) at Attachment 1: The Detail of Directors, Management, Authorized Directors and Corporate Secretary as well.

4.6 Disclosure of remuneration policy, amounts of payment of each directors/committees/top-management are shown in the Annual Registration Statement (Form 56-1 : One Report) at part 2, Topic 8 : Report on key operating results on corporate governance.

4.7 The company determined to disclose the directors and executives' shares holding which this information and its change shown in the Annual Registration Statement (Form 56-1 : One Report) at Attachment 1: The Detail of Directors, Management, Authorized Directors and Corporate Secretary , Sub-Topic : Report of Directors and Executives' Common Shares Holding.

- **Information disclosed on the company's website**

The company discloses the annual report and Annual Registration Statement (Form 56-1 : One Report) on the company's website for shareholders and investors to easily download them. Moreover, other important information of the company is available on the company's website as well such as vision and mission of the company, list of the board of directors and management, structure of major shareholders, resume of directors and management, notice/ invitation of shareholders meetings, criteria/procedures and form for shareholders to propose agenda of shareholder's meeting and directors' nomination, Articles of Association of the company, Memorandum of Association, organization structure, Good Corporate Governance Report of the company, additional documents on Business Sustainability Development, Code of Business Conduct, risk management policy, contact points of Investor Relations and Corporate Secretary., etc. Including, updating interesting news or activities which relating to shareholders and investors are shown or available to download files on the company's website: www.cspsteel.com.

5. Exposing Information Policy of Insider

The company set Information Policy to control all insiders of the company about exposing inside information before publication, including buying/selling security before publication as follows:

- All directors and executives are responsible for reporting their own status of holding shareholders, including their spouse and underage children to the SEC. and Exchange Commission pursuant as the rule under Section 59 and punishments under Section 275 of the Securities Exchange Act of 1992

- The company determined all directors and executives to report every change of their own status of holding shareholders to the SEC. and Exchange Commission pursuant as the rule under Section 59 of the Securities Exchange Act of 1992. Then, submitting every copy of report to the Board of Directors of the company at the same day and all reports have to been informed in the Annual Registration Statement (Form 56-1 : One Report).

- The company will send a circular letter to confirm that executives who recognize the inside important information, which might affect to the change of security's price, have to been forbidden to buy or sell the company's security for at least 1 month before the financial statements and/or such inside important information will be published. Also, executives must not expose such inside important information to others.

The company set the punishments to any persons who expose the inside important information and impact on the company in the negative way. Those punishments are verbal caution, literal caution, probation, employment termination and discharge, depending on the degree of mistakes.

6. Anti-Corruption Action and Measures

The company not only seriously conform the rules and regulations of the government sectors, but also anti – corruption that might occur within organization or between government sectors. Currently, **the company's already determined Anti-Corruption is one of the corporate governance policy of the company according to CG Code**, which the board has a responsibility to follow up and oversee all conduct of everyone in the company to conform the laws and all regulations relating to "forbidden bribing or supporting corruption" and follow up the conduct of 5 Anti-Corruption Principles, including reviewing suitability of such policy annually.

5 Anti-Corruption Principles:

1. **Evaluation Risk of relating to Corruption of the company:** the company evaluates such risk throughout all operations of the company. If there are any risks of requesting for benefits or showing

unfair power/authority, supervisors and management would present the issues to the executives or corporate secretary to consider and find the preventive method for such risk in the next step.

2. **Determining conduct to control, prevent, and follow up the risk of corruption:** in current, the management team designed all operation processes in the company with authority balance between authorized persons in each department. Also, there are verification systems among employees and departments in almost every stage; in order to prevent internal corruption or external corruption. Moreover, the company attempts to force many functions to work with IT system because it help operation processes could run fairly and could be verified.
3. **Communicating and training to employees about Anti-Corruption Policy and Conduct:** the company communicates, encourages and educate all employees to conduct along with laws and regulations of both company and government which the company determined "Code of Business Conduct" for all employees to conform (as shown in website of the company and announcement at the workplace). However, if there is any sudden risky situation, the management team would order HR department to announce and communicate about such risky situation and penalty to allover employees acknowledge case by case. Besides, the Board of Directors and Independent/Audit Committee allow all insiders and outsiders of the company to complain, inform, or sending clues to them via Corporate Secretary, or via the channel of Whistle Blowing as shown in Part 1, Topic 3 : Business Sustainability Development, Sub-Topic 3.4 : Social sustainability management. The HR department also determined "Anti-Corruption Policy and Conduct" and "Business Ethics" to be a part of Annual Training Courses of the company. And there is a review training for employees in the organization every year. In 2022, the training has already been held on December 17, 2022.
4. **Method of follow up and evaluation of Anti- Corruption Conduct:** Not only following up by management team and corporate secretary, but The Board of Directors also appointed "Corporate Governance Committee" and the Annual General Meeting of Shareholders on March 29,2019 already acknowledged this appointment to take these responsibilities with management team and corporate secretary to direct report the results to the board for evaluating, reviewing the appropriation and risky

operation processes in the company and giving comments which would be recorded in "The Report of reviewing the implementation of the CG Code" annually.

5. **Allowing Audit Committees and Auditor of the company examine and comment completion of allover operation processes of the company:** the company hires I.N.J. Consulting Co., Ltd. to be internal audit, inspect, review operation systems, and report to Independent/Audit Committee and the board to consider the effectiveness of operation processes of the company.

The company currently does not sign to be one of "companies of Thailand's Private Sector Collective Action Coalition Against Corruption's Declaration of Intent" by Thailand's Private Sector Collective Action against Corruption (CAC), because the company tried to learn and self-assessed about 71 principles and realized that the company is not be ready yet. The company has both office and factory levels of employees. Some departments still need more time to be educated and improved. As the regulation, if the company signs to this campaign, the company must strictly conform within 18 months. As a result, the company still needs more time for well preparation and improvement of the organization to ensure conformation ability to all those principles.

However, as the above policy and strong concerns of the Board of Directors, it proves that the company still intends and realizes about importance of Anti-Corruption and keep controlling all employees to conduct Anti – Corruption in both internal operation system and with other outside sectors, including government sectors.

3. Business code of conduct

From the vision of the company that "We aim to be the one-stop service of high quality steel service center that satisfies the customer's needs of various industries and to be a significant source who provides high quality steel material to such customers in order to enhance their competitive advantages regarding competition as domestic level, ASEAN level and global level, including concerning about the impacts on communities and environment as well. All these contributions are conducted to achieve the main purpose of sustainable growth together among the company, customers, trading partners, the nation and environment as our motto: **"Keep Growing Together"**"

Therefore, the company has promoted **"Code of Business Conduct mannual"** for being conduct guidelines of the Board of Directors, executives and other departments to enable everyone to understand the ethical standards for conducting themselves in each value chain activity of the company. How to deliver value and reduce negative impact on every stakeholder group by disseminating it as guidelines for working with honesty and fairness. The guidelines will be communicated to the directors, management and all employees for acknowledgment and compliance through various channels as follows:

- Placing notice boards in the common area
- Publication on the company's website
- Publication through electronic mail (E-Mail)
- Disseminating and reminding through training on the topic "Business Ethics and Anti-Corruption Training" which held every year

The Board of Directors has always followed up on the results of the implementation of the guidelines through the Board of Directors' meetings and assigned to have a person taking responsible for reporting the results of non-compliance with the guidelines through the company secretary.

For more detail of "Code of Business Conduct mannual", please check at company's website through this link: http://www.cspsteel.com/investor/page/81/9

4. Material developments regarding policy, guidelines and corporate governance system

For important developments in the review of policies, practices and the corporate governance system of the company, at the annual board meeting, there will be a review of the adoption of the Good Corporate Governance Principles for Listed Companies 2017 (CG Code) in accordance with the company's business operation. The corporate secretary would record the resolutions of the directors and important opinions in the "CG Code Compliance Review Report" and record points which has not yet been applied with reasons as a part (attachment) of the Board's resolution. Also, there will be consideration a development plan and follow up to ensure further action by prioritizing such plans to be appropriate action. The following example is the annual "CG Code Compliance Review Report" that the company uses in the Board of Directors meeting every year.

บริษัท ซีเอสพี สตีลเซ็นเตอร์ จำกัด (มหาชน)
CSP STEEL CENTER PUBLIC COMPANY LIMITED

ชื่อกรรมการที่พิจารณา:.....
วันที่คณะกรรมการพิจารณา:.....
การประชุมคณะกรรมการครั้งที่...../.....
ผู้บันทึกการประชุม/มติ:.....

	= หัวเรื่องที่น่าสนใจ/น่าจะสำคัญ (สีม่วงในช่องที่มีข้อความ คือ ความเห็น กลต. ว่าสำคัญ+เรื่องใหม่ๆ)
	= ปฏิบัติได้ดีมากอยู่แล้ว / เรื่องไม่เร่งด่วน
	= ปฏิบัติได้ดีปานกลาง / เรื่องไม่เร่งด่วนแต่ก็ควรทำ
	= ไม่ได้ปฏิบัติเลย / เรื่องเร่งด่วนควรปรับปรุงโดยเร็ว

ที่มา: ในทุกปี คณะกรรมการควรพิจารณาและทบทวนการนำหลักปฏิบัติตาม CG Code 2017 นี้ไปปรับใช้ตามบริบททางธุรกิจของบริษัทในที่ประชุม และบันทึกมติกรรมการและความเห็นสำคัญใน **"รายงานการทบทวนการปฏิบัติบัติตาม CG Code"** ซึ่งในหลักปฏิบัติที่ยังไม่สามารถหรือยังมิได้นำไปปรับใช้ ควรมีการบันทึกเหตุผลไว้เป็นส่วนหนึ่งของมติคณะกรรมการและควรพิจารณาจัดให้มีแผนพัฒนา ติดตามดูแลให้มีการดำเนินการต่อไป โดยมีการจัดลำดับความสำคัญในการพัฒนาตามแผนต่อไป

"รายงานการทบทวนการปฏิบัติบัติตาม CG Code" ประจำปี

1)		คณะกรรมการทบทวนแล้วมีความเห็นว่า		
	ทบทวน นโยบายการกำกับดูแลกิจการของ CSP	ให้คงเดิม	ให้ปรับปรุง	แนวทางการปรับปรุง/แก้ไข/กำหนดแผนให้พัฒนาอย่างไรบ้าง-ความเห็นเพิ่มเติม
	1. บริษัทจะจัดให้มีแนวทางในการดำเนินธุรกิจที่ชัดเจนโดยคำนึงถึงการปฏิบัติต่อผู้ถือหุ้นและผู้มีส่วนได้เสียอย่างเท่าเทียมกัน			
	2. คณะกรรมการบริษัท และผู้ปฏิบัติงานฝ่ายต่าง ๆ จะทำงานร่วมกันอย่างมีประสิทธิภาพ มีการบริหารงานอย่างรอบครอบและระมัดระวัง เพื่อประโยชน์สูงสุดของบริษัทและผู้ถือหุ้นโดยรวมอย่างยั่งยืน			
	3. คณะกรรมการบริษัท และผู้บริหารองค์กรจะมีบทบาทสำคัญในการประพฤติตนเป็นแบบอย่างในฐานะผู้นำในการกำกับดูแลกิจการที่ดีขององค์กร และสื่อสารให้ผู้ปฏิบัติงานฝ่ายต่างๆเข้าใจและปฏิบัติตามนโยบาย รวมถึงติดตามผล และประเมินผลการปฏิบัติตามนโยบายดังกล่าวอย่างต่อเนื่อง			
	4. บริษัทจะดำเนินงานให้เป็นไปด้วยความโปร่งใส สามารถตรวจสอบได้ มีการเปิดเผยข้อมูลอย่างครบถ้วน ตรงเวลา และเท่าเทียมกันแก่ผู้ที่เกี่ยวข้องทุกฝ่าย			
	5. คณะกรรมการบริษัทเล็งเห็นถึงความสำคัญที่จะต้องควบคุมดูแลให้บริษัทปฏิบัติให้เป็นไปตามกฎหมาย ปราศจากการคอร์รัปชั่นทั้งในองค์กรเอง และกับภายนอกองค์กร เช่น คู่ค้า, ภาครัฐ เป็นต้น			
	6. คณะกรรมการบริษัทจะควบคุมและบริหารความเสี่ยงที่เหมาะสมและเพียงพอต่อการตัดสินใจในการดำเนินธุรกิจ รวมถึงสามารถปรับตัวได้ภายใต้ปัจจัยการเปลี่ยนแปลง			

In the past year, the Board of Directors discussed with the company's Corporate Governance Committee (CG Committee) and made important comments on the guidelines for the company to focus on the fixed assets management system of the company according to the auditor's recommendations of the internal control

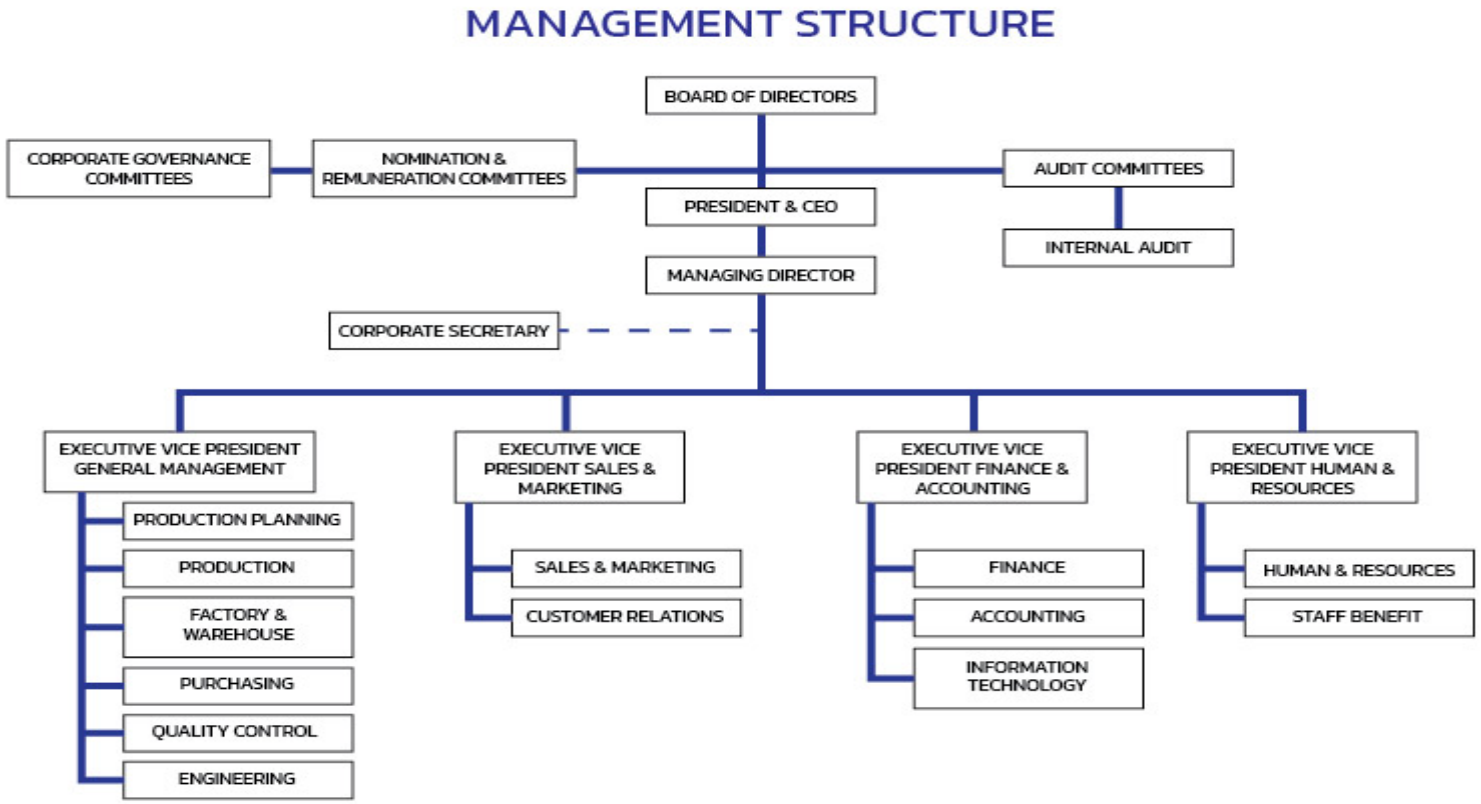
system by I.N.J. Consulting Co., Ltd. and has requested I.N.J. Consulting Co., Ltd to explain more details in the Internal Control Audit Report. Moreover, the board and the committee recommended the company to consider proposing an agenda at the shareholders' meeting 2023 about the amendment to the Company's Articles of Association, Chapter 4: Shareholders' meeting to be consistent as required by law (Capability to hold shareholders' meeting electrically). In addition, they discussed and followed up on the progress of the Solar Roof project that the company is currently working on. (For the results of this action, please consider at Part 1, Topic 3: Business Sustainability Development, Sub-Topic 3.3 : Environmental Sustainability Management)

However, for the practice that still has not been appropriate implemented, the Board of Directors has considered and determined appropriate replacement measures and recorded them as a part of the Board's resolutions for annual review. In the past year, points that have not been appropriate implemented yet; for example, succession plan, establishment of Risk Management Committee, etc.

Part 2 Topic 7: Corporate Governance Structure & Significant Information Related to the Board of Directors, Subcommitees, Executives, Employees and Others

1. Corporate Goverance Structure

As of December 31, 2022



Remark: The company has a policy to allow internal audit from non-related party to inspect the internal system of the company. From May 2005 to August 2005, the company hired Thammaniti Audit. Since September 2005 until now, the company has hired I.N.J. Consulting Co., Ltd. (as the detail in Part 2, Topic 9 : Internal control and related party transactions)

2. Information of the Board of Directors

➢ Composition of the Board of Directors

- The Board of Directors stipulates that the company's board structure shall consist of directors with various qualifications: both in terms of skills, abilities, and experiences that are beneficial to the company's business operations
- The board should be the appropriate size. There shall be no less than 5 people and not exceed 12 people.

  At present, the Board of Directors of the company consists of 8 persons as follows:

  - 3 Executive Directors
  - 2 Non-Executive Directors
  - 3 Independent Directors

  This is in accordance with the regulations of the Stock Exchange of Thailand which all directors mix with a wide range of knowledge and abilities, have experiences that is beneficial to the business of the company.
- The board of the company has independent directors who comment on the performance of the management independently. The number of independent directors should meet or exceed SEC requirements. However, if the chairman of the board and the managing director /CEO of the company is the same person, or is not an independent director, or is a member of managing director/ CEO, or is a member of management, the independent directors shall make up more than 50% of the board.

  Currently, the independent/ audit directors of the company comprise of 3 directors who are qualified in knowledge, skills, experiences and have abilities to rigorous review financial performance and non- financial performance. Although, there are only 3 independent directors represent 37.50% of total directors, the company plans to increase the numbers of independent directors in the future for showing good balance of power (more than 50% of the board). During the Annual General Meeting of the year 2014. (March 28, 2014) shareholders approved to set 4 Nomination and Remuneration Committees. The Nomination and Remuneration Committee is responsible to consider/review the remuneration of directors and management, select and present the list of qualified persons to the Board of Directors and/or shareholders in the Annual General Meeting.

- The independent/audit committees have served on the board not beyond 3 years and at least one of them has to be adequate specialized in accounting and finance in order to accurately and reliably review the company's financial statements. However, when the duration of holding the position of independent/audit committees is expired, they could be appointed to hold the position again as approval of the Annual General Meeting.
- According to the Articles of Association in topic number 3: Directors and Authorities of Directors, clause 18: in the Annual General Meeting, one-third of the Board of Directors shall retire by rotation, and if the number of directors cannot be divided exactly into three parts, closest to one-third of them shall be vacated and the first priority to retire is the director who has the longest period of holding the position. However, after they retire or vacated, they could be appointed to serve the position again as approval of the Annual General Meeting.

  The period of holding the position of each director is shown in the Annual Registration Statement (Form 56-1 : One Report) at Attachment 1: "Details of directors, executives, controlling persons , the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary". Every Annual General Meeting would have an agenda of considering to voting for new directors to replace the expired directors as the above mentioned Articles of Association
- The board states the policies regarding board positions in other firms according to the Articles of Association in topic number 3, clause 29: "the company prohibits any directors to be a partner or director of private companies, public companies, or any other organizations who operate business in the same industry as the company's and/or is a competitor of the company, except for acknowledging an approval from the board.
- The company has a Corporate Secretary who works as a recommender and informer the board about the points of law and regulations of SET, SEC, and any other related institutes, including oversee, follow up and coordinate all activities of the board.

  Currently, the company has 1 Corporate Secretary. His/her name, responsibilities and authorities in details can be considered in topic 4 : Information on executives and his/her resume and experiences are disclosed in the Annual Registration Statement (Form 56-1 : One Report) at

Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary".

- The board not only has abilities to monitor and review the accuracy and reliability of financial statement and other information of the company as well as is responsible for good corporate governance by preparing and monitoring the performance of all sections of the company to adhere to the policy. Also, they often keep on meeting to update and enhance the policy of good corporate governance to be appropriate with the current situation at least annually.

For the year ended 2022, The Board of Directors has already considered and reviewed the CG Code by means that are suitable to the company's business at the Board Meeting 1/2023 and recorded an annual internal review of the implementation of the CG Code to be a part of the board's meeting resolutions and recorded in "The Report of reviewing the implementation of the CG Code". If there is any unapplied principles, the board shall consider to develop a plan, follow up, and oversee the conduct by prioritizing all principles to conduct into plan. All-important comments and reasons of unapplied principles were recorded as well.

At present, the Board of Directors Structure of the company is comprised of 4 types of committee:

1) Board of Directors
2) Independent Director /Audit Committee
3) Nomination and Remuneration Committee
4) Corporate Governance Committee (CG Committee)

Moreover, there are Top Management and Corporate Secretary who work in administrative department to support Board of directors.

➢ **The information on each director and controlling person**

The company has 8 directors are:

Name	Position
1. Mr. Supachai Chaisupat	Chairman of the Board
2. Mr. Weerasak Chaisupat	Director, CG Committee
3. Mr. Kritsada Chaisupat	Director, CG Committee
4. Pol. Gen. Vichien Samarnpong	Director
5. Mr. Bunjerd Somsem	Director, Nomination and Remuneration Committee
6. Mr. Janram Atthakrisna	Chairman of Independent Director/Audit Committee, Chairman of Nomination and Remuneration Committee
7. Pol. Maj. Gen. Wittawat Buranasompop	Independent Director/Audit Committee, Nomination and Remuneration Committee
8. Mr. Chalermpong Mahavanidvong	Independent Director/Audit Committee, Nomination and Remuneration Committee, Chairman of CG Committee

(For resume details of each director, please check at Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary")

Authorized Directors on behalf of the Company

The signatures of Mr. Supachai Chaisupat or Mr. Weerasak Chaisupat or Mr. Kritsada Chaisupat are two of these three directors with the Company seal are considered valid authorization for approval.

Roles, Duties and Responsibilities of the Board of Directors

- Determining the roles, duties and responsibilities of the Board of Directors shall include consideration and commenting on important matters related to the company's operations such as vision, mission, financial goals, risks and overall budget, etc. Also including, a duty to monitor the management to operate in accordance with the policies or plans that have been set effectively, determines the duty to audit internal control and risk management, determines to take care of the continuity of business

management of the executives (Succession Plan), all of which are closely monitored in every director's meeting. (at least every quarter)

- The board is responsible for contributing to the vision and mission of the organization, reviewing and approving the vision and mission of the company every year by meeting the Board of Directors with the senior management of the company at the beginning of each year, which has a meeting to approve the financial statements and operating results of the past year. The Board will engage in discussions with management in reviewing the vision and mission of the company as well as adjusting the company's business strategy in accordance with the current situation. The strategic planning process has been organized in a systematic way. That is after the board has considered the operating results of the past year, the board will discuss with management for reasons and how to develop strategies for the coming year by considering factors in many aspects such as the current economic environment, world steel price, market conditions of customer groups, competitors, and overall steel industry conditions, etc., as well as analysis of various related risk factors; in order to, set vision, mission, business goals and strategies to achieve both short-term and long-term goals. Then, the management will carry out the vision, mission, business goals and that business strategy to determine the planning, budget and performance indicators for the next year. All such plans will be brought back to the board consider and approved for further implementation.

  The Board of Directors has reviewed and approved the vision and mission of the company every year. In the Board of Directors Meeting No. 1/2022, dated February 28, 2022, the Board of Directors discussed with the senior management team to review and approve visions, missions, goals and business strategies in accordance with the steel industry and the current economy.

- The Board of Directors is responsible for determining the policy of holding a directorship position at another company of the CEO of the organization. Currently, the company's CEO cannot hold a directorship position at another company, excepting for subsidiaries/affiliates or other companies approved by the Board of Directors.
- Require a good corporate governance policy to be formulated according to good corporate governance principles for listed companies in written form, approve and review such policies and practices to be up-to-date at least once a year, including monitor the implementation of such policies within the organization
- Encourage good practice in relation to the business ethics of the Board of Directors, executives and employees in order to understand the ethical standards and adhere to the guidelines for working with

integrity and fairness which such guidelines will communicate to the directors, the management and all employees are aware and comply. Including, following up on compliance with the aforementioned practices as well.

At present, the company has prepared a "Code of Business Conduct manual" as a guideline for executives and employees to follow, and the Board of Directors has always followed up on the results of the implementation of such manuals.

- Consider matters or transactions that may have conflicts of interest by upholding the interests of the company and shareholders as a whole. Requiring stakeholders in that particular item to not take part in decision making as well as ensuring that the disclosure of transactions that may have conflicts of interest is complete, accurate and transparent.
- Support to have a Risk Management Policy to cover important parts of the organization and prepare a report for the Board to consider regularly. Also, the effectiveness of risk management shall be assessed at least once a year and be disclosed in the Annual Registration Statement (Form 56-1 : One Report).

The company has established a risk management policy that the management shall assess the situation of the economy and the country as a whole at least three months in advance to analyze the potential risks and find measures to prevent such potential risks, including shall follow up for communication the preventive measures are conveyed to the operators of all relevant departments. Additionally, in the board's meeting, there will be a review to consider the progress and the results of risk prevention in various areas that the Board and the management shall focus on. They will jointly analyze/evaluate emerging risk factors and discuss how to prevent them. For more information, please consider Topic 2: risks Management and Topic 9: Internal control and related party transactions in this Annual Registration Statement (Form 56-1 : One Report).

- Has a duty to comment on the sufficiency of the internal control system and risk management as in the Annual Registration Statement (Form 56-1 : One Report).

At present, the company has a policy to use internal auditors by Outsourcing. To have the duties of the supervisory and audit department within the organization, which is responsible for evaluating, analyzing and giving recommendations on the internal control system of the organization, including financial audit, operational audit, compliance audit, review of related party transactions and the preparation of an audit report to be presented directly to the Audit Committee and the Board of Directors. At present, the company has hired I.N.J. Consulting Co., Ltd to act as the supervisory and

internal audit department, including the preparation of an internal audit plan so that the company can operate effectively.

Details of the Audit Committee's opinion on the sufficiency of the internal control system and risk management can be considered from "Report of the Audit Committee" and Topic 9: Internal control and related party transactions in this Annual Registration Statement (Form 56-1 : One Report).

- There is a way to receive comments or clues from stakeholders via email or phone directly to the Audit Committee.

(As already mentioned in Part 2, Topic 6, Sub-Topic 2 : Policy and guidelines related to shareholders and stakeholders)

Authorities and responsibilities of the Board of Directors

According to the 9th /2005 Board of Director's meeting on June 1, 2005, there is a setting of authorities and responsibilities of the Board of Directors.

The authorities and responsibilities are as following

1. Assign, review and follow up the company policy especially in management, financial, funding, financial fund management, all company's risks management, and also corporate governance.
2. Investment consideration, authorize the budget and any investment project for the company. Also manage all projects to follow the company's plan and policy.
3. Oversee the management of the company to reach the highest target. And also plan the way to solve any problems that may occur during doing any projects.
4. Arrange the general data report and the Company's financial report to the shareholder, the beneficent or general investor correctly with update and legally data.
5. Acknowledge all important reports from Audit committee, internal auditor, auditor and company's counselor. And also leads the way to improve when meet the wrong matter.
6. Ensure that the company has an adequate and appropriate internal audit and risk management.
7. Issuing the succession plan for top management level.
8. Assigning Audit committee and approve the duties of Audit committee.

9. Assigning management committee or authorize one or more committees, or other person to be an authorized person. Therefore, the authorized person must be the one who cannot approve anything for any committee who will be the beneficent in any project.

Except that project pass the shareholder's meeting. However, the committee who possibly is the beneficent for the company or subsidiary will be the one who cannot vote about these matters.

- Legal matter that must pass the shareholder's meeting
- Making some transaction by the beneficent committee that might already appears in rules and regulation of the stock market that must pass the shareholder's meeting.
- Therefore, these following matters must agree by the shareholder's meeting and Board of Director's meeting with the lowest of ¾ of all shareholders' vote.
  - Sale or transfer all management of the company or some essential part of it to other person.
  - Accept the purchasing or transferring of other public company, private company to be their company.
  - Doing, improving or canceling any contracts involve with the management renting of the whole company or some essential part of it.
  - Assigning other person to control the company or merging with other person on purpose of profit sharing.
  - Issuing new stock for paying to the creditor according to the changing debt to investment project.
  - Decreasing the registered capital of the company by decreasing the value of stock and the amount of stock.
  - Increasing capital, decreasing capital, issuing bond, merging or closing the company.
  - Other matters according to laws.

Qualification of director of the company

1) Thai nationality
2) Qualified and non-relate to forbidden criteria according to the Standard features for Directors and Governmental Employees Act 1975, Thai laws referring to registered public company, securities, SET, SEC and any other related laws and regulations.

3) Qualification of knowledge, capabilities, leadership, visionary, ethnicity, morality, excellent work experiences, careful behavior as director, honesty, conformity to laws objectives regulations and resolutions of the AGM. Last but not least, attendance responsibility to the board of directors' meetings.
4) Qualification of important knowledge and appropriate capabilities for the company; for example, strategic management, marketing strategy, information system management, financial /accounting knowledge, legal knowledge and so on.
5) The proposed director nominee(s) **must not take a position of a director more than 4 registered public companies** and non-related to any competitors of the company.
6) Trained and received a certificate by Director's Certification Program from Thai Institute of Directors (IOD)
7) Director of the company does not need to be the company's shareholder.

Authorities and responsibilities of the company's chairman

1) The chairman shall direct and monitor implementation of the company's policy, business strategy and management team's behavior in order to achieve the company's objective and mission. Also, the chairman shall recommend and support all business activities of management team.
2) The chairman shall call for the meeting of the board of directors and coordinate with managing director to set agenda of the board of directors' meeting and shareholders' meeting. Also, set the standard to ensure that all important matters shall be added into agenda of the meetings.
3) The chairman shall be a president/chairman of the board of directors' meeting and shareholders' meeting to support and allow directors to have opportunities to independently comment in every agenda. Also, direct the board of directors' meeting and shareholders' meeting to successfully proceed through all agenda according to all related laws and regulations within enough time.
4) The chairman shall monitor all managerial implementation of the board of directors and other committees to achieve all determined objectives and core business goals of the company.
5) The chairman shall ensure that all directors participate in ethical organization culture campaign and good corporate governance of the company.
6) The chairman shall be a good coordinator between non-executive directors and executive directors. Also, between the board of directors and management team.

7) The chairman has a right to make a final decision for voting in case of equal result of voting in the board of directors' meeting.

Because the chairman of the board is Mr. Supachai Chaisupat who is CEO/President of the company as well (chairman is not an independent director), so could be considered that the chairman person cannot be clearly separated from the president person. According to CG Code 2017, the board of directors agreed to assign Mr. Janram Atthakrisna, the chairman of independent committee and Mr. Chalermpong Mahavanichwong, independent committee to participate in determining agenda of every board of directors' meeting; in order to, maintain the authority balance between management team and the board of directors of the company.

3. Information of Committee/ Subcommitees

At present, the company has 3 committees/sub-committees as follows:

1) Audit Committee/Independent Committee
2) Nomination and Remuneration Committee
3) Corporate Governance Committee (CG)

1) Independent Director/Audit Committee

The company has 3 Independent Directors/Audit Committees as follows:

Name	Position
1. Mr. Janram Atthakrisna	Chairman of Independent Director /Audit committee
2. Mr. Chalermpong Mahavanidvong	Independent Director /Audit committee
3. Pol. Maj. Gen. Wittawat Buranasompop	Independent Director /Audit committee

(For resume details of each director, please check at Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary")

Authorities and responsibilities of Independent Director/Audit Committee

According to the 2th /2009 Board of Director's meeting on April 28, 2009, there is a setting of authorities and responsibilities of the Audit Committees.

1. To review financial reports against the accounting standard and ensure adequate disclosure.
2. To review the internal control and internal audits to ensure suitability and effectiveness; consider independency of the Internal Audit Unit.
3. To review the Company's performance against the law on securities and stock exchange, Stock Exchange's requirements, or applicable laws.
4. To review related-party transactions or any actions with potential conflicts of interests against applicable rules and ordinances.
5. To review the suitability and adequacy of risk management of the Company.
6. To consider, select, nominate, appoint, displace, discharge and propose Company auditor emolument; determine auditor independency; hold a meeting with auditors at least once a year without management participation.
7. To concur with appointment, transfer and laurels of the Chief of Internal Control Unit; consider concurring with plans, budgets and manpower of the Unit.
8. To consider, select, nominate, appoint, displace and discharge Internal Audit of the company.
9. To furnish a corporate governance report of the Audit Committee inside the Company's Annual Registration Statement (Form 56-1 : One Report), signed by the Chairman of Audit Committee..
10. In performing its duties, the Audit Committee is empowered to invite the management or pertaining staff of the Company to give opinions, join a meeting, or submit documents deemed relevant or necessary.
11. Have power to hire a consultant or third parties to provide opinions or consultancy in case of necessity, the expenses borne by the Company.
12. To perform any acts designated by the Board of Directors.
13. To acknowledge a copy of report of Company directors and executives regarding their or other related persons' conflicts of interests in relation to the business management of the Company or its subsidiaries, subject to the criteria, conditions and methods stipulated under the Capital Market Commission's notification.

Qualifications of Independent Director/Audit Committee*

1) Hold not over 5% of total shares with the voting right of the company, parent company, subsidiary or involving company, therefore, count all the stock that hold by all involving people.
2) Not involve in management, not being an employee, officer or advisor who receive the company salary. Or being an authorized person of the company, parent company, subsidiary, involving company or subsidiary at the same level of the company, major shareholder, or owned by an authorized person of the company, excepting for obsoleting from such status for more than 2 years before the day submitting request permission form to SEC. However, such forbidden qualifications are not included in being a governmental officer or consultant of government who is a major shareholder or an authorized person of the company.
3) Not being the one who involved in genetic relationship or legal relationship in cases of father, mother, spouses, siblings, descendants, spouse of descendants with other directors, management team, major shareholders, authorized persons, including proposed person to be directors, management team, authorized person of the company or subsidiary.
4) Not being the one who involve in business with the company, parent company, subsidiary, involving company, major shareholder, authorized persons of the company in case of conflict with own independent decision. Also, not being the one who holds significant shares or being authorized persons who related to business of the company, parent company, subsidiary, involving company, major shareholder, authorized persons of the company, excepting for obsoleting from such status for more than 2 years before the day submitting request permission form to SEC.

   These business relationships include normal commercial transactions to operate, renting or leasing properties, financial servicing, assets or services' creditors or debtors, guarantors, guarantees, giving assets to be collaterals, and other related behaviors which effect to the company or another parties shall have a duty to pay in amount of least 3% of total net tangible assets of the company, or more than Baht 20 million, depending on which number will be lower. However, this criteria shall consider only total debt balance within 1 year before such business relationship occur for each one.
5) Not being the one who is or used to be accounting auditors of the company, parent company, subsidiary, involving company, major shareholder, authorized persons of the company, and not being significant shareholders, authorized persons, partners of the auditors company which accounting auditors of the company, parent company, subsidiary, involving company, major shareholder,

authorized persons affiliated with, excepting for obsoleting from such status for more than 2 years before the day submitting request permission form to SEC.

6) Not being the one who is or used to be professional servicing, legal consulting, financial consulting, who receive fees in amount of more than Baht 2 million per 1 year from the company, parent company, subsidiary, involving company, major shareholder, authorized persons of the company, and not being significant shareholders, authorized persons, partners of such professional servicing, excepting for obsoleting from such status for more than 2 years before the day submitting request permission form to SEC.
7) Not being the one who is designated to be substitute of directors of the company, major shareholders, or shareholders who related to major shareholders.
8) Not operate the same kind of business and competitive with the company or subsidiary. Not being a partner in partnership or executive directors, employees, officers, consultants who receive routine salary, or holding over 1% of total shares with the voting right of a company which operates the same kind of business and competitive with the company or subsidiary.
9) No any other qualifications that effect to inability of independent comments about operation of the company.
10) Shall be appointed by the company' s board of directors, or the Annual General Meeting of Shareholders to be an audit committee.
11) Not being a committee who is assigned from the board to make any decisions about operations of the company, parent company, subsidiary, involving company or subsidiary at the same level of the company, major shareholder, or authorized persons of the company.
12) Not being a director of parent company, subsidiary, or subsidiary at the same level of the company. This criteria means to only registered company.
13) Have responsibilities and duties as determined by SET Regulation Announcement: qualifications and responsibilities/duties of audit committee.
14) Adequate knowledge and experiences to work as an audit committee. There shall be at least 1 audit committee who is able to effectively review the trusty of financial statement.

*As the regulation announcement of The Office of the Securities and Exchange Commission (Tor. Chor. 39/2016): permission for Initial Public Offering on September 30, 2016.

All the above Independent Directors / Audit Committees are qualified as the above criteria, have no any business relationship with the company and do not provide professional services. For the resume and detail of each Independent Director/ Audit Committee, the investor can consider at the part of "Resume of Directors and Management" at the end of this report. Due to such qualifications, the Independent Directors / Audit Committees are able to efficiently inspect the operations and performance of the company with accuracy, transparency and independence. Including, Mr. Janram Atthakrisna, the company's Chairman of Independent Director / Audit committee is a person who has knowledge and experience in finance and accounting, and has been able to review the company's financial statements very well throughout.

2) Nomination and Remuneration Committee

The current 4 committees of Nomination and Remuneration Committee are as follows:

Name	Position
1. Mr. Janram Atthakrisna	Chairman of Nomination and Remuneration committee
2. Mr. Chalermpong Mahavanidvong	Nomination and Remuneration committee
3. Mr. Bunjerd Somsem	Nomination and Remuneration committee
4. Pol. Maj. Gen. Wittawat Buranasompop	Nomination and Remuneration committee

(For resume details of each committee, please check at Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary")

Authorities and responsibilities of Nomination and Remuneration Committee

1. Considering and determining policies and regulations of remuneration of the company and designing process of committees and sub-committee nomination.
2. Reviewing existing remuneration of committees and Top management/Executives by comparing the company's remuneration with average remuneration cost of other companies in the same section of industry, including considering points of experiences, authorities, responsibilities, duties and reasonable remuneration along with current performance of the company.

3. Presenting remuneration of committees and Top Management/ Executives of the company in both financial compensation and non- financial compensation. Presenting overall such remuneration in total numbers as a budget to the Board of Directors to consider and present to ask for approval of shareholders in the Annual General Meeting of the company.
4. Recruiting, considering and presenting qualified persons to replace the expired committees/ sub-committees or any other vacant relevant positions or as determination by new law with reasonable consideration and conforming the determining policies and regulations of remuneration of the company. Then, presenting the list of qualified persons to the Board of Directors and/or shareholders in the Annual General Meeting.
5. The Nomination and Remuneration Committee shall have a meeting at least 2 times a year.
6. The company determines the tenure of the Nomination and Remuneration Committee to be in a term of 3 years per term of the company's directorship, which at the end of the term, Chairman of the Nomination and Remuneration, and Nomination and Remuneration Committee that retire may be able to re-appointed in accordance with the resolution of the general shareholders' meeting.

Qualifications of Nomination and Remuneration Committee

1. At least two-third of Nomination and Remuneration Committee members should be Independent Directors and the remaining should be Non-Executive Directors.
2. The Chairman of Nomination and Remuneration Committee has to be an Independent Director.
3. The Chairman of the Board of Directors should not be either a chairman or a member of any committee, to ensure independence of the committees.

3) Corporate Governance Committee (CG Committee)

The 5 current committees of Corporate Governance Committee are as follows:

Name	Position
1. Mr. Chalermpong Mahavanidvong	Chairman of Corporate Governance committee
2. Mr. Weerasak Chaisupat	Corporate Governance committee
3. Mr. Kritsada Chaisupat	Corporate Governance committee
4. Ms. Jutamas Chaisupat	Corporate Governance committee
5. Mr. Chatchai Pengmeesri	Corporate Governance committee

(For resume details of each committee, please check at Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary")

Authorities and responsibilities of Corporate Governance Committee

1. Determining and reviewing policies and regulations of the Corporate Governance of the company and present to the Board of Directors.
2. Presenting solutions or principles of Good Corporate Governance which are appropriated to human resources, cultures and business environment of the company to the Board of Directors.
3. Coordinate, communicate, and propagate all policies, solutions, principles of Good Corporate Governance of the company to allover operation levels of the company.
4. Direct, follow up the results of conduct, and evaluate all policies, solutions, principles of Good Corporate Governance of the company by comparing with the determined regulations and comparing with the standards of law, same industry level or domestic country level or even international level.
5. Present the summary of Good Corporate Governance Conduct of the company ("The Review Report of Good Corporate Governance Conduct according to CG Code") to the Board of Directors at least 1 time per year. So, the Board of Director would review those conduct and continuously improve the policies or principles to be updated and appropriated for the current situations. If there are any non-performed principles, the Board of Directors would consider to develop the CG conduct plan and follow up conduct to achieve those principles correctly.
6. Motivate and build the campaign about Good Corporate Governance to be a part of company's cultures.
7. Follow up about Anti- Corruption by coordinating with Management Team and Corporate Secretary to directly report and advice to the Board of Directors. So, the Board of Directors would evaluate and review about the appropriation of risky operations/ processes in the company, including develop solutions or principles to prevent /decrease the risks of corruption occurrences.
8. Corporate Governance Committee shall consist of at least 1 independent director, at least 2 senior executive directors and executives or managers of the company who have credibility in performing their duties properly in accordance with the rules, regulations and corporate governance policies. In addition, he/she is a person with good human relations who can coordinate and transfer corporate

governance policies/ practices from the Corporate Governance Committee to all operating departments of the organization.

9. The Chairman of the Corporate Governance Committee shall be an independent director.
10. Meetings of the Corporate Governance Committee should be held at least twice a year, but if there is an urgent matter, the Chairman of the Corporate Governance Committee of the company may call for additional meetings on a case by case basis.
11. The company determines the term of office of the Corporate Governance Committee for a term of 3 years each according to the term of the company's directorship. At the end of the term of the company's directorship, Chairman of the Corporate Governance Committee and Member of the Corporate Governance Committee who retire by rotation may be able to re-appointed in accordance with the resolution of the general meeting of shareholders. The Corporate Governance Committee who is not a member of the Board of Directors at the end of the term of office, the Corporate Governance Committee of the company shall be able to vote for reappointment in accordance with the resolution in the internal meeting of the Corporate Governance Committee itself.

Qualifications of Corporate Governance Committee

1. At least one Independent Director, 2 Executive Directors and Executives or Manager who have reliable background about good behaviors according to regulations and policies of Good Corporate Governance of the company. In addition, they are friendly, have abilities to coordinate and communicate all policies/principles of Corporate Governance from the committee to allover operation levels of the company
2. The chairman of Corporate Governance Committee has to be an Independent Director.

4. Information of Executives/Management

As of December 31, 2022, all 7 executives consist of following:

Name	Position
1. Mr. Supachai Chaisupat	President & CEO
2. Mr. Weerasak Chaisupat	Managing Director
3. Mr. Kritsada Chaisupat	Executive Vice President in General Management
4. Ms. Waraporn Buntodkiew	Executive Vice President in Sales & Marketing
5. Ms. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary
6. Ms. Wunthakarn Junthacot	Executive Vice President in Human resources
7. Ms. Suwimon Thongput	Accounting Manager

(For resume details of each executive, please check at Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary")

Executives/ Management Team

(Order from left to right)

1)	Mr. Kritsada Chaisupat	Director / Executive Vice President in General Management
2)	Mr. Weerasak Chaisupat	Director / Managing Director
3)	Mr. Supachai Chaisupat	Chairman / President / CEO
4)	Ms. Waraporn Buntodkiew	Executive Vice President in Sales and Marketing
5)	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary
6)	Miss. Suwimon Thongput	Accounting Manager
7)	Miss Wunthakarn Junthacot	Executive Vice President in Human Resources

Remark : For more information of each executive's resume, please consider in the Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary"

Authorities and responsibilities of President and Managing Director

1. Oversee all managerial matters.
2. Ensure that all company plans and managements reach the company's policy and the approved budget.
3. Approve all company's expenses which has ladder as following:
   3.1) President can approve the regular sale and purchase transactions not over 400 million baht. Purchasing other assets not over 500 million baht. If it over, can propose to the Board of Directors meeting.
   3.2) Managing Director can approve the regular sale and purchase transactions not over 200 million baht. Other asset not over 30 million baht. If it over, must propose to the president.
4. Issuing order, regulation, announcement and report that will make the company reach their policy and benefit to the company.
5. Can be the company representative to other person that can be benefit to the company.
6. Assign and approve all counselors for the company.
7. Be the authorized person who in charge of managing the company to reach their objective, policy, rules and regulation, and also meet the Board of Director's minute of meeting.

However, this authorization of the President and Managing Director or other authorized person, are excluded the approval of the matter that will be benefit or conflict to the company or subsidiary. All this matter must pass the approval of the Board of Director's meeting and/or the shareholder's meeting. Except the matter that is a normal company's business or the matter that already approved.

In this regard, the delegation of authorities to the Chief Executive Officer and Managing Director as well as delegating authorities to other persons as the Chief Executive Officer and Managing Director deem appropriate. This is not include the authority and/or delegation of authority to approve any transaction that may have a conflict of interest with the company or its subsidiaries (if any). (According to the company's Articles of Association and as prescribed by the Securities and Exchange Commission determined). The approval of such transactions must be proposed to the Board of Directors' meeting and/or the shareholders' meeting to consider and approve such transactions in accordance with the company's Articles of Association or the relevant laws, excepting for the approval of transactions that are normal business transactions of the company that are in accordance with the policies and rules that the Board of Directors has already considered and approved.

However, the company does not operate any other subsidiary and associated companies. Therefore, there is no information about the executives/management of the subsidiary and associated companies disclose in this section.

Remuneration policy for executive directors and executives

Please consider at Part 2, Topic 8 : Report on key operating results on corporate governance, Sub-Topic : Remuneration of directors and executives.

5. Information of employees

Total number of employees

As of December 31, 2021, the company had a total of 337 employees, comprising 272 employees in the factory department and 65 employees in the office department. As of 31 December 2021, the number of employees decreased by 6.13%. In year 2021, the total remuneration for non-executive employees is approximately 88.95 million Baht, includes salaries, bonuses, wages, overtime payments, commissions, living expenses, social security payments and provident fund contributions.

As of December 31, 2022, the company had a total of 378 employees, comprising 322 employees in the factory department and 56 employees in the office department. As of 31 December 2022, the number of employees increased by 12.17%. In year 2022, the total remuneration for non-executive employees is approximately 85.98 million Baht, decreasing from year 2021's in amount of 2.97 million Baht. This remuneration includes salaries, bonuses, wages, overtime payments, commissions, living expenses, social security payments and provident fund contributions.

Table showing the number of employees by different departments as of December 31, 2022

Department	Number of employees
Factory and Warehousing	107
Production	167
Quality Control	12
Purchasing	3
Engineering	30
Management	7
Sales and Customer Relations	20
Financial	9
Accounting	7
Human Resources & Welfare	11
Secretary & IT	5
Total	**378**

- **Major labor disputes in the past 3 years**

  - None -

- **Total employee compensation**

  In 2022, all employees of the company received salary, bonus, overtime payment and commissions totaling approximately 105.45 million Baht and contributions to the provident fund from the company totaling 824,033 Baht, with the proportion of the number of employees participating in the provident fund compared to the total number of employees at 19.31 percent.

6. Other significant information

Corporate Secretary and a person who responsible for controlling and managing Accounting of the company (Accounting Manager)

Name	Position	E-mail
Miss Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary	jutamas@cspsteel.com
Miss Suwimon Thongput	Accounting Manager	suwimon.tho@cspsteel.com

(For resume details of Corporate Secretary and Accounting Manager, please check at Attachment 1: "Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary")

Authorities and responsibilities of Corporate Secretary

The Board of Directors assigns a Corporate Secretary to take responsibilities of learning and gathering all relevant legal information, regulations, rules that the company has to notified and conform as The Stock Exchange of Thailand, The Securities and Exchange Commission or other relevant organization has announced. In addition, the Corporate Secretary is a person who record minutes of Board of Directors' meeting, the Annual General Meeting and the Annual Report. Gathering recommendation, opinions or complaints of stakeholders for reporting to the Board of Directors with reasonable comments, managing all activities of the Board of Directors, communicating and overseeing all departments of the company to conform the Board of Directors' approval, rules, regulations and policies of The Stock Exchange of Thailand and The Securities and Exchange Commission are the duties of Corporate Secretary as well.

(For more details, please check at Attachment 1 -> Topic : Duties and responsibilities of Corporate Secretary)

Internal Auditor, Head of Compliance Unit

The company has a policy to use internal auditors by hiring outsiders (Outsource) to perform duties of internal supervision and auditing departments, which is responsible for evaluating, analyzing and giving

recommendations on the internal control system of the company, including financial audit, operational audit and compliance audit, review of related party transactions and the preparation of an audit report to be presented directly to the Audit Committee and the Board of Directors.

At present, the company hired I.N.J. Consulting Co, Ltd. by Mr. Nivet Jintanawichai as a manager who assigned to act in the supervisory and internal audit department, including the preparation of an internal audit plan so that the company can operate effectively

Independent/Audit Committees agree that **Mr. Nivet Jintanawichai of I.N.J. Consulting Co, Ltd.** has enough academic knowledge, experiences, training and qualified to take responsibilities of internal system audit of the company. I.N.J. Consulting Co, Ltd. has become the company's auditor of internal system since September in 2005. However, Independent/ Audit Committees always consider about qualifications of outsource who works as the company' s auditor of internal system and determine that every change, assignation or demote of the company's auditor of internal system have to been approved by them.

(For more information, please check at Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units)

Head of Investor Relations and Contact Information

Currently, the supervisor of investor relations is still the Corporate Secretary. Investor Relations can be contacted through the following channels:

Name	Position	Contact Channels
Miss Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary	02-2916314-21 ext. 816 ir@cspsteel.com
Miss Porntip Aeamsiri	Assistant Human resourse Management Manager / Investor Relations Department	

Remuneration of Audit Firms and Affiliates

The remuneration of auditor for year 2022 in annual financial statements audit fee is in amount of Baht 470,000, which verification fee per quarter is in amount of Baht 150,000 and Out-of-Pocket Expense in amount of Baht 60,000. While the remuneration of auditor for year 2021 in annual financial statements audit

fee is in amount of Baht 470,000, which verification fee per quarter is in amount of Baht 150,000 and Out-of-Pocket Expense in amount of Baht 60,000.

Additionally, there is no any relationship or any interests between the company and auditor or any management, employees, shareholders, related persons of the auditor.

However, there is no future remuneration due incurred from agreements that have not been completed in the past fiscal year.

Part 2

Topic 8: Report on Key Operating Results on Corporate Governance

1. Report of Recruiting / Selection Directors/Committees/Exceutives

➢ **Report of Nomination and Remuneration Committee**

The Nomination and Remuneration Committee of the company comprises of 3 Audit/Independent Committee (Chairman is an Independent Committee) and 1 Non-Executive Director. The Nomination and Remuneration Committee of the company had conducted assignments from the Board of Directors of the company to recruit, consider and present qualified persons to replace the expired directors/committees or executive positions or any other vacant relevant positions or as determination by new law with reasonable consideration and conforming the determining policies and regulations of remuneration of the company. Moreover, they had presented remuneration of directors, committees and Top Management/Executives of the company in both financial compensation and non-financial compensation, including presented overall such remuneration in total numbers as a budget to the Board of Directors to consider and present to ask for approval of shareholders in the Annual General Meeting of the company. At the shareholders' meeting voting agenda for election of directors, the Company allows shareholders to use ballots to elect directors individually by allowing shareholders to cast all their votes to select the nominated person (Non-Cumulative Voting)

(For more information about Criteria for recruiting/selection , please consider at Part 2, Topic 6 : Corporate Governance Policy, Sub-Topic : "Recruiting / Selection of Directiors and the Management", and about Qualifications of directors or senior management at Part 2, Topic 7 : Corporate Governance Structure & Significant Information Related to the Board of Directors, Subcommitees, Executives, Employees and Others, Sub-Topic 3 : "Information of Committee/ Subcommitees")

According to meeting record of the company in 2022, there are 2 Nomination and Remuneration Committee's meetings, which they had already considered the important relevant matters and reported resolutions with significant comments and suggestions to the Board of Directors of the company for consideration as follows:

1. The Nomination and Remuneration Committee recruited, considered and presented qualified persons, conforming to the regulations of SEC, SET and non-related to forbidden criteria according to the laws, including qualification of knowledge, capabilities and work experiences that are beneficial to the company's growth; in order to replace the expired directors/committees or executive positions or any other vacant relevant positions. Then, presenting the list of qualified persons to the Board of Directors and/or shareholders in the Annual General Meeting. The directors/committees/persons who have special interests would not attend and vote for this agenda item.

   In this regard, in 2022, the company did not select and appoint any new directors.
   However, in the Nomination and Remuneration Committee Meeting No. 2/2022 considered the 3 directors, who had to retire by rotation in 2022 are: Mr. Supachai Chaisupat, Mr. Kritsada Chaisupat and Mr. Chalermpong Mahavanidvong, appropriate for the meeting of shareholders to re-elect as the company's directors for another term. The company's Nomination and Remuneration Committee considered factors such as performance, continuity in number of meeting attendance, including cooperation and pay attention to the activities of the Board of Directors as well. Moreover, in the Meeting No. 1/2022 considered to approve Ms. Waraporn Buntodkiew who currently was Sales Manager of the company to be the Executive Vice President in Sales and Marketing, replacing the resigned one.

2. The Nomination and Remuneration Committee considered and suggested about performance of the Board of Directors and Management Team for every half year by considering not only the financial statements, but also operation's results and other managerial performances.

3. The Nomination and Remuneration Committee considered and determined policies and regulations of remuneration of the company. Also, reviewing existing remuneration structure of the Board of Directors and Committees, including determining overall such remuneration in total numbers as a budget to the Board of Directors to consider and presenting to ask for approval of shareholders in the Annual General Meeting of the company. All criteria that the committee concerned for reviewing remuneration were the company' operation results, duties and responsibilities, average remuneration

cost of other companies in the same section of industry, also motivation to qualified persons. For the year 2022, the Board of Directors and The Annual General Meeting of Shareholders approved it appropriate that total remuneration of directors/ committees must not exceed Baht 2,000,000 (excluding salary and bonus of Executive Directors) which was the same rate as that of 2021.

In conclusion, the Nomination and Remuneration Committee had already completed all assignments with carefulness, fairness, honesty, transparency and independency according to the good corporate governance, and concerning about maximizing the benefits of the organization and all stakeholders.

Meeting Attendance and Remuneration Payment to Each Board Member

The Meeting of the Board of Directors

- The Board of Directors **convened the meeting regularly not only in every 3 months for considering quarterly financial report, but also in total numbers of meeting at least 6 meetings per year. Also, Audit Committee shall have a meeting for at least every 3 month within 1 year.**
- The company set the policy that the minimum attending quorum to approve the resolutions of the Board's meeting shall be at least two-third of all directors.
- Before starting a new year, the company will set the schedule of the board meeting for all through the new year. This schedule will cover in both the board of directors and committee, including date, time, month and venue, then deliver it to all directors and committees for preparing themselves to be available for every meeting that will occur within upcoming year.
- The Board of Directors and the Audit Committee **will be informed with all necessary documents at least 5 days in advance before the meeting day** for allowing them to consider all information thoroughly.
- There is a Corporate Secretary to take care of the activities of the Board of Directors, record the minutes of the meeting and shall be kept accurately, completely and can be verified.

In 2022, there are 6 Board's meetings which can show the numbers of attending the meeting as follows:

Name	Position	Attending Meeting / Total Meeting (times per year)
1. Mr. Supachai Chaisupat	Chairman of the Board	6 / 6
2. Mr. Weerasak Chaisupat	Director, CG Committee	6 / 6
3. Mr. Kritsada Chaisupat	Director, CG Committee	6 / 6
4. Pol. Gen. Vichien Samarnpong	Director	6 / 6
5. Mr. Bunjerd Somsem	Director, Nomination and Remuneration Committee	6 / 6
6. Mr. Janram Atthakrisna	Chairman of Independent Director/Audit Committee, Chairman of Nomination and Remuneration Committee	6 / 6
7. Pol. Maj. Gen. Wittawat Buranasompop	Independent Director/Audit Committee, Nomination and Remuneration Committee	6 / 6
8. Mr. Chalermpong Mahavanidvong	Independent Director/Audit Committee, Nomination and Remuneration Committee, Chairman of CG Committee	6 / 6

- The chairman of the board and managing director set the board meeting agenda together and ensure that all important issues are included. Each member of the board should be free to propose an issue for a meeting agenda.
- All directors should attend at least 75% of all the board meetings held during the year.

  Since the company set the meetings of the board of directors, all directors always attend the meetings more than 75% of all meetings.
- The chairman appropriately allocate the meeting time for complete management presentation and comprehensive discussion by the directors.
- The board encourages attending of top management to present and answer about related information to the board.

  Since the company set the meetings of the board of directors, top management of the company always attends the meetings to provide managerial information in detail to the board.
- Non-executive directors/independent committees are be able to discuss among themselves without management team in order for them to freely debate their concerns.

Moreover, there are the meeting among only Non-Executive Directors which always occur prior to the Board of Directors Meeting start; in order to allow Non-Executive Directors have an opportunity to discuss, record questions together without worry about Executive Directors. So, they could bring those important points or questions into the meeting of the board after then. According to meeting record of the company in 2022, there are Non-Executive Directors' meetings as follows:

Name of Non-Executive Director	Position	Attending Meeting / Total Meeting (times per year)
1. Mr. Janram Atthakrisna	Chairman of Independent Director/Audit Committee, Chairman of Nomination and Remuneration Committee	6 / 6
2. Mr. Chalermpong Mahavanidvong	Independent Director/Audit Committee, Nomination and Remuneration Committee, Chairman of CG Committee	6 / 6
3. Pol. Gen. Vichien Samarnpong	Director	6 / 6
4. Mr. Bunjerd Somsem	Director, Nomination and Remuneration Committee	6 / 6
5. Pol. Maj. Gen. Wittawat Buranasompop	Independent Director/Audit Committee, Nomination and Remuneration Committee	6 / 6

In the regard of Annual General Meeting of Shareholders 2022 on Friday, 8th April, 2022, every director and committee participated the meeting. No one of them was on leave, so the proportion of participated directors/committees would be 100% of all directors

However, the company does not operate any other subsidiary and associated companies. Therefore, there is no information on the board of directors of the subsidiary and associated companies show in this section.

- **Directors / Committees and Management Remuneration**

For accuracy, transparency and fairness of remuneration of committees and management team, shareholders approved to set 4 Nomination and Remuneration Committees during the Annual General Meeting of the year 2014. (March 28, 2014). Their authorities and responsibilities are to fairly determine and review remuneration of committees and Top management/Executives in both financial compensation and non-financial compensation, then, present overall such remuneration in total numbers as a budget to the Board of Directors to consider and present to ask for approval of shareholders in the Annual General Meeting of the company. Regarding resolution of E-AGM 2022 at April 8, 2022, total numbers as a budget for Directors / Committees and Management Remuneration must not exceed Baht 2,000,000 (excluding salary and bonus of Executive Directors) which was the same rate as that of 2021. The information of **"Detailed definitions and defined remuneration elements"** and **"Remuneration structure for both executive and non-executive directors"** are shown at Part 2, Topic 6 : Corporate Governance Policy, Sub-Topic : "Remunerations of directors and management"

Remuneration of directors / committees in both Financial Remuneration and Non-Financial Remuneration in year 2021, comparing with 2022 are as follows:

- **Financial Remuneration**

Item	2021			2022		
	Salary/Bonus	Attendance Fee*	Other**	Salary/Bonus	Attendance Fee*	Other**
Directors						
1. Mr. Supachai Chaisupat	-	50,000	-	-	150,000	-
2. Mr. Weerasak Chaisupat	-	50,000	-	-	150,000	-
3. Mr. Kritsada Chaisupat	-	50,000	-	-	150,000	-
4. Mrs. Panthipa Chewthanasoontorn* **	-	46,392	-	-	-	-
5. Pol.Gen. Vichien Samarnpong	-	175,258	-	61,586	185,567	-
6. Mr. Bunjerd Somsem	-	149,485	-	51,546	154,639	-
Sub-Total	-	521,135	-	113,402	790,206	-
Independent Committees						
7.Pol. Maj. Gen.Wittawat Buranasompop	-	123,711	-	51,546	153,866	-
8.Mr. Janram Atthakrisna	-	175,258	-	61,857	185,567	-
9. Mr. Chalermpong Mahavanidvong	-	149,484	-	51,546	154,639	-
Sub-Total	-	**448,453**		**169,949**	**494,072**	
Nomination and Remuneration Committee **4 persons**	-	-	-	-	-	-
***CG Committee* 5 persons**	-	-	-	-	-	-
Total	**-**	**969,588**	**-**	**278,351**	**1,284,278**	**-**
Directors with Management Team 3 persons	12,232,619	-	-	11,477,313	-	-
Other Management Team 4 persons	4,428,095	-	202,756	3,613,617	-	234,525
Grand Total	**16,660,714**	**969,588**	**202,756**	**15,369,281**	**1,284,278**	**234,525**

*Remark: Attendance Fee which paid to Non-Executive Directors shown as non-deducted 3% withholding tax, after tax is equal to the approved compensation amount.

**Remark: Other remuneration such as sales commission, social security expense , medical expense and others expenses.

***Remark: According to the Nomination and Remuneration Committee Meeting No. 1/2021, Mrs. Panthipa Chewthanasoontorn proposed her intention to resign from the Board of Directors due to retirement age and need more rest; therefore, there's no her remuneration appear within year 2022.

In the year 2022, the company paid such Management Remuneration in amount of Baht 1,562,628.99. This amount was along with the approved remuneration amount from AGM.

Moreover, other remuneration of the company is Provident Fund which established on July 28, 2005 in the rate of 2% or 3% of their salary, beginning on July 2005. On December 31, 2022 the company has paid Baht 301,066 to the Management/Executives for this Provident Fund.

- **Non-Financial Remuneration**

  - None -

Board and Management Development/Training

The company encourages and facilitates training for all internal parties related to corporate governance such as directors, members of audit committee, executives, corporate secretary, etc. Training will enable them to continuously improve their performance. Training will conform to **" Policy of Human Resources Development"** which levels of Directors and Management shall be trained according to "3 Dimensions of Knowledge" : Operational Knowledge, Strategic/ Managerial Knowledge, and Developmental News/Knowledge. In 2022, the company encouraged the board of directors, committees and executives to attend the suitable training as follows:

Date	Name	Position	Training Course year 2022
18/01/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	Preparation of the Annual report (Form 56-1 One Report) on the SETLink system, Round 2.
08/02/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	Preparation of documents related to the determination of transfer prices between companies or Relationship Juristic Partnership (Transfer Pricing Document)
22/03/2022	Miss. Wunthakarn Junthacot	Executive Vice President in Human Resources	Preparation of information and payment of contributions to the Social Security Fund through electronic systems (e-Payment).
19/05/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	Information service introduction for listed companies : SETSMART and Financial & Economic Data Bureau.
19/05/2022	Miss. Suwimon Thongput	Accounting Manager	Information service introduction for listed companies : SETSMART and Financial & Economic Data Bureau.
19/05/2022	Mr. Weerasak Chaisupat	Managing Director / Director / CG Committee	Information service introduction for listed companies : SETSMART and Financial & Economic Data Bureau.
24/06/2022	Miss. Suwimon Thongput	Accounting Manager	Calculation of Employee Benefits by using Actuarial Science TAS19
24/06/2022	Miss. Wunthakarn Junthacot	Executive Vice President in Human Resources	Calculation of Employee Benefits by using Actuarial Science TAS19
30/06/2022	Miss. Suwimon Thongput	Accounting Manager	Training course on keeping up with the transfer pricing law.
30/6/2022	Miss. Suwimon Thongput	Accounting Manager	Online training via ZOOM program "Project to increase the efficiency of financial statements submission and electronic shareholders list (DBD e-Filing)" for the year 2022
12/7/2022	Miss. Suwimon Thongput	Accounting Manager	Calculation of employee benefits by using actuarial principles 2022
22/7/2022	Mr. Chalermpong Mahavanidvong	Independent Director/Audit Committee, Nomination and Remuneration Committee, Chairman of CG Committee	Easy listening: accounting tips that AC shouldn't miss out EP.2
19/7/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	"E-Learning CFO's Refresher Course (Thai) Topic: Preparing for economic factors, Finance and Accounting Issues that affecting to the listed companies"
2-4/08/2022	Mr. Weerasak Chaisupat	Managing Director / Director / CG Committee	SET x IAA : Techniques to Add Value to Listed Companies From the point of view of a securities analyst, Class 1.
20/9/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	Rehearsing understanding of document submission according to the system of ESUBMISSION Phase 2.
21/9/2022	Miss. Suwimon Thongput	Accounting Manager	Income, difference between Accounting and Tax.
10/10/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	New AGM Checklist 2023
11/10/2022 - 08/11/2022	Mr. Chalermpong Mahavanidvong	Independent Director/Audit Committee, Nomination and Remuneration Committee, Chairman of CG Committee	Director Certification Program (DCP) 329/2022
1/11/2022	Miss. Jutamas Chaisupat	Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	Summary of financial reporting standards TFRS that have changed and come into force in 2023
1/11/2022	Miss. Suwimon Thongput	Accounting Manager	Summary of financial reporting standards TFRS that have changed and come into force in 2023
3/11/2022	Miss. Suwimon Thongput	Accounting Manager	Listening to the TAP-Net talk for students discussion on "What to do to pass the CPA exam successfully.
4/11/2022	Miss. Suwimon Thongput	Accounting Manager	FSCOMP system training via Zoom program
15/11/2022	Miss. Suwimon Thongput	Accounting Manager	Listening to talk Revenue recognition according to TFRS 15 and the difference between accounting and tax.
19/11/2022	Miss. Suwimon Thongput	Accounting Manager	The impact of using social media on the code of ethics of professional accountants.

Date	Name	Position	Training Course year 2022
23/11/2022	Miss. Suwimon Thongput	Accounting Manager	Preparing for the 56-1 One Report 2023 arrangement on the SET Link system.
24/11/2022	Miss. Suwimon Thongput	Accounting Manager	Attending seminar of Preparing Form 56-1 One Report on the SETLink system through the YouTube Live program.
3/12/2022	Miss. Suwimon Thongput	Accounting Manager	Watch Live Value of Audit : Seminar to disseminate academic results of The project encourages stakeholders to acknowledge the importance of financial system and Financial Auditing.
3/12/2022	Miss. Suwimon Thongput	Accounting Manager	Basic knowledge in preparation and submission of financial statements.
17/12/2022	Miss. Wunthakarn Junthacot	Executive Vice President in Human Resources	Anti-Corruption Guidelines (Anti-corruption) in the organization with sustainability.

➢ The Results of Assessment of Directors' Duty Performance

According to the assessment of duty performance of directors in Part 2, Topic 6 : Corporate Governance Policy, the results of assessment of the Board of Directors and committees/ subcommittees for the year 2022 are as follows:

Types of Committee	Result of Average Scores in 2022	Satisfaction Level
1. Board of Directors	97.57%	Excellent
2. Executive Committee	94.44%	Excellent
3. Independent/Audit Committee	100.00%	Excellent
4. Nomination and Remuneration Committee	100.00%	Excellent
5. Corporate Governance Committee	93.57%	Excellent
6. Individual	97.60%	Excellent

➢ Supervision of subsidiaries and associated companies

The company does not have any operations of subsidiaries and other associated companies. Therefore, there is no information of the subsidiaries and associated companies show in this section.

➢ Monitoring of compliance with the corporate governance policy and guidelines

The company has given importance to good corporate governance. The relevant policies and guidelines have been set in the company's corporate governance policy and business ethics; as well as, to promote real practice to build confidence in all groups of stakeholders.

In the past year, the company has followed up to ensure compliance with good corporate governance covering many matters: 1) equal treatment of shareholders and stakeholders, 2) audited to ensure disclosure of information that shall transparent, complete, timely, and equally to all concerned parties, 3) the company operated in accordance with the law and without corruption inside organization and with outside the organization as well, 4) taking care of the environment, sanitation, and safety in the organization and taking into account operations that reduce negative impacts on society and the environment, 5) compliance with the organization's information technology security policy, 6) followed up on the performance of personnel in the organization with regard to business ethics as a priority, 7) examined the internal control system and manage risks that are appropriate and adequate. All follow-up results showed that the company has fully implemented the guidelines for each issue.

- **Report of Corporate Governance Committee**

The Corporate Governance Committee of the company comprises of 5 committees: 1 Chairman from Audit/ Independent Committee, 2 Executive Directors and 2 Executives or Managers who have reliable background about good behaviors according to regulations and policies of Good Corporate Governance of the company.

The Corporate Governance Committee of the company had conducted assignments from the Board of Directors of the company to determine and review policies and regulations of the Corporate Governance of the company and present solutions or principles of Good Corporate Governance which are appropriated to human resources, cultures and business environment of the company to the Board of Directors. Additionally, coordinate, communicate, and propagate all policies, solutions, principles of Good Corporate Governance of the company to allover operation levels of the company, then follow up the results of conduct, and evaluate all policies, solutions, principles of Good Corporate Governance of the company and present the summary of Good Corporate Governance Conduct of the company ("The Review Report of Good Corporate Governance Conduct according to CG Code") to the Board of Directors at least 1 time per year. Moreover, follow up about Anti- Corruption by coordinating with Management Team and Corporate Secretary to directly report and advice to the Board of Directors. So, the Board of Directors would evaluate and review about the appropriation of risky operations/ processes in the company, including develop solutions or principles to prevent / decrease the risks of corruption occurrences.

According to meeting record of the company in 2022, there is 1 Corporate Governance Committee's meetings, which in the meetings of Corporate Governance committee of the company, they had already considered the important relevant matters and reported resolutions with significant comments and suggestions to the Board of Directors of the company for consideration as follows:

1) The Corporate Governance committee reviewed and determined regulations of the Corporate Governance of the company for the year 2023 to present to the Board of Directors, which the committee agreed that the company should conform the regulations of the Corporate Governance of the company for the year 2023 same as the year 2022, because they are still suitable, up to date and able to create continuity of conduct progress within the company.
2) Regarding to following up the results of conduct, and evaluating all policies, solutions, principles of Good Corporate Governance of the company by comparing with the determined regulations for the year 2022, the results of conduct were good. However, there are only some observations that should be further developed; for example, succession plan, the number of committee meetings that should not be less than 6 times a year, the establishment of the Risk Management Committee, etc.
3) The Corporate Governance committee reviewed the result of Anti-Corruption Conduct of the company. The result was good and there's no any significant problems or any complaints from the stakeholders. The company can well communicate, and propagate all related regulations of the company and government to allover operation levels of the company, including the Human Resources department of the company set the training course about "Business Ethics and Anti-Corruption" annually which already occurred in December 17, 2022.

   However, the company currently does not sign to be one of "companies of Thailand's Private Sector Collective Action Coalition Against Corruption's Declaration of Intent" by Thailand's Private Sector Collective Action against Corruption (CAC), because the company tried to learn and self-assessed about 71 principles and realized that the company is not be ready yet. As the regulation, if the company signs to this campaign, the company must strictly conform within 18 months. As a result, the company still needs more time for well preparation and improvement of the organization to ensure conformation ability to all those principles.

4) The Corporate Governance committee considered and commented about the results of Internal Audit System Report for the year 2022 which audited by I.N.J. Consulting Co., Ltd. Most of transactions were not significant abnormal, excepting for fixed assets system as audit's comments in detail are shown in the part: "Internal Audit System" of this Annual Registration Statement (Form 56-1 : One Report). However, the result of following up about this point has been improved. The company has already been gradually conformed as the auditor suggested.
5) Considered giving opinions on the implementation of projects related to energy reduction and preservation of environment in order to use the results of the practice to make a report on the annual registration statement / annual report (form 56-1 One Report). The committee discussed about a project to replace the 288 LED lamps for the whole organization within the year 2022. However, the company actually replaced only 85 LED lamps because the company has turn to focus on Solar Roof project instead. Also, for the project of Solar Roof, the company has already researched, selected, and signed the agreement with expertised contractor which expeted to achieve this project within the year 2023.

In conclusion, the Corporate Governance Committee had already completed all assignments with carefulness, fairness, honesty, transparency and independency according to the good corporate governance, and concerning about maximizing the benefits of the organization and all stakeholders.

In addition, the company has also followed up on 4 additional issues; in order to, create more comprehensive compliance with good corporate governance as follows:

1) Prevention of conflicts of interest

The company has a policy requiring the Board to consider matters or transactions that may have conflicts of interest by upholding the interests of the company and shareholders as a whole. The company requires stakeholders in that particular transaction to not take part in decision making as well as to ensure that the disclosure of transactions that may have conflicts of interest is complete, accurate and transparent.

In 2022, the company has examined the following cases that may cause conflicts of interest and found no action conflicts with the prevention of conflicts of interest as determined by the company.

- The Compliance and Internal Audit Department has examined the transactions of companies that are considered related parties and caused related party transactions, namely Chaisupat Company Limited with a transaction value of Baht 5.91 million, C.C.P. Metal Co., Ltd. has a transaction size value of Baht 14.03 million and TMDT Corporation with a transaction value of Baht 0.02 million. Those transactions were found that were normal. Not affiliated with the Board of Directors, executives or employees of the company which is suspicious in any way.
- Mr. Chalermpong Mahavanidvong, who is Independent Director/Audit Committee, Nomination and Remuneration Committee, and Chairman of Corporate Governance Committee of the Company, has notified the position of director/executive in other companies, namely Health Empire Corporation., PCL. (HEMP), Global Service Center., Plc., and UBIS (ASIA) Public Company Limited., which do not have any similar business characteristics or considered to be a competitor to the company in any way.

2) Protection against abuse of inside information

The company has policies and procedures for supervising directors and executives in using the company's inside information which has not yet been disclosed to the public for personal gain, including securities trading as follows:

- The company determines that all directors and executives have responsibility to report the changes in their own shareholding and securities holding to SEC and SET in accordance with Section 59 and the penal provision of Section 275 in the Securities and Exchange Acts B.E. 2535 and have to submit the copy of report to the company in the same day as report to SEC and SET. The purpose is to precisely report to the board of directors and disclose in the Annual Registration Statement (Form 56-1 : One Report) as Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, Sub-Topic: "Report of Directors and Executives' Common Shares Holding".

- The company sends the notification letters to warn all management if they receive the inside information which is significant and can impact on changes of securities' price, all management is forbidden to buy, sell or transfer the company's securities, also forbidden to disclosed such inside information to the public or other persons within 1 month before the financial statements or such inside information would be disclosed to the public.

In the past year 2022, directors and executives traded in the company's securities a total of 1 time, which was Mr. Weerasak Chaisupat purchased the company's shares totaling 100,000 shares and already submitted a report on changes in securities holding to SEC. (for more information, please check Attachment 1: Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, Sub-Topic: "Report of Directors and Executives' Common Shares Holding").

3) Anti-corruption action

Anti-corruption and prevention of corruption is one of the policies in the company's corporate governance policy, namely: **the company realizes the importance of controlling and supervising the company to comply with the law without corruption in the inside organization and with outside organizations such as business partners, government sectors, etc.** The anti-corruption activities are under the responsibility of monitoring/auditing by the company's Corporate Governance Committee and the appropriateness of the policy is reviewed every year. (As can be seen in the minutes report of the Corporate Governance Committee meeting above) to bring conclusions or follow-up results to report to the Audit Committee and the Board of Directors for further acknowledgment.

In the past year, the company has operated in accordance with the anti-corruption policy as detailed in Part 2, Topic 6 : Corporate Governance Policy -> Sub-Topic 2: Policy and guidelines related to shareholders and stakeholders -> 6. Anti-Corruption Action and Measures.

Including, "Report of Corporate Governance Committee" of year 2022 above in No. 3) will show the details that the Corporate Governance committee reviewed the result of Anti-Corruption Conduct of the company. The result was good and there's no any significant problems or any complaints from the

stakeholders. The company can well communicate, and propagate all related regulations of the company and government to allover operation levels of the company, including the Human Resources department of the company set the training course about "Business Ethics and Anti-Corruption" annually which already occurred in December 17, 2022.

However, the company currently does not sign to be one of "companies of Thailand's Private Sector Collective Action Coalition Against Corruption's Declaration of Intent" by Thailand's Private Sector Collective Action against Corruption (CAC), because the company tried to learn and self-assessed about 71 principles and realized that the company is not be ready yet. As the regulation, if the company signs to this campaign, the company must strictly conform within 18 months. As a result, the company still needs more time for well preparation and improvement of the organization to ensure conformation ability to all those principles.

4) Whistleblowing

According to the policy of good corporate governance, the company allows all employees and every group of stakeholders can be a whistle blower about illegal behaviors, unethical behaviors, breaking rules regulations or policy of the company, corruption, violating rights or giving advices, comments about operations management of the company or improving about good corporate governance of the company through the channels as provided by the company: post, email, telephone to the company's Secretary Department as well as being able to call directly to independent directors who perform their duties. There is also a complaint handling process and concrete measures to protect whistleblowers and complainants. (For more information, please consider Part 2, Topic 6 : Corporate Governance Policy , Sub-Topic 2: Policy and guidelines related to shareholders and stakeholders)

In the past year 2022, the company has not received any clues or complaints related to corruption, or violation of corporate governance policies and practices.

2. Report on the Results of Duty Performance of the Audit Committee in the Past Year

CSP Steel Center Public Company Limited has an audit committee, comprising of 3 independent directors who have performed their duties and responsibilities in accordance with the regulations and guidelines for the Audit Committee of the Stock Exchange of Thailand. According to meeting record of the company in 2022, there are 4 meetings of Audit's committee which can show the numbers of attending the meeting as follows:

Name	Position	Attending Meeting / Total Meeting (times per year)
1. Mr. Janram Atthakrisna	Chairman of Independent Director/Audit Committee	4 / 4
2. Mr. Chalermpong Mahavanidvong	Independent Director/Audit Committee	4 / 4
3. Pol. Maj. Gen. Wittawat Buranasompop	Independent Director/Audit Committee	4 / 4

Audit Committee meetings were held to review and certify the company's financial statement for every quarter-end 2022 including, evaluate accounting policies and procedures relative to the accounting policies, perform the internal control assessment and finally, provide all assessments and recommendations to the board of directors.

Regarding, the related parties' transactions between companies and person in management team during the year 2022, revenues from sales increased when comparing with the year 2021. Those transactions show normal practices of business transaction which could be compared with other non-related parties. Moreover, the independent internal auditing company has audited all working papers and systems. All the internal auditing report must usually be presented to the Audit Committee. Considering the report showed that the company has the proper internal control system and it's up to date to the real business world. Last but not least, after the board of directors kept overseeing all practices of everyone in the company according

to the Code of Business Conduct and The Principles of Good Corporate Governance of the company, the board found that they can precisely conform to the both of them in general.

As the audit committee's comment, the company has an intention to reach a business success along with performing the good governance. Also, both independent internal auditor and the approval auditor have audited the internal system and the financial statement by pursuing the laws and regulations of public company. Besides, all disclosed information has been presented to the shareholders and the public within the right time.

(For more information, please check at Attachment 6 : "Report of directors and audit committees relating to responsibility for financial statements")

In addition to the disclosure of the Audit Committee's report as attached. The Audit Committee has also taken additional steps to enhance governance in other matters, such as reviewing the company's compliance with applicable laws.

3. Summary of the Results of Duty Performance of Committees/Subcommittees

In addition to the Audit Committee, the company also has 2 committees/subcommittees which are as follows:

1) Nomination and Remuneration Committee

According to meeting record of the company in 2022, there are 2 Nomination and Remuneration Committee's meetings which can show the numbers of attending the meeting as follows:

Name	Position	Attending Meeting/Total Meeting (times per year)
1. Mr. Janram Atthakrisna	Chairman of Nomination and Remuneration committee	2 / 2
2. Mr. Chalermpong Mahavanidvong	Nomination and Remuneration committee	2 / 2
3. Mr. Bunjerd Somsem	Nomination and Remuneration committee	2 / 2
4. Pol. Maj. Gen. Wittawat Buranasompop	Nomination and Remuneration committee	2 / 2

(Details of the performance summary of the Nomination and Remuneration Committee has been explained in the above content as Topic 1 : Report of Recruiting / Selection Directors/ Committees/ Exceutives -> **Report of Nomination and Remuneration Committee**)

2) Corporate Governance Committee

According to meeting record of the company in 2022, there are 1 Corporate Governance Committee's meetings which can show the numbers of attending the meeting as follows:

Name	Position	Attending Meeting/ Total Meeting (times per year)
1. Mr. Chalermpong Mahavanidvong	Chairman of Corporate Governance committee	1 / 1
2. Mr. Weerasak Chaisupat	Corporate Governance committee	1 / 1
3. Mr. Kritsada Chaisupat	Corporate Governance committee	1 / 1
4. Ms. Jutamas Chaisupat	Corporate Governance committee	1 / 1
5. Mr. Chatchai Pengmeesri	Corporate Governance committee	1 / 1

(Details of the performance summary of the Corporate Governance Committee has been explained in the above content as Topic "Monitoring of compliance with the corporate governance policy and guidelines" -> **Report of Corporate Governance Committee**)

Part 2

Topic 9: Internal control and related party transactions

1. Internal Control and Risks Management

➢ **Summary of the opinion of the Board of Directors regarding the internal control**

At the Board of Director's Meeting no. 1/2023, February 28, 2023 which 3 of Audit Committees were in the meeting. They evaluated the adequacy in Internal Audit System evaluation of CSP Steel Center PLC. Also suggested that at present time the company has the appropriate Internal Audit System Evaluation according to SEC. (For the detail of Assessing the Sufficiency of the Internal Control System, please check the Attachment 5 : "Assessment of the Board for adequate internal control system") Especially in related parties transaction with major shareholder and committee, management or involving people (No. 3.3 – 3.7 in Assessment of the Board for adequate internal control system), the company already has the best way to control it. For the Internal Audit system for other department, the committee suggested that at present time, the company has sufficient Internal Audit system. The company decided to use the outsource to do the evaluation, analysis, giving suggestion about internal system of the organization, financial audit, operational audit, compliance audit, review the related transaction, doing the report and propose to the Audit committee and the Board of Director. The Internal Audit system has been audited by I.N.J. Consulting Co, Ltd., which is an independent party for observing and commenting the Internal Audit system to be an efficiency system. (For Details of the Heads of the Internal Audit and Compliance Units, please check at Attachment 3) Regarding their comments on August 19, 2022, about physical fixed asset control, which the executives agreed to have a commitment to keep monitoring such matter further. Now, all comments are in process of adjusting. Besides, other I.N.J.'s comments were also adjusted, as follows:

1. Organization and Environment

The company has a clear statement of the organization chart and all rules and responsibilities of the management. Setting the meeting for all employees to acknowledge about the company's objective. The company has set the annual objective by using the updated data for improving for the next year. Moreover, the company set the Code of Business Conduct as practices for all directors, executives and employees comfortably conform. After the board of directors oversaw how they conformed, the result was in the well satisfactory level, even there were some employees breached the Code of Business Conduct, such employees had already been punished as suitable method. (In the past year, there's no significant offences)

2. Risk Management

The management will evaluate the country risk assessment 3 months in advance for analyzing the risk that might occurs and find the way to reduce or destroy it. Moreover, the Board of Director shall receive the monthly report for analyze and control all the risks. In addition, at each board meeting, there will be a review to consider the progress and the results of risk prevention in various areas that the Board and the management focus on. They will also jointly analyze/evaluate emerging risk factors and discuss how to prevent them. (For more information, please check at Part 1, Topic 2 : Risks management)

As the comment of audit in the past about risk management of aging of accounts receivables, the management had already designed and set a new document form for sales representatives to fill out and submit the important information to the credit approver for approving and set the limit for all customers. These improving form which more details would help approver and sales representatives understand customers much more than before and can estimate risk more accurate to decline risk of bad debts, including can benefit about collecting marketing information for using in marketing analyze.

3. Controlling the Management Performance

The company assigned the clear statement of rules and responsibilities of all level of management. In addition, the company has the reviewing between each department. Present, the company has the effective rules of doing the related parties transaction of the major shareholder, committee, management and other involving person. All past related parties transactions were approved by the Board of Committee. However, after the becoming the public company, the company has assigned the committee to look after all related parties transactions. In the future, the committee who can approve the transaction must not be the beneficent one and must approve from the committee of the Security and Exchange market of Thailand.

4. Information System

In the past, the company has only an ineffective Board of Director's meeting system. However, after becoming the public company, the company follows the law by launching the meeting invitation letter with other important document to the committee 7 days in advance. For financial auditor, the company hires S.P. Audit Co., Ltd would be an officially financial auditor.

Nowadays, there are many IS and IT project development, determining and announcing **Security of Information Technology Policy** of the company; for instance, installing Firewall system for preventing information hacker and controlling in-out of information in the company's network, Tracking and logging information of every users that communicate within organization, developing efficient Back-up system to sub-system of many departments., etc. Additionally, the company and the board still keep improving and updating policy of IT, IS and networking of the company for communicating and controlling users within organization.

Currently, the company is investing in the project of Enterprise Resources Planning (ERP System) to maximize benefits of information resources of the company. This system would connect all operation's information into one system. The benefits form ERP is better efficiently connect all information of the company and safely record to apply or present such information in forms of better managerial reports for better business decisions.

5. Follow Up System

The company has the comparison of the business performance and the company target by inform about the different. If there is the different or mistake, it must be reported to the management for improving. There is no mistake for the company.

The selection of Internal Auditor, the company had considered the wide range of performance and report, so they use the Outsource and propose their name to the Board of Director to assign annually. Beginning in 2006, for the evaluation, the Board of Director secretary will be the middleman between the auditor and the Audit committee.

2. Related party transactions

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

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

Pricing policies

Trading transactions	Policy of pricing
Revenues from sales	Prices of sell approximate to charge to third parties.*
Rental expenses	Rate rental approximate to charge compared nearly area.*
Advertising and sales promotion	Prices of sell approximate to charged to third parties.
Management benefit expenses	Unanimously of the minute of shareholder meeting.
Interest expense	Lower than the interest rate of promissory notes from financial institutions

*Note: Such prices and rental rates are based on market prices or comparable with the information from the offices/organizations related to that asset and has been audited by the auditor's office that it is appropriate and in accordance with the company's policy

2.1 Directors and executives of CSP Steel Center Public Company Limited are directors and/or shareholders of companies related to the steel industry as follows:

Company	Business type	Authorized Director	Shareholding	
			shareholder	%
Chaisupat Co., Ltd.	The company distributes hot-rolled and cold-rolled steel sheets in coils and sheets to general customers. (Stopped doing steel-related business since the end of 2004 and only engaged in the business of investing in the company's shares (Holding company)	Mr. Supachai Chaisupat Mrs. Orasa Chaisupat Mr. Phongsawad Chaisupat	Mr. Weerasak Chaisupat Mr. Kritsada Chaisupat Mr. Phongsawad Chaisupat Ms. Jutamas Chaisupat Mrs. Orasa Chaisupat Mr. Supachai Chaisupat Mrs. Panthipa Chewthanasoontorn	15.00 15.00 15.00 15.00 20.00 19.00 1.00
C.C.P. Metal Co., Ltd.	The company distributes hot-rolled and cold-rolled steel sheets by purchasing standard size sheet steel and cutting steel for retail distribution to general retail customers	Mr. Sangchai Chakphisirisuk Mrs. Anchalee Chakphisirisuk	Mr. Sangchai Chakphisirisuk Mrs. Anchalee Chakphisirisuk Mr. Surat Chakphisirisuk Ms. Natthida Chakphisirisuk Mr. Nattaphon Chakphisirisuk Ms. Chanakan Chakphisirisuk	42.00 42.00 4.00 4.00 4.00 4.00

2.2 Related Transactions for the year 2022,2021 and 2020 : (Referring notes to financial statements at December 31, 2022, No.4 : Related party transactions)

Name of Parties	Relationship	Type of transactions	Million Baht			Conditions/ Reason of Transactions
			2022	2021	2020	
Chaisupat Co., Ltd.	Chaisupat Co., Ltd. is a Major shareholder which has been the authorized power by Mr. Supachai Chaisupat and Mr. Weerasak Chaisupat	1. Office and warehouse rental				- Office and warehouse rental due to the company has rented an office building and warehouses used to distribute products to customers nearby. Rental agreement 3 years for the 2-storey office building area of 800 square meters and for the storage building area of 950 square meters. On June 16, 2022, the company renewed the lease agreement with Chaisupat Co., Ltd., with the lease term of 3 years from 1 July 2022 to 30 June 2025. The office building area rental rate is 390 baht per square meter per month and the area ofthe storage building, the rental rate of 190 baht per square meter per month. Total rental rate of 492,500 baht per month
		- Depreciation Right of use asset	5.21	4.96	4.96	
		- Interest expense (TFRS16)	0.39	0.32	0.55	
		Total	**5.60**	**5.28**	**5.51**	
		2. Leases liabilities	13.78	2.62	7.63	

Name of Parties	Relationship	Type of transactions	Million Baht			Conditions/ Reason of Transactions
			2022	2021	2020	
						The rental price could be compared with other nearby companies which was around Baht 200-400 per square meter
C.C.P. Metal Co., Ltd.	All shareholders of C.C.P. Metal Co., Ltd. relate with Mrs. Orasa Chaisupat who is a sister of Mr. Sangchai Chakrapeesirisuk as director.	1. Wages 2. Revenues from sales 3. Post-date cheques 4. Account Receivable	- 14.03 2.78 0.66	0.12 13.82 1.44 0.88	- 11.42 2.64 1.19	- Sales of goods due to C.C.P. Metal Co., Ltd no enough type or sizes of some steel to deliver to customers according to the order at that time. In this regard, the trade conditions and prices are in accordance with normal trading practices when compared to other customers or non-related parties.
TMDT Corporation Co.,Ltd.	Mrs. Suwimon Chaisupat, wife of Mr. Weerasak Chaisupat, is a director of TMDT Corporation Co., Ltd.	1. Advertising and sales promotion 2. Advanced payment 3. Other payable	0.11 0.02 0.003	- - -	- - -	The commercial terms and prices are in accordance with normal commercial operations when compared to commercial transactions with other unrelated third parties.

Name of Parties	Relationship	Type of transactions	Million Baht			Conditions/ Reason of Transactions
			2022	2021	2020	
Mr. Supachai Chaisupat	Chairman of the Board	1.Short-term loans 2. Interest expenses 3. Collateral (Fixed deposit 6M)	- - 180	- 0.51 180	50 1.79 -	The interest rate is lower than the interest rate of promissory notes from financial institutions. As collateral for the issuance of a letter of guarantee in a lawsuit for Toyota Tsusho (Thailand) Co., Ltd.

2.3 Measures or procedures for approval of related party transactions

Approval of past related transactions of the company which has been considered by the company's directors. Futhermore, at that time the company did not have any regulations relating to related transactions because the company was still a limited company; however, consideration of the said transaction takes into account which the best benefit of the company as well as being compared with transactions with third parties. At present, the company has established measures and procedures for approval of related party transactions. The executives or stakeholders will not be able to participate in the approval of the said transaction. In addition, the company has arranged the Audit Committee to consider and give opinions on the appropriateness of the said transaction.

For future related transactions such as trading of goods, credit limit guarantee, lease or purchase of any other assets between companies, with related companies, or other persons who may have conflict of interest, the company has a policy for the Audit Committee of the company to consider and give opinions on the appropriateness of such transactions. However, making such transactions in the future depends on the reasons and necessity of the company and the payment of remuneration between the parties shall be in accordance with the market price and fair price. The company's Audit Committee will give opinions on the said transaction and the Audit Committee will compare the market price of others with the company's price.

2.4 Policy and trend of future related party transactions

Since Chaisupat Co., Ltd. has stopped doing steel business by operating the business of investing in the company's shares only (Holding company). Therefore, the company expects to have transactions in the type of renting office buildings and warehouses with Chaisupat Co., Ltd., which are continuous transactions and the price is in accordance with the conditions of the normal trade contract. In addition, the company expects that there will be goods selling to C.C.P. Metal Company Limited, which is a continuous transaction and normal business transaction with appropriate reference market price. In the future, if the company has a necessity to make related transactions with persons/parties who may have conflicts of interest with the company, those transactions will occur as necessary and the company has a policy to set conditions in accordance with the nature of normal trading and with market price that can be compared with the price incurred with third parties. Also, those transactions must be passed by an audit committee or independent experts to review and give opinions on the suitability of the price and reasonableness. In this regard, the

company has no policy to lend money for the company or related persons/parties to operate or operate on behalf the company.

Related transactions that may occur in the future, The Board of Directors must comply with the Securities and Exchange Act and regulations, notifications, orders or requirements of the Stock Exchange of Thailand including compliance with the requirements for disclosure of connected transactions and the acquisition or disposition of important assets of the company or its subsidiaries.

In this regard, if there is a related party transaction of CSP Steel Center Public Company Limited that occurs with a person/party who may have a conflict of interest, have interests, or may have any other conflicts of interest in the future, the company will have the Audit Committee to comment on the necessity and appropriateness of the transaction. In the case that the Audit Committee does not have expertise in considering related transactions that may occur, the company will allow an independent expert or the company's auditor to give an opinion on the said related party transaction to be used in the decision of the Board of Directors or shareholders, or depending on each case. Including, the company will disclose related transactions in the notes to the financial statements which have been audited by the company's auditors.

In the future, if the company has any related party transactions with related companies as disclosed in Clause 2.1, the company will comply with the rules, procedures and disclosure of related party transactions of listed companies, so that the decision to make such transaction does not cause a conflict of interest and is in the best interests of all shareholders.

Part 3: Financial Statements

Financial Statements and Notes to Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of CSP Steel Center Public Company Limited

Opinion

I have audited the financial statements of CSP Steel Center Public Company Limited (the Company), which comprise the statement of financial position as at December 31, 2022, and the statement of comprehensive income, statement of changes in shareholders' equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of CSP Steel Center Public Company Limited as at December 31, 2022, and its financial performance and its 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 in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

I draw your attention to the Note to financial statements no. 33, explaining the uncertainty regarding the outcome of the litigation that the counterparty has filed a lawsuit against the Company for compensation. At present, the counterparty is in the process of submitting a petition requesting certiorari on the said judgment of the Appeal Court within the period the court granted the extension as requested by the counter-party's petition.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, 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.

Valuation of inventories

As at December 31, 2022, the Company had inventories of Baht 839.36 million which the company's inventories are valued in the statement of financial position at cost or net realizable value whichever were lower (Notes 3.2 and 7). I focus on this area because that estimated net realizable value involve management's judgments and the amounts of inventories are significant to the financial statements.

Key Audit Procedures

I reviewed the Company's policy to measure the net realizable value of inventories was appropriate and accordance with the requirement of Thai Financial Reporting Standards and reviewed the appropriateness consistency of the methods for making the estimated net realizable value.

I understood the method for making, reviewing and authorization of estimated net realizable value and

I audited evidences sufficiently and appropriately about to reliability of selling price of inventories that occurred after the reporting period and estimated costs necessary to make sale that they were used to make the estimated net realizable value. Apart from this, I recalculated the mathematical accuracy estimated net realizable value.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor' s report thereon. The annual report 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 will 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 identified above when it becomes available 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, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charge with governance to correct the materially misstatement.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I have required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

SP Audit Company Limited

(Miss Chuenta Chommern)

Certified Public Accountant (Thailand) No. 7570

Bangkok

February 28, 2023.

1. Financial Statements

STATEMENTS OF FINANCIAL POSITION

CSP STEEL CENTER PUBLIC COMPANY LIMITED

AS AT DECEMBER 31, 2022

(Unit : Baht)

	Note	2022	2021
ASSETS			
Current assets			
Cash and cash equivalents		64,266,514.83	26,295,863.21
Trade and other current receivable - related companies	4.1, 5	3,462,543.11	2,323,523.65
Trade and other current receivable - other companies	6	494,380,362.82	581,450,903.74
Inventories	7	839,355,741.67	985,356,079.69
Current financial assets pledged as collateral	8	-	404,631.18
Total current assets		1,401,465,162.43	1,595,831,001.47
Non-current assets			
Investment property	9	694,133.00	694,133.00
Property, plants and equipment	10	594,705,095.82	604,015,646.41
Right-of-use assets	11	19,623,226.68	5,643,736.87
Intangible assets	12	12,493,099.34	10,653,544.54
Deferred tax assets	13	16,771,414.16	10,312,942.06
Other non-current assets		16,908,584.22	108,874.63
Total non-current assets		661,195,553.22	631,428,877.51
Total assets		2,062,660,715.65	2,227,259,878.98

Notes to financial statements are an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION

CSP STEEL CENTER PUBLIC COMPANY LIMITED

AS AT DECEMBER 31, 2022

(Unit : Baht)

	Note	2022	2021
LIABILITIES AND EQUITY			
Current liabilities			
Bank overdrafts and short-term loans from financial institutions	14	1,189,424,214.68	1,152,314,173.82
Other current payable - related companies	4.1	3,370.50	-
Trade and other current payable - other companies	15	59,264,826.33	35,347,995.04
Accrued income tax payable		-	48,535,205.68
Short-term loan from related person	4.1	-	-
Provision for product quality warranty	16	995,465.66	1,003,855.34
Current portion of leases liabilities	17	6,159,782.89	2,880,673.41
Total current liabilities		1,255,847,660.06	1,240,081,903.29
Non-current liabilities			
Leases liabilities	17	11,723,587.90	-
Employee benefit obligation	18	25,452,919.41	24,645,135.56
Total non-current liabilities		37,176,507.31	24,645,135.56
Total liabilities		1,293,024,167.37	1,264,727,038.85
Equity			
Share capital			
Authorised share capital			
621,166,300 ordinary shares of Baht 1.00 each	19	621,166,300.00	621,166,300.00
Issued and paid-up share capital			
496,168,826 ordinary shares of Baht 1.00 each		496,168,826.00	496,168,826.00
Retained earnings			
Appropriated - statutory reserve		26,500,000.00	26,500,000.00
Unappropriated		246,967,722.28	439,864,014.13
Total shareholders' equity		769,636,548.28	962,532,840.13
Total liabilities and equity		2,062,660,715.65	2,227,259,878.98

Notes to financial statements are an integral part of these financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

CSP STEEL CENTER PUBLIC COMPANY LIMITED

FOR THE YEAR ENDED DECEMBER 31, 2022

(Unit : Baht)

	Note	2022	2021
Revenues			
Revenues from sales		3,147,716,900.70	3,021,762,116.46
Other income		820,567.01	1,326,164.81
Total revenues		3,148,537,467.71	3,023,088,281.27
Expenses			
Cost of sales		3,089,411,489.68	2,364,203,821.89
Cost of distribution		24,227,073.60	23,266,607.19
Administrative expenses		89,888,356.36	85,909,388.15
Loss on exchange rate		11,225,291.38	11,680,685.49
Other expenses		611,191.63	1,607,743.64
Finance cost		34,889,172.25	29,822,942.81
Total expenses		3,250,252,574.90	2,516,491,189.17
Profit (loss) before income tax income (expense)		(101,715,107.19)	506,597,092.10
Income tax income (expense)	21	6,777,293.81	(68,330,640.49)
Profit (loss) for the year		(94,937,813.38)	438,266,451.61
Other comprehensive income			
Items must not be classified into profit or loss in the future			
Actuarial gain		1,275,286.73	10,635,802.20
Other comprehensive income for the year		1,275,286.73	10,635,802.20
Total comprehensive income for the year		(93,662,526.65)	448,902,253.81
Basic earnings (loss) per share	22	(0.19)	0.88
Weighted average number of ordinary shares (unit : shares)		496,168,826	496,168,826

Notes to financial statements are an integral part of these financial statements.

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

CSP STEEL CENTER PUBLIC COMPANY LIMITED

FOR THE YEAR ENDED DECEMBER 31, 2022

(Unit : Baht)

	Note	Issued and paid-up share capital	Retained earnings		Total
			Statutory reserve	Unappropriated	
Balance as at January 1, 2021		496,168,826.00	3,500,000.00	63,578,642.92	563,247,468.92
Changes in equity for the year					
Dividend paid		-	-	(49,616,882.60)	(49,616,882.60)
Profit for the year	23	-	-	438,266,451.61	438,266,451.61
Actuarial gain	18	-	-	10,635,802.20	10,635,802.20
Legal reserve	20	-	23,000,000.00	(23,000,000.00)	-
Balance as at December 31, 2021		496,168,826.00	26,500,000.00	439,864,014.13	962,532,840.13
Changes in equity for the year					
Dividend paid	23	-	-	(99,233,765.20)	(99,233,765.20)
Loss for the year		-	-	(94,937,813.38)	(94,937,813.38)
Actuarial gain	18	-	-	1,275,286.73	1,275,286.73
Balance as at December 31, 2022		496,168,826.00	26,500,000.00	246,967,722.28	769,636,548.28

Notes to financial statements are an integral part of these financial statement

STATEMENTS OF CASH FLOWS

CSP STEEL CENTER PUBLIC COMPANY LIMITED

FOR THE YEAR ENDED DECEMBER 31, 2022

(Unit : Baht)

	Note	2022	2021
Cash flow from operating activities			
Profit (loss) before income tax income (expense)		(101,715,107.19)	506,597,092.10
Adjustments to reconcile profit (loss) before income tax income (expense) for cash received (used) from operations :-			
Expected credit loss (reversal)		3,278,893.64	(2,790,746.49)
Loss for diminutions of inventories		38,155,861.36	4,916,542.21
Depreciation and amortization expenses		38,066,732.23	36,249,248.41
Loss from write off of assets		6,018,794.47	135,114.12
Loss from disposal of equipment		-	453,155.97
Unrealized Loss on exchange rate		2,276,780.32	1,405,349.25
Provision for product quality warranty (reversal)		(8,389.68)	379,911.51
Employee benefit obligations		2,915,206.47	7,414,358.44
Interest income		(150,861.01)	(42,343.55)
Interest expenses		34,889,172.25	29,822,942.81
Profit before changes in operating assets and liabilities		23,727,082.86	584,540,624.78
Operating assets (increase)/decrease			
Trade and other current receivable - related companies		(1,139,019.46)	1,510,985.60
Trade and other current receivable - other companies		83,791,647.28	(80,266,411.71)
Inventories		107,844,476.66	(240,584,472.14)
Others non - current assets		10,500.00	-
Operating liabilities increase/(decrease)			
Other current payable- relate companies		3,370.50	-
Trade and other current payable-other companies		18,477,198.84	(25,305,040.39)
Cash generated from operations		232,715,256.68	239,895,686.14
Cash received from interest income		150,861.01	42,343.55
Cash paid for employee benefit		(513,314.21)	(710,012.00)
Cash paid for income tax		(65,345,415.27)	(28,287,762.57)
Net cash provided by operating activities		167,007,388.21	210,940,255.12

STATEMENTS OF CASH FLOWS

CSP STEEL CENTER PUBLIC COMPANY LIMITED

FOR THE YEAR ENDED DECEMBER 31, 2022

(Unit : Baht)

	Note	2022	2021
Cash flow from investing activities			
Cash paid for purchases of equipment		(25,075,157.19)	(8,039,892.56)
Cash paid for purchases of intangible assets		(921,980.00)	(1,348,625.00)
Cash paid for purchases of Right-of-use assets		(1,594,175.00)	-
Cash received from disposal of equipment		-	313,084.12
(Increase) decrease in current financial assets pledged as collateral		404,631.18	(404,631.18)
Decrease in loans to employees		-	5,730.72
Net cash used in investing activities		(27,186,681.01)	(9,474,333.90)
Cash flow from financing activities			
Increase (decrease) in bank overdrafts and short-term loans from financial institutions		39,246,394.84	(139,045,178.61)
Decrease in short-term loans from related person		-	(50,000,000.00)
Repayment of leases liabilities		(6,171,679.52)	(5,755,981.41)
Cash paid for interest - leases liabilities		(671,326.48)	(370,366.59)
Cash paid for interest expenses		(35,080,559.54)	(29,377,959.87)
Cash paid for dividends		(99,172,884.88)	(49,577,435.15)
Net cash used in financing activities		(101,850,055.58)	(274,126,921.63)
Net increases (decrease) in cash and cash equivalent		37,970,651.62	(72,661,000.41)
Cash and cash equivalent at the beginning of the year		26,295,863.21	98,956,863.62
Cash and cash equivalent at the end of the year	24.1	64,266,514.83	26,295,863.21

Notes to financial statements are an integral part of these financial statements.

2. Notes to Financial Statements

NOTES TO FINANCIAL STATEMENTS

CSP STEEL CENTER PUBLIC COMPANY LIMITED

AS AT DECEMBER 31, 2022

1. General information

CSP Steel Center Public Company Limited ("the Company") is a public limited company and incorporated in Thailand. The Company is listed on the Stock Exchange of Thailand. The address of the Company's registered office is 475 Rama 3 Road, Bangklo, Bangkolaem, Bangkok.

The principal activities of the Company involve the manufacture and sheet steel finished goods and rolled steel pipe.

2. Basis of preparation of financial statements

The financial statements are presented in Thai language and Thai Baht, and in conformity with Thai generally accepted accounting principles under the Accounting Act B.E. 2543 (or 2000), being those Thai Accounting Standards issued under the Accounting Profession Act B.E. 2547 (or 2004), and the financial reporting requirements of the Capital Market Supervisory Board under the Securities and Exchange Act B.E. 2535 (or 1992).

The financial statements have been prepared under the historical cost convention except some type of transaction using the basis as per explained in the related accounting policy.

The preparation of financial statements in conformity with Thai Generally Accepted Accounting Principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses in the reported periods. Actual results may differ from those estimates.

For the convenience of readers, an English language translation of the financial statements has been prepared from the Thai language interim financial statements which are issued for domestic reporting purposes.

The Federation of Accounting Profession (TFAC) has revised some following financial reporting standards to apply to the financial statements having an accounting period beginning on or after January 1, 2022.

TFRS No. 1 First-time Adoption of Thai Financial Reporting Standards

TFRS No. 4 Insurance Contracts

TFRS No. 6 Exploration for and Evaluation of Mineral Resources

TFRS No. 7 Financial Instruments: Disclosures

TFRS No. 9 Financial Instruments

TFRS No. 16 Leases

The Company has adopted such financial reporting standards mentioned above to the financial statements on the current period. The management believes that they don't have any significant impact on the financial statements for the current period.

Moreover, the Federation of Accounting Profession has notified to apply the following revised financial reporting standards to the financial statements in the future periods.

	Effective date
TFRS No. 1 First-time Adoption of Thai Financial Reporting Standards	January 1, 2023
TFRS No. 3 Business Combinations	January 1, 2023
TFRS No. 9 Financial Instruments	January 1, 2023
TAS No. 16 Property, Plant and Equipment	January 1, 2023
TAS No. 37 Provisions, Contingent Liabilities and Contingent Assets	January 1, 2023
TAS No. 41 Agriculture	January 1, 2023

The Company has not early adopted such financial reporting standards having the effective date to the financial statements on the future periods before the effective dates. The management is currently assessing the first-year impact on the Company's financial statements.

3. Accounting policies

3.1 Cash and cash equivalents

For the purposes of the statement of cash flow, cash and cash equivalents comprise cash on hand, deposits with banks and other short-term highly liquid investments with original maturities of three months or less and free from restrictions.

3.2 Inventory

Raw material and finish goods are valued at cost under moving average method or net realizable value whichever is lower. The cost of purchase comprises both the purchase price and costs directly attributable to the acquisition of the inventory, such as import duties and transportation charge, less all attributable discounts, allowances or rebates. The cost of finished goods comprises raw materials, direct labour, other direct costs and related production overheads, the latter being allocated on the basis of normal operating activities.

The Company estimates the net realizable value by using the selling price in the ordinary course of business less selling expenses.

The Company makes the allowance for diminutions in the value of obsolete, defective or slow-moving inventories.

3.3 Investment property

Investment property, which is property held to earn rentals or for capital appreciation is measured initially at its costs, including transaction cost. Subsequent to initial recognition, investment property is measured at the cost method net from the allowance for impairment (if any).

3.4 Property, plant and equipment

The Land and assets under construction held for use in the production or supply of goods or services, or for administrative purposes, are stated in the statement of financial position at their historical cost less accumulated impairment losses (if any).

Buildings and equipment held for use in the production or supply of goods or services, or for administrative purposes, are stated in the statement of financial position at their historical cost less accumulated depreciation and accumulated impairment losses (if any).

The cost of an item of asset comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, and the borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset.

The Company's depreciation is calculated on the straight-line method to write off the cost of each asset, except for land and assets under construction, to their residual values over their estimated useful life as follows:

Factory buildings and building improvement	35 years
Machinery and equipment	7 - 30 years
Tool and equipment	5 - 10 years
Office furniture and equipment	5 years
Motor vehicles	5 - 20 years

The residual value, the useful life and the depreciation method of an asset will be reviewed at least at each financial year-end.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss in the year in which they are incurred.

3.5 Lease

Where the Company is the lessee

At inception of a contract, the Company assesses that the contract is or contains a lease if the contract conveys to the Company the right to control the use of an identified asset for a period of time in exchange for consideration. The contract that conveys to the Company the right to obtain substantially all of the economic benefits from use of the identified asset and the right to direct the use of the identified asset is treated as the contract conveys the right to control the use of an identified asset.

At the commencement date, The Company recognizes a right-of-use asset and a lease liability for all lease contracts except for short-term leases with a lease term of 12 months or less and leases for which the underlying asset is of low value. The right-of-use asset is measured at cost and the lease liability is measured at the present value of the lease payments that are not paid at that date discounted by using the interest rate implicit in the lease. For the lease payments for short-term leases with a lease term of 12 months or less and leases for which the underlying asset is of low value, the Company recognizes the lease payments associated with those leases as an expense on a straight-line basis over the lease term.

The cost of the right-of-use asset comprises of the amount of the initial measurement of the lease liability, any lease payments made at or before the commencement date less any lease incentives received, any initial direct costs and an estimate of costs in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories (The obligation for those of costs are incurred either at the commencement date or as a consequence of having used the underlying asset during a particular period).

The lease payments included in the measurement of the lease liability comprise the fixed payments less any lease incentives receivable, the variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date, the amounts expected to be payable under residual value guarantees, the exercise price of a purchase option if the Company is reasonably certain to exercise that option and the payments of penalties for terminating the lease if the lease term reflects the Company exercising an option to terminate the lease. For the variable lease payments not included in the measurement of the lease liability, the Company recognizes as an expense relating to those payments in profit or loss in the period in which the event or condition that triggers those payments occurs.

After the commencement date, the Company measures the right-of-use asset at cost less any accumulated depreciation and any accumulated impairment losses and adjusted for any re-measurement of the lease liability.

The Company depreciates the right-of-use assets on a straight-line basis from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the lease transfers ownership of the underlying asset to the Company by the end of the lease term or if the cost of the right-of-use asset reflects that the Company will exercise a purchase option, the Company depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset.

After the commencement date, the Company measures the lease liability by increasing the carrying amount to reflect interest on the lease liability and reducing the carrying amount to reflect the lease payments made.

The Company re-measures the lease liability by discounting the revised lease payments using a revised discount rate when there is a change in the lease term, there is a change in the assessment of an option to purchase the underlying asset.

The Company re-measures the lease liability by discounting the revised lease payments using an unchanged discount rate when there is a change in the amounts expected to be payable under a residual value guarantee, and there is a change in future lease payments resulting from a change in an index or a rate used to determine those payments (Unless the change in lease payments results from a change in floating interest rates. In that case a revised discount rate that reflects the change in the interest rate is used).

The Company re-measures the lease liability by discounting the revised lease payments using a revised discount rate when there is a lease modification that is not accounted for as a separate lease.

3.6 Intangible assets

Intangible assets that are acquired by the Company, which have finite useful life, are stated at cost less accumulated amortization and impairment losses (if any). Amortization is calculated using the straight-line method to allocate the cost over their estimated useful life 10 years.

3.7 Impairment of assets

The carrying amounts of the Company's assets and also intangible assets are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount which is the higher of an asset's net selling price and value in use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flows.

The Company will recognize impairment losses in profit or loss, or reduce the revaluation increment in assets in case that those assets are previously revalued. The reversal of impairment losses will be recognized in profit or loss or as a revaluation increment in assets when there is an indication that the impairment losses are no longer exist or decreased.

3.8 Provisions

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

3.9 Revenue from contracts with customers

The Company sells the steel products including an assurance-type warranty that provides a customer with assurance that the related product will function as the parties intended because it complies with agreed-upon specifications by replacement of a defective steel products in accordance with the Company's customary business practice, the Company recognizes such the revenue from sale of steel products when the Company transfers to the customer the control of promised goods identified as a performance obligation satisfied at a point in time according to the amount of the transaction price and also recognizes a warranty provision based on the best estimate of the expenditure required to settle the obligation.

The Company determines the transaction price, which is the fixed amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer for that performance obligation.

Where the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, the Company will present the contract as a contract asset.

Where a customer pays consideration, or the Company has a right to an amount of consideration that is unconditional, before the Company transfers a good or service to the customer, the Company will present the contract as a contract liability when the payment is made or the payment is due (whichever is earlier).

3.10 Employee benefits

Defined contribution plan

The Company operates a provident fund which is funded by payments from employees and by the Company. The assets for which are held in a separate trust fund. Contributions to the provident fund are recognized in profit or loss in the period in which they are incurred.

Defined benefit plan

The Company has the employee benefit obligation in case of retirement or termination under the labor law. The Company hires an actuary to calculate on an actuarial technique the said employee benefit obligation. The said employee benefit obligation is discounted using the projected unit credit method by reference to an interest rate of a government bond to determine the present value of the employee benefit obligation, current service cost and related interest expense. The current service cost and interest expense are recognized in profit or loss. Actuarial gains and losses arising from re-measurement of the employee benefit obligation are recognized in other comprehensive income and transferred in retained earnings, respectively without reclassification of those amounts to profit or loss in a subsequent period.

Other long-term employee benefits

The other long-term employee benefit obligation is calculated same as the calculation of the defined benefit plan. However, the current service cost, interest expense and actuarial gains and losses arising from re-measurement of the other long-term employee benefit obligation are recognized in profit or loss.

3.11 Foreign currency transactions

The Company translates foreign currency transactions into Baht using the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities at the end of the reporting period denominated in foreign currencies are translated into Baht at the exchange rate prevailing at that date. Gains and losses resulting from the settlement of foreign currency transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

3.12 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying assets, which are assets that necessarily takes a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

3.13 Income tax

The Company recognizes the unpaid current tax for current period as a liability in the statement of financial position. In a case where the amount already paid in respect of current period exceeds the amount due for such period, the excess will be recognized as an asset in the statement of financial position.

The Company recognizes a deferred tax liability for all taxable temporary difference, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which affects neither accounting profit nor taxable profit at the time of the transaction. The Company recognizes a deferred tax asset for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

The Company measures the current tax liabilities and assets for the current period using the tax rate that have been enacted by the end of the reporting period. And the deferred tax assets and liabilities are measured at the tax rate that is expected to apply to the period when the asset is realized or the liability is settled, based on tax rate that have been enacted or substantively enacted by the end of the reporting period.

The Company recognizes the current and deferred tax as an income or an expense and includes it in profit or loss for the period, except the current and deferred tax for items that are recognized in the other comprehensive income or directly in the equity will be recognized in the other comprehensive income or directly in the equity.

3.14 Financial assets

The Company recognizes a financial asset in its statement of financial position when the Company becomes party to the contractual provisions of the instrument. The Company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or the Company transfers the contractual rights to receive the cash flows of the financial asset and transfers substantially all the risks and rewards of ownership of the financial asset.

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. The Company measures trade receivables at the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer if the trade receivables do not contain a significant financing component or when the Company applies the practical expedient for consideration that includes a significant financing component, but the Company expects, at the contract inception, the period between the Company transfers a promised good or service to a customer and the customer pays for that good or service will be one year or less.

The Company classifies financial assets as subsequently measured at amortized cost, fair value through other comprehensive income or fair value through profit or loss based on the business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

The Company subsequently measures financial assets when the financial assets are held within a business model whose objective is to hold financial assets 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 at amortized cost by using the effective interest method in calculation of the interest revenue.

The Company recognizes a gain or loss on a financial asset that is measured at amortized cost in profit or loss when the financial asset is amortized, impaired or de-recognized.

The Company subsequently measures financial assets when the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets 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 at fair value through other comprehensive income.

The Company recognizes interest income calculated using the effective interest method, impairment gains or losses and foreign exchange gains or losses in profit or loss and recognizes a gain or loss on subsequent changes in fair value in other comprehensive income. When the financial asset is de-recognized the cumulative gain or loss previously recognized in other comprehensive income is reclassified from equity to profit or loss.

The Company subsequently measures all other financial assets other than the financial assets described above at fair value through profit or loss.

The Company recognizes an interest income, dividend income and gain or loss on subsequent changes in fair value in profit or loss.

3.15 Impairment of financial assets

The Company recognizes a loss allowance for expected credit losses on a financial asset that is measured at amortized cost or at fair value through other comprehensive income, a trade receivable, a contract asset and a lease receivable.

The Company measures the loss allowance by applying the simplified approach for trade receivables, contract assets and lease receivables at an amount equal to lifetime expected credit losses. The Company uses a provision matrix based on the historical credit loss experience adjusted to reflect factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction in the calculation of the expected credit losses.

The Company measures the loss allowance by applying the general approach for other financial instrument that is measured at amortized cost or at fair value through other comprehensive income at an amount equal to 12-month expected credit losses if the credit risk on a financial instrument has not increased significantly since initial recognition and at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition.

3.16 Financial liabilities

The Company recognizes a financial liability in its statement of financial position when the Company becomes party to the contractual provisions of the instrument and removes a financial liability or a part of a financial liability from its statement of financial position when the obligation specified in the contract is discharged or cancelled or expires.

At initial recognition, the Company measures a financial liability at its fair value minus, in the case of a financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the issue of the financial liability.

The Company classifies financial liabilities as subsequently measured at amortized cost by using the effective interest method or at fair value through profit or loss including derivatives that are liabilities.

The Company recognizes a gain or loss for a financial liability measured at amortized cost in profit or loss when the financial liability is amortized and recognizes a gain or loss for a financial liability measured at fair value through profit or loss on subsequent changes in fair value in profit or loss.

3.17 The important accounting estimation, supposition and judgment application

The estimation, supposition and judgment application have been continuously reviewed and assessed and they are on the background of the history experience and other factors that include the expectation of the event in the future which believe that there are reasons in that situation.

Property, plant and equipment and intangible assets

Management determines the estimated useful life and residual values for the Company's property, plant and equipment and intangible assets. Management will revise the depreciation charge where useful life and residual values are different to previously estimated, or its will write off or write down technically obsolete or assets that have been sold or abandoned.

Employment benefits

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

4. Related party transactions

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

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

Chaisupat family is a major shareholder, holding 80.54% (2021 : 80.60%) of the share capital of the Company. Transactions related to companies in which the Chaisupat family is the principal shareholders or directors are recognized as related parties to the Company.

The transactions with related parties for the years ended December 31, 2022 and 2021 are as follows:

4.1 Inter-assets and liabilities

(Unit : Baht)

	2022	2021
C.C.P. Metal Company Limited		
Trade receivables	658,450.61	880,028.25
Notes receivable	2,784,092.50	1,443,495.40
Total	3,442,543.11	2,323,523.65
TMDT Corporation Company Limited		
Advanced payment	20,000.00	-
Total Trade and other current receivable	3,462,543.11	2,323,523.65
TMDT Corporation Company Limited		
Other payable	3,370.50	-

(Unit : Baht)

	2022	2021
Chaisupat Company Limited		
Leases liabilities		
Opening balance	2,620,058.43	7,630,719.48
Additions during the year	16,391,851.90	-
Repayment during the year	(5,231,919.32)	(5,010,661.05)
Ending balance	13,779,991.01	2,620,058.43
Director		
Short term loan from related person		
Opening balance	-	50,000,000.00
Additions during the year	-	-
Repayment during the year	-	(50,000,000.00)
Ending balance	-	-

The maturity analysis of lease liabilities is as follows:-

(Unit : Baht)

	2022			2021		
	Lease liabilities	Deferred finance lease charges	Net	Lease liabilities	Deferred finance lease charges	Net
Not later than 1 year	5,910,000.00	(622,509.93)	5,287,490.07	2,666,100.00	(46,041.57)	2,620,058.43
Later than 1 year but not later than 5 years	8,865,000.00	(372,499.06)	8,492,500.94	-	-	-
Total	14,775,000.00	(995,008.99)	13,779,991.01	2,666,100.00	(46,041.57)	2,620,058.43

As at December 31, 2022, the Company has entered into the contracts of long term leased with parent company so as to lease building by number of 1 contract. The leased contracts determine leased fee repayment as monthly installment from Baht 492,500.00 per month. The leased period is carried 3 years.

On January 3, 2020, the board of directors' meeting no. 1/2020 resolved to borrow short-term loan in amounts of Baht 100.00 million from a director to be used as the Company's working capital. The interest is charged by fixing interest rates lower than the same type of loans received by financial institutions. The company can request to gradually repay the principal in order to reduce the interest burden when the company is ready. During the second quarter of 2021, the Company has repaid all to director.

4.2 Inter-revenues and expenses

(Unit : Baht)

	2022	2021
Revenues from sales		
C.C.P. Metal Company Limited	14,028,496.00	13,818,188.80
Service expense		
C.C.P. Metal Company Limited	-	119,134.00
Advertising and sales promotion		
TMDT Corporation Company Limited	108,150.00	-
Interest expense		
Director	-	512,328.66

4.3 Management compensation

(Unit : Baht)

	2022	2021
Short-term employee benefits	16,888,084.48	17,833,057.90
Post-employment benefits	649,949.79	3,329,710.00
Other long-term employee benefits	787.32	3,383.00
Total	17,538,821.59	21,166,150.90

4.4 Pricing policies

Trading transactions	Policy of pricing
Revenues from sales	Prices of sell approximate to charged to third parties.
Rental expenses	Rate rental approximate to charged compared nearly area.
Advertising and sales promotion	Prices of sell approximate to charged to third parties.
Management benefit expenses	Unanimously of the minute of shareholder meeting.
Interest expense	Lower than the interest rate of promissory notes from financial institutions

4.5 Nature of relationship

Name	Relationship
Chaisupat Company Limited	Parent company by shareholding and mutual management.
C.C.P. Metal Company Limited	Related company by management as related persons.
TMDT Corporation Company Limited	Director's related person

5. Trade and other current receivables - related companies

Consisted of :-

(Unit : Baht)

	2022	2021
Trade receivables	658,450.61	880,028.25
Notes receivable	2,784,092.50	1,443,495.40
Total	3,442,543.11	2,323,523.65
Advanced payment	20,000.00	-
Total Trade and other current receivable	3,462,543.11	2,323,523.65

Outstanding trade and notes receivable - related companies can be aged are as follows : -

(Unit : Baht)

	2022	2021
Within credit term	3,442,543.11	2,323,523.65
Overdue 1 month to 3 months	-	-
Overdue 3 months to 6 months	-	-
Overdue 6 months to 12 months	-	-
Overdue over 12 months	-	-
Total	3,442,543.11	2,323,523.65

The movement allowance for expected credit loss - trade and notes receivable - related companies for the years ended December 31, 2022 and 2021 are as follows: -

(Unit : Baht)

	2022	2021
Beginning balance	-	(8,401.90)
Additions during the year	-	-
Collect during the year	-	8,401.90
Ending balance	-	-

6. Trade and other receivable - other companies

Consisted of :-

(Unit : Baht)

	2022	2021
Trade receivables	413,159,725.88	471,464,933.20
Note receivables	84,489,792.49	103,775,091.64
Returned cheques	9,555,454.26	43,281,068.27
Total	507,204,972.63	618,521,093.11
Less Allowance for expected credit loss	(15,691,254.15)	(49,052,402.59)
Net	491,513,718.48	569,468,690.52
Deposit payments	7,500.00	662,067.29
Prepaid expenses	1,331,501.00	843,395.66
Advance payment for goods	699,207.70	10,447,375.40
Other receivables	828,435.64	29,374.87
Total trade and other current receivables	494,380,362.82	581,450,903.74

Outstanding trade and notes receivable - third parties can be aged is as follow:-

(Unit : Baht)

	2022	2021
Within credit term	380,237,258.85	469,297,667.68
Overdue 1 - 3 Months	114,273,610.11	103,569,176.66
Overdue 3 - 6 Months	3,624,728.50	-
Overdue 6 - 12 Months	-	956,478.53
Overdue over 12 Months	9,069,375.17	44,697,770.24
Total	507,204,972.63	618,521,093.11
Less Allowance for expected credit loss	(15,691,254.15)	(49,052,402.59)
Net	491,513,718.48	569,468,690.52

The movement allowance for expected credit loss - trade and notes receivable for the years ended December 31, 2022 and 2021 are as follows : -

(Unit : Baht)

	2022	2021
Beginning balance	(49,052,402.59)	(51,834,747.18)
Additions during the year	(3,278,893.64)	-
Collect during the year	-	2,782,344.59
Written – off during the year	36,640,042.08	-
Ending balance	(15,691,254.15)	(49,052,402.59)

7. Inventories

Consisted of :-

(Unit : Baht)

	2022			2021		
	Cost	Allowance for diminutions of inventories	Net	Cost	Allowance for diminutions of inventories	Net
Finished goods	401,541,861.25	(24,363,619.11)	377,178,242.14	378,469,053.13	(2,479,554.72)	375,989,498.41
Raw materials in transit	18,274,728.89	-	18,274,728.89	-	-	-
Raw materials	464,159,536.04	(20,256,765.40)	443,902,770.64	613,351,549.71	(3,984,968.43)	609,366,581.28
Total	883,976,126.18	(44,620,384.51)	839,355,741.67	991,820,602.84	(6,464,523.15)	985,356,079.69

The movement of allowance for declining in value of inventories for the years ended December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	2022	2021
Beginning balance	(6,464,523.15)	(1,547,980.94)
Increase during the year	(38,155,861.36)	(4,916,542.21)
Reversal during the year	-	-
Ending balance	(44,620,384.51)	(6,464,523.15)

For the year ended December 31, 2022, the costs of inventories recognized as expenses are Baht 3,051.26 million. (2021 : Baht 2,359.29 million)

For the year ended December 31, 2022 and 2021, the Company has no reversed allowance for diminutions in the value of inventories

As at December 31, 2022, a part of inventories with the carrying amount of Baht 3.81 million (2021 : Baht 4.96 million) are expected to be sold more than twelve months after the reporting period.

8. Current financial assets pledged as collateral

On May 6, 2021, the executing officer ordered the seizure for the Company's 4 bank deposit accounts, the frozen sum was Baht 10.96 million (under the litigation the counterparty sued the Company for compensation as mentioned in Note 33). On June 10, 2021, the Company filed the motion to the court to withdraw the execution and requested to use a letter of guarantee issued by a bank for the amounts of Baht 180 million as collateral. The plaintiff submitted a statement that they did not object to the withdrawal of the execution. The court issued an order on July 13, 2021 to allow the Company to withdraw the execution as requested. On July 23, 2021, the Company has already submitted letter of guarantee issued by a bank for the amounts of Baht 180 million as collateral to the court. The request has already been made to the execution officer on August 4, 2021 to release the seized sum. On August 20, 2021, the Company has already received the release of Baht 10.44 million from the seized fund. The remaining Baht 0.40 million has not yet been released because the executing officer calculated the release fee from the seized fund from Baht 51.42 million which is a fee of Baht 0.51 million. The said calculation resulted in the amount of the fee exceeded the legal amount. Therefore, on September 27, 2021, the Company filed a petition to the court requesting the revocation or modification for the said executing that was not in accordance with the protocol and unlawful, and for the executing officer to return the said fund to the Company. The court scheduled the investigation of the petition on December 13, 2021, until the enquiry has been completed. On 1 February 2022, the court has issued an order to revoke the executing officer's order that calculated the release fee from the seized fund at the rate of 1% basing on the amount of Baht 40,463,118.39, and the executing officer shall return Baht 404,631.18 to the defendant. During the 1st quarter of 2022, the Company has already received the entire said amount from the legal enforcement officer.

9. Investment property

Consisted of :-

(Unit : Baht)

	2022	2021
Cost		
As at January 1,	694,133.00	694,133.00
Increase (decrease)	-	-
As at December 31,	694,133.00	694,133.00
Accumulated impairment losses		
As at January 1,	-	-
(Increase) decrease	-	-
As at December 31,	-	-
Net book value		
As at December 31,	694,133.00	694,133.00

Land not used for operation with total area of 81 square wah, derived from the transfer of property to pay off debt from the debtor in the past.

On January 4, 2023, the independent appraiser (Golden Land Appraisal Co., Ltd.) appraises the value of land by applying the market price comparison approach (based on the highest and best use principle) by using the bid price of other land having similar characteristic with the land of Company, and it appears that the fair value of land is equal to Baht 1.05 million (2021 : Baht 1.05 million).

The independent appraiser did not change the valuation technique from the last year.

Information on the level of the fair value hierarchy within the fair value measurements as at December 31, 2022 and 2021 are as follows :-

(Unit : Million Baht)

Assets	Fair value 2022	Fair value 2021	Fair value hierarchy	Valuation techniques
Land	1.05	1.05	Level 2	Market price comparison approach

There is no the income and expenses related to the investment properties recognized in profit or loss for the year ended December 31, 2022 and 2021.

10. Property, plant and equipment

Consisted of :-

(Unit : Baht)

	Land and land improvement	Factory building and building improvement	Machinery and equipment	Tool and equipment	Office furniture and equipment	Motor vehicles	Assets under construction	Total
Cost								
As at January 1, 2022	173,027,031.81	265,045,645.52	439,099,257.83	10,045,636.13	17,942,071.02	95,419,867.09	12,212,343.84	1,012,791,853.24
Purchases	-	-	901,510.00	1,829,445.99	262,973.62	1,299,065.42	20,915,593.79	25,208,588.82
Disposal	-	-	-	-	-	-	-	-
Written – off	-	-	-	-	(1,593,306.27)	-	(6,018,793.47)	(7,612,099.74)
Transfer in (out)	-	-	3,359,534.63	955,770.00	55,665.56	-	(4,370,970.19)	-
Transfer of ownership of rights in assets	-	-	-	-	-	4,740,500.00	-	4,740,500.00
As at December 31, 2022	173,027,031.81	265,045,645.52	443,360,302.46	12,830,852.12	16,667,403.93	101,459,432.51	22,738,173.97	1,035,128,842.32
Accumulated depreciation								
As at January 1, 2022	-	(84,042,097.58)	(250,638,441.95)	(7,633,384.37)	(15,660,030.70)	(45,773,663.21)	-	(403,747,617.81)
Depreciation for the year	-	(7,645,574.32)	(17,635,720.88)	(671,760.87)	(1,423,849.28)	(4,175,672.06)	-	(31,552,577.41)
Disposal	-	-	-	-	-	-	-	-
Written – off	-	-	-	-	1,593,305.27	-	-	1,593,305.27
Transfer of ownership of rights in assets	-	-	-	-	-	(1,688,267.53)	-	(1,688,267.53)
As at December 31, 2022	-	(91,687,671.90)	(268,274,162.83)	(8,305,145.24)	(15,490,574.71)	(51,637,602.80)	-	(435,395,157.48)
Allowance for impairment								
As at January 1, 2022	-	(2,107,242.50)	(2,921,346.52)	-	-	-	-	(5,028,589.02)
(Increase) decrease	-	-	-	-	-	-	-	-
As at December 31, 2022	-	(2,107,242.50)	(2,921,346.52)	-	-	-	-	(5,028,589.02)
Net book value								
As at December 31, 2022	173,027,031.81	171,250,731.12	172,164,793.11	4,525,706.88	1,176,829.22	49,821,829.71	22,738,173.97	594,705,095.82

Depreciation in the statement of comprehensive income for the year ended December 31, 2022	31,552,577.41

(Unit : Baht)

	Land and land improvement	Factory building and building improvement	Machinery and equipment	Tool and equipment	Office furniture and equipment	Motor vehicles	Assets under construction	Total
Cost								
As at January 1, 2021	173,027,031.81	262,195,200.20	436,639,111.35	9,679,100.37	17,921,097.79	98,084,367.09	16,406,279.86	1,013,952,188.47
Purchases	-	998,401.29	250,000.00	368,035.76	310,868.56	-	6,319,225.89	8,246,531.50
Disposal	-	-	-	-	(289,895.33)	(2,664,500.00)	-	(2,954,395.33)
Written – off	-	-	(6,450,971.40)	(1,500.00)	-	-	-	(6,452,471.40)
Transfer in (out)	-	1,852,044.03	8,661,117.88	-	-	-	(10,513,161.91)	-
As at December 31, 2021	173,027,031.81	265,045,645.52	439,099,257.83	10,045,636.13	17,942,071.02	95,419,867.09	12,212,343.84	1,012,791,853.24
Accumulated depreciation								
As at January 1, 2021	-	(76,528,555.24)	(239,752,042.53)	(7,097,718.58)	(14,396,544.30)	(43,673,251.72)	-	(381,448,112.37)
Depreciation for the year	-	(7,513,542.34)	(17,203,396.68)	(536,025.81)	(1,551,663.45)	(4,000,389.68)	-	(30,805,017.96)
Disposal	-	-	-	-	288,177.05	1,899,978.19	-	2,188,155.24
Written – off	-	-	6,316,997.26	360.02	-	-	-	6,317,357.28
Transfer (in) out	-	-	-	-	-	-	-	-
As at December 31, 2021	-	(84,042,097.58)	(250,638,441.95)	(7,633,384.37)	(15,660,030.70)	(45,773,663.21)	-	(403,747,617.81)
Allowance for impairment								
As at January 1, 2021	-	(2,107,242.50)	(2,921,346.52)	-	-	-	-	(5,028,589.02)
(Increase) decrease	-	-	-	-	-	-	-	-
As at December 31, 2021	-	(2,107,242.50)	(2,921,346.52)	-	-	-	-	(5,028,589.02)
Net book value								
As at December 31, 2021	173,027,031.81	178,896,305.44	185,539,469.36	2,412,251.76	2,282,040.32	49,646,203.88	12,212,343.84	604,015,646.41

Depreciation in the statement of comprehensive income for the year ended December 31, 2021	30,805,017.96

As at December 31, 2022, certain plant and equipment item of the Company has been fully depreciated but are still in use. The original cost, before deducting accumulated depreciation, of those assets amounted to Baht 95.33 million. (2021 : Baht 88.91 million)

As at December 31, 2022, land plus property and machinery book value in amount of Baht 152.22 million. (2021 : Baht 155.67 million) The Company has pledged as collateral against credit facility which received from a financial institution in accordance with Note 31. In addition, the beneficiary from insurance in the amount according to the insurance contract in amount of Baht 251.44 million (2021 : Baht 251.44 million) is granted to such financial institution.

11. Right-of-use assets

Consisted of:-

(Unit : Baht)

	Building	Motor vehicles	Total
As at January 1, 2021	7,447,223.63	3,493,163.95	10,940,387.58
Increase in right-of-use assets	-	-	-
Transfer out to be assets	-	-	-
Depreciation during the year	(4,964,815.68)	(331,835.03)	(5,296,650.71)
As at December 31, 2021	2,482,407.95	3,161,328.92	5,643,736.87
Increase in right-of-use assets	16,391,851.90	6,376,700.00	22,768,551.90
Transfer out to be assets	-	(3,052,232.47)	(3,052,232.47)
Depreciation during the year	(5,214,383.27)	(522,446.35)	(5,736,829.62)
As at December 31, 2022	13,659,876.58	5,963,350.10	19,623,226.68

Expenses relating to leases consisted of:-

(Unit : Baht)

	2022	2021
Interest expense on lease liabilities	671,326.48	370,366.59
Expense related to lease of low-value asset	84,000.00	84,000.00
Variable lease payments not included in the measurement of lease liabilities	96,845.60	91,526.20

Total cash outflow for leases for the year ended on December 31, 2022 is Baht 5.23 million (2021: Baht 5.01 million).

12. Intangible assets

Consisted of :-

(Unit : Baht)

	2022		
	Computer software	Computer software during installation	Total
Cost			
As at January 1,	1,475,800.00	10,252,917.34	11,728,717.34
Purchase	664,000.00	1,952,880.00	2,616,880.00
Transfer in (out)	12,205,797.34	(12,205,797.34)	-
As at December 31,	14,345,597.34	-	14,345,597.34
Accumulated amortization			
As at January 1,	(1,075,172.80)	-	(1,075,172.80)
Amortization for the year	(777,325.20)	-	(777,325.20)
As at December 31,	(1,852,498.00)	-	(1,852,498.00)
Net book value			
As at December 31,	12,493,099.34	-	12,493,099.34
Amortization in statement of comprehensive income for the year ended December 31, 2022			777,325.20

(Unit : Baht)

	2021		
	Computer software	Computer software during installation	Total
Cost			
As at January 1,	1,475,800.00	8,904,292.34	10,380,092.34
Purchase	-	1,348,625.00	1,348,625.00
As at December 31,	1,475,800.00	10,252,917.34	11,728,717.34
Accumulated amortization			
As at January 1,	(927,593.06)	-	(927,593.06)
Amortization for the year	(147,579.74)	-	(147,579.74)
As at December 31,	(1,075,172.80)	-	(1,075,172.80)
Net book value			
As at December 31,	400,627.20	10,252,917.34	10,653,544.54
Amortization in statement of comprehensive income for the year ended December 31, 2021			147,579.74

13. Deferred tax assets

The movements of deferred tax assets for the year ended December 31, 2022 and 2021, are as follows :-

(Unit : Baht)

	January 1, 2021	Recognized in profit or loss	Recognized in comprehensive income	December 31, 2021	Recognized in profit or loss	Recognized in comprehensive income	December 31, 2022
Trade and other current receivables	-	3,047,035.17	-	3,047,035.17	1,318,741.91)	-	1,728,293.26
Inventories	234,571.33	1,058,333.31	-	1,292,904.64	7,631,172.28	-	8,924,076.92
Property, plants and equipment	841,524.89	-	-	841,524.89	-	-	841,524.89
Lease liabilities	38,330.09	(36,650.88)	-	1,679.21	(13,837.12)	-	(12,157.91)
Employee benefit obligation	3,850,336.80	4,222,839.12	(3,144,148.81)	4,929,027.11	480,378.50	(318,821.71)	5,090,583.90
Provision for product quality warrant	-	200,771.04	-	200,771.04	(1,677.94)	-	199,093.10
Total	4,964,763.11	8,492,327.76	(3,144,148.81)	10,312,942.06	6,777,293.81	(318,821.71)	16,771,414.16

The deferred tax asset is not recognized in the statement of financial position consisted of :-

(Unit : Baht)

	2022	2021
Unused tax losses		
- Expire in next 1 year	-	-
- Expire in next 2 - 5 years	10,090,303.72	-
Temporary differences	1,574,200.53	6,927,688.30
Total	11,664,504.25	6,927,688.30

14. Bank overdrafts and short-term loans from financial institutions

Consisted of :-

(Unit : Baht)

	2022	2021
Bank overdrafts	13,546.85	-
Trust receipts payable	1,189,410,667.83	1,152,314,173.82
Total	1,189,424,214.68	1,152,314,173.82

As at December 31, 2022 and 2021, trust receipt payable is loan due to several commercial banks, carried interest rate of MOR and MRR-2% per annum. Ownership of merchandise purchased from trust receipt contract performance is still belonged to a commercial bank until there is repayment of trust receipt payables to such commercial banks.

15. Trade and other payable - other companies

Consisted of :-

(Unit : Baht)

	2022	2021
Trade payables	39,839,750.67	18,248,975.12
Accrued expenses	7,852,916.07	14,907,750.71
Accrued dividend	251,868.07	190,987.75
Other payables	310,826.49	721,719.99
Payables for purchase of assets	1,828,331.63	206,638.94
Payable for forward foreign exchange contracts	3,202,054.90	-
Revenue Department Payable	5,979,078.50	1,071,922.53
Total	59,264,826.33	35,347,995.04

16. Provision for product warranty

The movements of provision for product warranty for the year ended December 31, 2022 and 2021 are as follow :-

(Unit : Baht)

	2022	2021
Beginning balance	1,003,855.34	623,943.83
Increased during the year	286,842.04	485,607.82
Decreased during the year	(295,231.72)	(105,696.31)
Ending balance	995,465.66	1,003,855.34

17. Leases liabilities

Consisted of :-

(Unit : Baht)

	2022	2021
Leases liabilities-other parties	4,103,379.78	260,614.98
Leases liabilities-related party	13,779,991.01	2,620,058.43
Total	17,883,370.79	2,880,673.41

The change of leases liabilities for year ended on December 31, 2022 and 2021 are as follow :

(Unit : Baht)

	2022	2021
Beginning net book value	2,880,673.41	8,636,654.82
Additions during the year	21,174,376.90	-
Repayment during the year	(6,171,679.52)	(5,755,981.41)
Ending net book value	17,883,370.79	2,880,673.41

The maturity analysis of lease liabilities are as follows:-

(Unit : Baht)

	2022			2021		
	Lease liabilities	Deferred finance lease charges	Net	Lease liabilities	Deferred finance lease charges	Net
Not later than 1 year	7,058,628.00	(898,845.11)	6,159,782.89	2,930,744.14	(50,070.73)	2,880,673.41
Later than 1 year but not later than 5 years	12,502,322.00	(778,734.10)	11,723,587.90	-	-	-
Total	19,560,950.00	(1,677,579.21)	17,883,370.79	2,930,744.14	(50,070.73)	2,880,673.41

As at December 31, 2022, the Company has entered into the contracts of long term leased with a lessor so as to lease motor vehicle by number of 1 contract and with parent company so as to lease building by number of 1 contract. (2021 : motor vehicle by number of 1 contract and building by number of 1 contracts). The leased contracts determine leased fee repayment as monthly installment from Baht 95,719.00 - 492,500 per month. (2021 : Baht 66,719.00 – 444,350.00 per month). The leased period is carried 3 - 5 years. (2021: carried 3 - 5 years).

18. Employee benefit obligation

Consisted of :-

(Unit : Baht)

	2022	2021
Retirement employee benefit obligation	23,679,377.23	23,051,248.13
Other long-term employee benefit obligation	1,773,542.18	1,593,887.43
Total	25,452,919.41	24,645,135.56

Changes in the present value of the retirement employee benefit obligation for the year ended December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	2022	2021
Opening employee benefit obligation balance	23,051,248.13	30,489,059.08
Current service cost	1,959,495.80	6,409,276.01
Interest cost	567,901.71	488,544.00
Actuarial losses arising from change in demographic assumption	-	1,762,495.00
Actuarial gains arising from change in financial assumption	(2,389,287.71)	(3,770,928.38)
Actuarial gains arising from change in experience adjustment	795,179.30	(11,771,517.58)
Benefit paid	(305,160.00)	(555,680.00)
Ending employee benefit obligation balance	23,679,377.23	23,051,248.13

Changes in the present value of the other long-term employee benefit obligation for the year ended December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	2022	2021
Opening employee benefit obligation balance	1,593,887.43	1,231,681.00
Current service cost	199,310.13	327,775.00
Interest cost	25,461.38	19,880.00
Actuarial losses arising from change in demographic assumption	-	286,468.06
Actuarial gains arising from change in financial assumption	(64,448.74)	(3,771.46)
Actuarial gains arising from change in experience adjustment	227,486.19	(113,813.17)
Benefit paid	(208,154.21)	(154,332.00)
Ending employee benefit obligation balance	1,773,542.18	1,593,887.43

Principal actuarial assumptions as at December 31, 2022 and 2021 are as follows :

	2022	2021
Discount rate at end of year	2.49% - 3.33%	1.69% -2.48%
Future salary growth	5.00%	5.00%
Proportion of employees opting for early retirement	2.39% - 28.65%	2.39% - 28.65%

Changes in the actuarial assumption will affect to the employee benefit obligation as at December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	Employee benefit obligation Increase (decrease)	
	2022	2021
If the discount rate increase 1%	(2,675,837.74)	(2,775,317.85)
If the discount rate decrease 1%	3,104,468.02	3,244,174.05
If the future salary growth increase 1%	2,929,793.58	3,035,289.65
If the future salary growth decrease 1%	(2,575,777.13)	(2,652,156.46)
If the proportion of employees opting for early retirement increase 20%	(1,988,399.20)	(2,115,417.56)
If the proportion of employees opting for early retirement decrease 20%	2,281,493.14	2,452,101.67

The expected maturity analysis of the undiscounted employee benefit obligation is as follows:-

(Unit : Baht)

	2022	2021
Not later than 1 year	489,891.13	415,243.08
1 - 5 years	2,658,414.34	1,999,770.90
More than 5 years	34,729,441.29	31,263,869.10
Total	37,877,746.76	33,678,883.08

As at December 31, 2022, the weighted average duration of the defined employee benefit obligation of the Company is 8-15 years (2021 : 8-15 years).

19. Share capital

	Number of ordinary shares (Unit : Share)	Amount (Unit : Baht)
Registered share capital (Baht 1.00 per share)		
As at January 1, 2021	621,166,300	621,166,300.00
Increment of capital during the year	-	-
As at December 31, 2021	621,166,300	621,166,300.00
Increment of capital during the year	-	-
As at December 31, 2022	621,166,300	621,166,300.00

	Number of ordinary shares (Unit : Share)	Amount (Unit : Baht)
Issued and paid-up share capital (Baht 1.00 per share)		
As at January 1, 2021	496,168,826	496,168,826.00
Increment of capital during the year	-	-
As at December 31, 2021	496,168,826	496,168,826.00
Increment of capital during the year	-	-
As at December 31, 2022	496,168,826	496,168,826.00

The capital management

The Company constitutes purpose with respect to capital management in order to remain for ability in the continued operation and ability to appropriately provide remuneration to various group of participating interest while the Company will maintain capital in the level with the least risk.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt obligations.

20. Statutory reserve

Pursuant to 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 income, after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of its registered share capital. The statutory reserve is not available for dividend distribution.

For the year ended December 31, 2021, the Company has appropriated net profit in amount of Baht 23.00 million to the legal reserve.

21. Income tax (income) expense

The income tax (income) expense recognized in profit (loss) for the year ended December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	2022	2021
Current income tax income	-	76,822,968.25
Deferred tax (income) expenses relating to the origination and reversal of temporary differences	(6,777,293.81)	(8,492,327.76)
Income tax (income) expenses	(6,777,293.81)	68,330,640.49

The relationship between income tax (income) expense and accounting profit (loss) for the year ended December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	2022	2021
Accounting profit (loss)	(101,715,107.19)	506,597,092.10
Tax rate used	20%	20%
Tax at the applicable tax rate	(20,343,021.44)	101,319,418.42
Previous temporary difference recognized as deferred tax asset in the current period.	-	(6,686,967.90)
Temporary differences not recognized as a deferred tax asset	721,380.73	-
Previous temporary difference not recognized as a deferred tax asset	-	-
Expenses that are not deductible in determining taxation profit	2,825,455.08	509,129.20
Expenses that are deductible in determining taxation profit	(71,411.90)	(385,173.49)
Deficit of prior period applied in the current period	-	(26,425,765.74)
Loss from operation	10,090,303.72	-
Income tax (income) expense	(6,777,293.81)	68,330,640.49

The income tax expense recognized in other comprehensive income for the year ended December 31, 2022 and 2021 are as follow:

(หน่วย : บาท)

	2022	2021
Deferred tax		
Actuarial gains and losses for the current period	318,821.71	2,755,990.21
Actuarial gains and losses for the prior period	-	388,158.60
Total income tax expense recognized in other comprehensive income	318,821.71	3,144,148.81

22. Basic earnings (loss) per share

Basic earnings (loss) per share is calculated by dividing the profit (loss) for the year attributable to shareholders (excluding other comprehensive income) by the weighted average number of ordinary shares issued during the period.

23. Dividend

The 2022 Annual General Meeting of Shareholders held on April 8, 2022 resolved to approve the dividend payment paid for the operation for the year ended December 31, 2021 at Baht 0.30 per share totaling Baht 148.85 million. The Company has already made an interim dividend payment for the first-half year operation of 2021 on September 10, 2021 at Baht 0.10 per share totaling Baht 49.62 million. The remaining 2021 dividend at Baht 0.20 per share totaling Baht 99.23 million was paid on May 6, 2022.

24. Supplemental disclosures of cash flow information

24.1 Cash and cash equivalents

(Unit : Baht)

	2022	2021
Cash	416,748.50	772,259.75
Cheque on hand	4,097,619.55	16,194,513.65
Cash deposits - saving accounts	315.51	305.01
Cash deposits - current accounts	59,751,831.27	9,328,784.80
Total	64,266,514.83	26,295,863.21

24.2 Non - cash items

(Unit : Baht)

	2022	2021
Purchase of intangible assets but not yet paid	1,694,900.00	-
Purchases of assets but not yet paid	133,431.63	206,638.94
Lease liabilities	21,174,376.90	-
Accrued dividend	60,880.32	39,447.45

24.3 Liabilities arising from financing activities

The movements of liabilities arising from financing activities the year ended December 31, 2022 and 2021 are as follows :-

(Unit : Baht)

	Statements of financial position				
			Non - cash items		
	January 1, 2022	Cash items	New finance lease	Changes in foreign exchange rates	December 31, 2022
Bank overdraft and short-term loans from financial institutions	1,152,314,173.82	39,246,394.84	-	(2,136,353.98)	1,189,424,214.68
Short-term loan from related person	-	-	-	-	-
Lease liabilities	2,880,673.41	(6,171,679.52)	21,174,376.90	-	17,883,370.79
Total	1,155,194,847.23	33,074,715.32	21,174,376.90	(2,136,353.98)	1,207,307,585.47

(Unit : Baht)

	Statements of financial position				
			Non - cash items		
	January 1, 2021	Cash items	New finance lease	Changes in foreign exchange rates	December 31, 2021
Bank overdraft and short-term loans from financial institutions	1,290,810,929.56	(139,045,178.61)	-	(548,422.87)	1,152,314,173.82
Short-term loan from related person	50,000,000.00	(50,000,000.00)	-	-	-
Lease liabilities	8,636,654.82	(5,755,981.41)	-	-	2,880,673.41
Total	1,349,447,584.38	(194,801,160.02)	-	(548,422.87)	1,155,194,847.23

25. Employee benefit

25.1 Provident fund

For the year ended December 31, 2022, the Company recognizes as the employee benefit expense for the payment of contribution into the provident fund at the amount of Baht 0.81 million. (2021 : Baht 0.79 million).

25.2 Retirement employee benefit

For the year ended December 31, 2022 and 2021, the Company recognizes the employee benefit expense in case of retirement or termination under the labor law, as follows :-

(Unit : Baht)

	2022	2021
Amounts recognized in profit or loss		
Current service cost	1,959,495.80	6,409,276.01
Interest cost	567,901.71	488,544.00
Total amounts recognized in profit or loss	2,527,397.51	6,897,820.01
Amounts recognized in other comprehensive income		
Actuarial losses arising from change in demographic assumption	-	1,762,495.00
Actuarial gains arising from change in financial assumption	(2,389,287.71)	(3,770,928.38)
Actuarial gains arising from change in experience adjustment	795,179.30	(11,771,517.58)
Total amounts recognized in other comprehensive income	(1,594,108.41)	(13,779,950.96)
Total	933,289.10	(6,882,130.95)

An item of the employee benefit expense in case of retirement or termination under the labor law recognized in profit or loss for the year ended December 31, 2022 and 2021 are inclusively presented in the line items, as follows :-

(Unit : Baht)

	2022	2021
Cost of sales	1,273,511.75	2,578,199.01
Selling expenses	197,920.68	318,051.00
Administrative expenses	406,015.29	671,860.00
Management compensation	649,949.79	3,329,710.00
Total	2,527,397.51	6,897,820.01

25.3 Other long-term benefit

For the year ended December 31, 2022, the Company recognizes as the other long-term employee benefit expense in profit or loss at the amount of Baht 0.39 million. (2021 : Baht 0.52 million)

26. Expenses by nature

The following expenditure items of expense have been classified by nature for the year ended December 31, 2022 and 2021 are as follow :-

(Unit : Baht)

	2022	2021
Change in finished goods	(23,072,808.12)	(95,087,475.40)
Raw material and supplied used	3,032,232,012.46	2,380,841,030.47
Purchases finish goods	16,224,389.26	25,531,766.06
Expected credit loss (reversal)	3,278,893.64	(2,790,746.49)
Employee benefit expenses	81,964,421.82	89,666,327.51
Depreciation and amortization	38,066,732.23	36,249,248.41
Loss from declining in value of inventories	38,155,861.36	4,916,542.21
Management benefit	17,538,821.59	21,166,150.90

27. Operating segments

The Company identified the operating segments on the basis of internal reports that are regularly reviewed by the Company's chief operating decision maker in order to allocate resources to the segment and assess its performance. However, the Company has a single reportable segment which is the business of distribution of steel product and its operation is in one geographical area that is Thailand. The Company measures the profit or loss for each segment from the gross profit excluding the items of other income, interest income, gain or loss on exchange rate, other central expenses and finance cost.

Additional Information of major customers

For the year ended December 31, 2022 and 2021, the Company did earn the revenues from sales of goods with each customer over 10% of the Company's revenues.

28. Revenue

The relationship between the revenue information disclosed for each reportable segment and the revenue derived from transfer of goods and services over time and a point in time for the year ended on December 31, 2022 and 2021 are as follows :-

(Unit : Million Baht)

	Segment operation	
	For the year ended on December 31,	
	2022	2021
Revenues from external customers	3,147.72	3,021.76
Revenues about geographic areas		
- Thailand	3,147.72	3,021.76
Revenues recognized when a performance obligation		
- satisfied at a point in time	3,147.72	3,021.76

The amount of revenues recognized in the financial statement for the year period ended on December 31, 2022 and 2021 that were included in the contract liability balance as at December 31, 2021 and 2020 are as follows :-

(Unit : Baht)

	As at	
	December 31, 2021	December 31, 2020
Revenues from sales	-	-

29. Financial instrument

The principal financial risks faced by the Company are market risk, credit risk and liquidity risk. In this regard, the Company will enter into derivative financial transactions as appropriate with the objective to mitigate the impact of risks. However, the Company did not speculate in or engage in trading of any derivative financial instruments.

Market risk

The market risks faced by the Company are currency risk, interest rate risk and other price risk.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Company constitutes material risk from exchange rates in oversea currencies due to foreign currency trade payable and trust receipt. The management has managed risk from exchange rates by performing the forward foreign currencies contract dependent on each case.

As at December 31, 2022 and 2021, the significant outstanding balances of the Company's financial assets and liabilities denominated in foreign currencies are as follow:

	2022		2021	
Foreign currency	Assets	Liabilities	Assets	Liabilities
USD	9.20	2,352,327.37	9.20	1,068,208.05

The sensitivity analysis for currency risk will affect to the profit or loss as follows:

(Unit : Million Baht)

	Profit (loss) before income tax increase (decrease)	
	2022	2021
If the USD/Baht exchange rate strange 3%	(2.45)	(1.08)
If the USD/Baht exchange rate weak 3%	2.45	1.08

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Company has short-term loans from financial institutions which require fixed interest payments. Therefore, the Company isn't exposed to the risk of being affected by changes in market interest rates.

Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. However, the Company isn't exposed to the price risk.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

The gross carrying amount of trade receivables and the lifetime expected credit losses calculated by using a provision matrix, which specifies a fixed provision rates depending on the number of days that a trade receivable is past due based on historical credit loss experience adjusted to reflect a current and forwarding looking macroeconomic factor affecting the customer's ability to settle the amount outstanding, is as follows:-

December 31, 2022

(Unit : Million Baht)

Trade receivable – related companies	Days past due					
	Within credit term	Overdue 1 - 3 Months	Overdue 3 - 6 Months	Overdue 6 - 12 Months	Overdue over 12 Months	Total
Expected loss rate	0.00%	0.00%	100%	100%	100%	
Gross carrying amount – trade receivables	3.44	-	-	-	-	3.44
Expected credit loss	-	-	-	-	-	-

(Unit : Million Baht)

Trade receivable - other companies	Days past due					
	Within credit term	Overdue 1 - 3 Months	Overdue 3 - 6 Months	Overdue 6 - 12 Months	Overdue over 12 Months	Total
Expected loss rate	0.1092%	0.8344%-19.2953%	100%	100%	100%	
Gross carrying amount – trade receivables	380.24	114.27	3.62	-	9.07	507.20
Expected credit loss	0.42	1.95	3.62	-	9.70	15.69

December 31, 2021

(Unit : Million Baht)

Trade receivable - other companies	Days past due					
	Within credit term	Overdue 1 - 3 Months	Overdue 3 - 6 Months	Overdue 6 - 12 Months	Overdue over 12 Months	Total
Expected loss rate	0.00%	0.00%	100%	100%	100%	0.00%
Gross carrying amount – trade receivables	2.32	-	-	-	-	2.32
Expected credit loss	-	-	-	-	-	-

(Unit : Million Baht)

Trade receivable – related companies	Days past due					
	Within credit term	Overdue 1 - 3 Months	Overdue 3 - 6 Months	Overdue 6 - 12 Months	Overdue over 12 Months	Total
Expected loss rate	0.1212%	1.0240%-24.1722%	100%	100%	100%	
Gross carrying amount – trade receivables	469.30	103.57	-	0.95	44.70	618.52
Expected credit loss	0.57	1.66	-	1.01	45.81	49.05

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Maturity for the Company's financial liabilities as at December 31, 2022 and 2021 based on the contractual undiscounted cash flow are as follows:-

(Unit : Million Baht)

	Less than 1 year	1 – 5 years	Over 5 years	Total	Carrying amount
December 31, 2022					
Bank overdraft and short-term loans from financial institution	1,189.42	-	-	1,189.42	1,189.42
Trade payable	39.84	-	-	39.84	39.84
Other current payable	12.89	-	-	12.89	12.89
Lease liabilities	7.06	12.50	-	19.56	17.88
Forward contract exchange	3.20	-	-	3.20	3.20

(Unit : Million Baht)

	Less than 1 year	1 – 5 years	Over 5 years	Total	Carrying amount
December 31, 2021					
Bank overdraft and short-term loans from financial institution	1,152.31	-	-	1,152.31	1,152.31
Trade payable	18.25	-	-	18.25	18.25
Other current payable	15.28	-	-	15.28	15.28
Lease liabilities	2.93	-	-	2.93	2.88

30. Financial instruments

TFRS No. 13 "Fair Value Measurement" defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date regardless of whether that price is directly observable or estimated using another valuation technique.

The TFRS requires the Company shall disclose about fair value measurement for financial asset and liability in which the other related TFRSs requires or permits fair value measurement or disclosure about fair value.

The TFRS establishes a fair value hierarchy that categorizes into three levels the inputs to valuation techniques used to measure fair value, as follows :-

Level 1 : The inputs are quoted prices in active markets for identical assets or liabilities that the Company can access at the measurement date.

Level 2 : The inputs are observable inputs for the asset or liability, either directly or indirectly.

Level 3 : The inputs are unobservable inputs for the asset or liability.

Financial assets and financial liabilities of the Company measured the fair value in the statement of financial position are as follows:

(Unit : Million Baht)

Assets and Liabilities	Fair value 2022	Fair value 2021	Fair value hierarchy	Valuation techniques
Foreign currency forward contract	(3.20)	-	Level 2	Calculated by the value declared by the financial institution.

As at December 31, 2021, the Company has no entered into the forward foreign currency contracts

For the year ended on December 31, 2022, there is no the transfer of any amount between level 1 and level 2 of the fair value hierarchy.

The financial assets and financial liabilities not measured the fair value in the statement of financial position are as follows:

(Unit : Million Baht)

Assets and liabilities	2022 Carrying amount	2022 Fair value	2021 Carrying amount	2021 Fair value	Fair value hierarchy
Financial assets					
Deposit	0.07	0.04	0.08	0.06	Level 2
Financial liabilities					
Trust receipt	1,189.42	1,190.43	1,152.31	1,154.12	Level 2

The carrying amount of cash and cash equivalents, trade receivables and trade payables approximates the fair value.

The fair value of deposit is determined by using the discounted cash flow method. The contractual future cash inflows are discounted at the current market interest rate for similar financial instruments adjusted by counterparty risk.

The fair value of trust receipt is determined by using the discounted cash flow method. The contractual future cash outflows are discounted at the current market interest rate for similar financial instruments enhanced by the Company's credit risk.

31. Credit facilities

(Unit : Million Baht)

	2022			2021		
	Total	Amount used	Balance	Total	Amount used	Balance
Letters of guarantee	212.22	(182.05)	30.17	215.22	(182.05)	33.17
Bank overdraft	45.00	(0.01)	44.99	55.00	-	55.00
Short term loan	2,000.00	(1,189.42)	810.58	1,926.90	(1,152.31)	774.59
Forward exchange contract	165.00	(1.36)	163.64	155.00	-	155.00
	2,422.22	(1,372.84)	1,049.38	2,352.12	(1,334.36)	1,017.76

The Company has mortgaged lands, factory buildings and machineries and other benefit from insurance agreements of such assets of the Company as mentioned in the Note 10, and land and buildings of the parent company as collaterals against the said credit facilities.

32. Obligation and contingent liabilities

32.1 Apart from the various liabilities presented in the financial statements, the Company has the obligations as at December 31, 2022 and 2021 are as follow:

(Unit : Million Baht)

	2022	2021
Letter of Credit		
US Dollar	1.02	1.19
Baht	12.84	2.78
Letter of Guarantee		
Baht	182.05	182.05

32.2 As at December 31, 2022, the Company has entered into three service agreements with the fourth parties. The Company has the committed to pay service fees in the amount of Baht 4,123.00 - 91,800.00 per month (2021 : Baht 4,123.00 -107,100.00 per month).

32.3 As at December 31, 2022, the Company has outstanding commitment from entered into the installation ERP system agreement with a company amounting to Baht 0.84 million (2021 : Bath 2.82 million).

32.4 As at December 31, 2022, the Company had obligation to pay for the service fee at Baht 0.10 million from an engagement of a law office for legal consulting service.

33. Litigation

On August 26, 2019, Toyota Tsusho (Thailand) Co., Ltd., a counterparty of the agreement for the import of steel products and sell to the Company, has filed a lawsuit to the civil court against the Company. The lawsuit demanded Baht 153.13 million of compensation with the interest of 7.50% per annum on the allegation that the Company did not use the steel products purchased from the counterparty in the automotive industry, which did not compliance to the criteria and conditions of duty exemption on the steel products imported under the right for exemption of the provisional import duty or protection duty for usage in automotive industry. Therefore, the Customs Department has performed the assessment and charged the duty from the counterparty. On November 18, 2020, the Court of the First Instance has trialed and rendered the judgement for the Company to pay the counterparty at the amounts of Baht 138.97 million with an interest charge at 7.5% per annum calculating on the said principal from the date after the filing day.

However, the Company's management is certain that the Company did not commit the breach to the counterparty. Furthermore, the management has considered and reached the opinion that the judgement rendered by the Court of the First Instance did not reflect the facts and evidence presented because the Company did not breach the conditions stipulated in the steel product sale agreement enter into with the counterparty. Furthermore, the counterparty has no right to claim the sum for protection duty and provisional import duty from the Company, since the case filing until now the counterparty is in the process of appeal against the Customs Department's provisional import duty assessment, tax surcharge, value-added tax fines and surcharge to the Appeal Committee. In the appeal, the counterparty has objecte the interpretation of the "automotive industry". The said appeal conformed and in consistent with the Company's defense. At present, the outcome of the counterparty's appeal is not yet finalized. Therefore, it is considered that the counterparty has no right to file the litigation yet.

In March 2021, the Company submitted a petition to the Court of Appeals against the judgement rendered by the Court of the First Instance on March 18, 2021 and requested the dismissal of action. The counterparty also submitted a petition to the Court of Appeals on April 9, 2021, requesting the additional Baht 2.91 million of compensation and to set the start of the default interest calculation on March 8, 2019, not on the lawsuit filing date (August 26, 2019). Nevertheless, the Company submitted a reply brief to the Court of Appeals on July 20, 2021. On 29 November 2022, the Appeal Court had the verdict to dismiss the case. Nevertheless, the counterparty submitted a petition requesting the extension period for certiorari. The court ordered the extension of certiorari period, so it has to be completed by 1 March 2023.

Nevertheless, the said case is in the court procedure and the Company believe that the outcome of the court judgment would not cause any damage to the Company. Therefore, the Company did not record allowance for damage that may incurred from the said matter in the financial statements.

34. Approval of financial statements

The financial statements were authorized for issue by the Company's board of directors on February 28 2023.

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary.

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Mr. Supachai Chaisupat Age : 74 Chairman / CEO / Authorized Director 	High School Director Accreditation Program (DAP) 31/2005 2017 – AC Hot Update, Preparing for new CG for Sustainability.	Father of Mr. Weerasak Chaisupat, Mr. Kritsada Chaisupat and Miss Jutamas Chaisupat	8.47	1992 - Present 1987 - Present	- President (Appointed Date: 31/03/2017) CEO (Appointed Date: 17/02/1992) CSP Steel Center., Pcl. - Director Chaisupat Co., Ltd. **(Being Director/Management in 1 Non-Registered Company: Chaisupat Co., Ltd. More details shown in "Related Parties Transactions", Non-competition with CSP)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Mr. Weerasak Chaisupat Age : 50 Managing Director / Director / CG Committee / Authorized Director 	Master of International Business JOHNSON&WALES UNIVERSITY,U.S.A Bachelor of Marketing JOHNSON&WALES UNIVERSITY,U.S.A Director Accreditation Program (DAP) 31/2005 Process of Attending Member of Thailand's Private Sector Collective Action against Corruption (CAC) 2022 - SET x IAA : Techniques to Add Value to Listed Companies From the point of view of a securities analyst, Class 1.	Son of Mr. Supachai Chaisupat	6.13	2019 - Present 2005 - Present 1999 - 2006 1997 - 1999	- CG Committee (Appointed Date: 25/02/2019) CSP Steel Center., Pcl. - Managing Director (Appointed Date: 16/03/2005) Director (Appointed Date: 31/03/2016) CSP Steel Center., Pcl. - Director United Steel Service Center Co., Ltd. (Steel Trading) - Director Chaisupat Co., Ltd. **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Mr. Kritsada Chaisupat Age : 48 Executive Vice President in General Management /Director /CG Committee / Authorized Director 	Master of Business Management JOHNSON&WALES UNIVERSITY,U.S.A Bachelor of Business Management Thai Chamber of Commerce University Director Accreditation Program (DAP) 31/2005 2019 - Advanced Master of Management Program (Class No. 4) 2020 - Sustainable Scrap Metal Management Project Department of Primary Industries and Mines (DPIM) 2022 - Steel and its future for Human Life	Son of Mr. Supachai Chaisupat	6.05	2019 - Present 2017 - Present 1998 - Present	- CG Committee (Appointed Date: 25/02/2019) CSP Steel Center., Pcl. -Director, C Urban Company Limited. (Real Estate Rental Business) - Executive Vice President in General Management (Appointed Date: 20/04/1998) Director (Appointed Date: 31/03/2017) CSP Steel Center., Pcl. **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
	2022 - Encouragement of investment in manufacturing automation machines and measures to improve production efficiency by using automation				
Mr. Bunjerd Somsem Age : 62 Director/ Nomination and Remuneration Committee 	Bachelor of Marketing Thammasat University Director Accreditation Program (DAP) 31/2005	-None-	0.006	2014 - Present 2005 - Present Present 1985 - 2021	- Nomination and Remuneration Committee (Appointed Date: 20/04/2018) CSP Steel Center ., Pcl - Director (Appointed Date: 20/04/2018) CSP Steel Center., Pcl. . - Consultant of Risk Assets Collation Bangkok Bank., Pcl. - Vice President of Risk Assets Collation Bangkok Bank., Pcl. **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Pol. Maj. Gen. Vichien Samarnpong Age : 76 Director 	Master of Political Science Thammasat University Bachelor of Political Science Thai Police Academy Director Accreditation Program (DAP) 31/2005	-None-	-None-	2016 - Present 2007 - 2012 2005 - 2006 2004 2003 2001 2000 1999	- Director (Appointed Date: 31/03/2016) CSP Steel Center Pcl. - Director CSP Steel Center Pcl. - Chairman of Audit Committee CSP Steel Center Plc. - Government Retirement Police Department of Thailand - Chief Police Office of Chachengsao District Police Department of Thailand - Chief Police Office of Trat District Police Department of Thailand - Chief Police Office of Central Investigation Bureau Police Department of Thailand - Secretary Police Department of Thailand **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Mr. Janram Atthakrisna Age : 66 Chairman of Audit Committee/ Chairman of Nomination and Remuneration Committee 	Master of Public Administration National Institute of Development Administration (NIDA) Bachelor of Law Science Ramkhamhaeng University High Vocational Certificate Major in Accounting Rajamangala Institute of Technology Krungthep Managerial Accounting-Cost Accounting Training Program 2004 Chulalongkorn University Certified Internal Auditor (CIA) 2005 Chulalongkorn University	-None-	-None-	2020 - Present 2014 - Present 2005 - Present 2017 2005 – 2016 2003 – 2005 2003	- Chairman of Audit Committee and Chairman of Nomination and Remuneration Committee (Appointed Date: (28/02/2020) - Nomination and Remuneration Committee (Appointed Date: 31/03/2017) CSP Steel Center., Pcl. - Audit Committee (Appointed Date: 31/03/2017) CSP Steel Center., Pcl. - Retirement - Assistant Director of Internal Audit Government Housing Bank - Assistant Director of Sourcing and Procurement Department Government Housing Bank - Assistant Director of Office Manager Government Housing Bank

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
	Director Accreditation Program (DAP) 31/2005 2017 – AC Hot Update, Preparing for new CG for Sustainability. 2021 – Online meeting with Audit Committee of listed companies on the importance of the Audit Committee to the capital market and the roles/duties of the Audit Committee in good corporate governance, on the supervision of the quality of financial reporting by selecting qualified auditors and efficient communication with the auditors, regarding current tools that are beneficial to the Audit Committee in effective quality control of financial reporting.			2001 – 2003 1998 – 2001 1996 – 1998 1983 – 1987 1979 - 1982	- Assistant Director of Loan Processing Government Housing Bank - Assistant Director of The Banking Bureau Inspector, Government Housing Bank - Chief of Welfare Loan, The Personal Loan Project, Government Housing Bank - Assistant Auditor Mr. Chamnan Rattanakorn Auditor Office - Assistant Auditor Mr. Pradup Tunyacoop Auditor Office **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Mr. Chalermpong Mahavanidvong Age : 51 Audit Committee/ Nomination and Remuneration Committee / Chairman of CG Committee 	Master Degree/ MBA in General Management University of Leicester Bachelor Degree/ BBA in General Management Assumption University (ABAC) Director Accreditation Program (DAP) 87/2011 ACP (Audit Committee Program) 35/2011 RCC (Role of the Compensation Committee) 14/2012	-None-	-None-	2021 - Present 2021 - Present 2021 - Present 2019 - Present	- Chairman of the Board Global Service Center., Plc. (Call Center Service and Collection Service) - Independent Director / Audit Committee / Nomination and Remuneration Committee / Chairman of the Risk Management Committee / Chairman of the CG Committee UBIS (ASIA) Public Company Limited. (Business of manufacturing and distributing canned lacquer and can sealant) - Independent Director / Audit Committee / Chairman of the Nomination and Remuneration Committee / Risk Management Committee Health Empire Corporation. , PCL. (HEMP) (Manufacturing, selling and providing services related to herbal products for health) - Chairman of CG Committee (Appointed Date: 25/02/2019) CSP Steel Center., Pcl.

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
	2021 – Online meeting with Audit Committee of listed companies on the importance of the Audit Committee to the capital market and the roles/duties of the Audit Committee in good corporate governance, on the supervision of the quality of financial reporting by selecting qualified auditors and efficient communication with the auditors, regarding current tools that are beneficial to the Audit Committee in effective quality control of financial reporting. 2022 - Director Certification Program (DCP) 329/2022 / Accounting tips that AC shouldn't miss out EP.2			2018 - Present	- Audit Committee, Nomination and Remuneration Committee (Appointed Date: 28/02/2018) CSP Steel Center., Pcl.
				2017 - 2018	- Director, CEO Bun Co., Ltd. (Manufacturer & Retailer of Bread)
				2011 - 2020	- Director TV Direct Public Co., Ltd. (Multi-Channel Marketing)
				2010 - 2017	- Independent Director/Audit Committee, Nomination and Remuneration Committee DNA 2002 Public Co., Ltd. (Digital Life Style Business)
				2008 - 2017	- Managing Director Nippon Paint Decorative Coatings (Thailand) (Manufacturer & Distributor of Architectural Paint)
				2007 – 2008	-Head of Grocery Tesco Lotus Thailand (Retailer)

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
				1992 – 2006	- General Manager Gillette Thailand Co., Ltd. (Personal Care Products) **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Pol. Maj. Gen. Wittawat Buranasompop Age : 66 Independent Director/Audit Committee/ Nomination and Remuneration Committee 	Master of Liberal Arts Major in Management Krirk University Bachelor of Laws Ramkhamhaeng University Director Accreditation Program (DAP) 168/2020	-None-	-None-	2020 - Present 2019 2013 – 2016 2003 -2005	- Independent Director/Audit Committee/ Nomination and Remuneration Committee (Appointed Date: (28/02/2020) CSP Steel Center., Pcl. - Government Retirement Police Department of Thailand - Chief Police Office of Mukdahan District, Police Department of Thailand - Chief Police Office of Immigration Bureau District Phuket, Police Department of Thailand **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Ms. Jutamas Chaisupat Age : 40 Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee 	Master of Business Administration concentrating on International Business Management, Charlton College of Business University of Massachusetts Dartmouth, USA. Bachelor of Business Administration Degree Specializing Management Information Systems Faculty of Commerce and Accountancy Chulalongkorn University CFO's Orientation for New IPOs, Class4/2020 2021- Training for organizing an electronic general meeting of shareholders (e-AGM), Preparing to adjust for sustainability with One Report, "Income, the difference between accounting and tax" by the Department of Business Development Ministry of Commerce	Daughter of Mr. Supachai Chaisupat	7.90	2020 – Present 2017 – Present 2011 – 2020 2009 – 2011 2008	- Executive Vice President in Finance and Accounting (Appointed Date: (19/11/2020) CSP Steel Center., Pcl. - Corporate Secretary, CG Committee (Appointed Date: (24/11/2020) CSP Steel Center., Pcl. -Director, C Urban Company Limited. (Real Estate Rental Business) -Assistant Managing Director – Administration CSP Steel Center., Pcl. -Corporate Credit Analyst ; Large Corporate Business Department KASIKORNBANK Public Company Limited - Marketing Executive PASAYA Textile Gallery Co., Ltd. **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
	2022 - CFO's Refresher Course : Preparing for economic factors, Finance and Accounting Issues that affecting to the listed companies / Summary of financial reporting standards TFRS that have changed and are effective in 2023/ Preparation of the Annual Registration Statement/Annual Report (Form 56-1 One Report) on the SET Link system Round 2/ New AGM Checklist 2023 **(Passed training for continuous knowledge development in accounting at least 6 hours per year)**				

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Ms. Waraporn Buntodkiew Age : 50 Executive Vice President in Sales & Marketing 	Bachelor of General Management Bansomdejchaopraya University 2015 - Training course on sales management techniques 2015 - Effective Supervisor Techniques Course	-None-	-None-	2022 – Present 2016 – 2021 2013 – 2015 2004 – 2012	- Executive Vice President Sales & Marketing (Appointed Date: (04/02/2022) CSP Steel Center., Pcl. - Sales & Marketing Senior Manager CSP Steel Center., Pcl. - Sales & Marketing Manager Asia Metal., Pcl. - Sales Staff Asia Metal., Pcl. **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Ms. Wunthakarn Junthacot Age : 43 Executive Vice President in Human Resources 	Bachelor of General Management Faculty of General Liberal Arts Sisaket Rajabhat University 2020 - Project to strengthen awareness about the types of jobs in which foreigners can work legally for the annual budget 2020 2022 - Anti-Corruption Guidelines (Anti-corruption) in the organization with sustainability by Vick / Calculation of Employee Benefits by using Actuarial Science TAS19	-None-	-None-	2017 – Present 2015 – 2017 2011 – 2015 2009 – 2011 2004 – 2009 2002 – 2004	- Executive Vice President in Human Resources (Appointed Date: 01/03/2017) CSP Steel Center., Pcl. - Human Resources Manager CSP Steel Center., Pcl. - Human Resources Manager (Payroll) Orchestra Marketing Co., Ltd. (Music and Entertainment Industry) - Human Resources Officer Bright Blue Water Corporation (Watery System and Equipment) - Human Resources Officer Lekmunwian Co., Ltd. (Steel Scrap and Recycled Steel) - Human Resources Officer Engineering Plastic Co., Ltd. (Industrial Plastic Parts Production) **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Ms. Suwimon Thongput Age : 35 Accounting Manager **(Assigned to be a person who responsible for controlling and managing Accounting of the company)** 	Bachelor's degree Faculty of Business Administration in Accounting Rajamangala University of Technology Krungthep Passed the Certify Public Accountant (CPA) exam and registered as a Certified Public Accountant Passed the training in accounting standards at the Federation of Accounting Professions. From the Securities and Exchange Commission (SEC) 2021- Training and testing courses on e-Learning in Accounting Standards related to land Building and equipment, Listening to the discussion of changing ethics, Draft Code of Conduct for Professional Accountants,	-None-	-None-	2020 – Present 2010 - 2019	- Accounting Manager (Appointed: 24/11/2020) CSP Steel Center., Pcl. - Audit Manager C&A Audit Office Company Limited **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
	Listening to Revised Auditing Standards No. 3 1 5 on Identification and Assessment of Risks of Material Misstatement. 2022 - Training on basic knowledge in preparation and submission of financial statements / Summary of financial reporting standards TFRS that have changed and are effective for the year 2023 / Calculation of Employee Benefits by using Actuarial Science TAS19 **(Passed training for continuous knowledge development in accounting at least 6 hours per year)** **<u>**Qualified as being an Accountant according to Regulations Announcement of the Department of Business Development**</u>**				

Name Age / Title	Education-Important Related Training*	Family Relationship with Other management	**Percentage of Total Voting Right (%)	Work Experiences	
Mr. Chatchai Pengmeesri Age : 46 Quality Management System Manager (QMS Manager) / CG Committee 	Bachelor Degree, Major in Industrial Production Technology Phranakhon Rajabhat University, Bangkok TQA Principles,(Thailand Quality Award), 5S, QC 7 Tools ISO9001Requirement &Internal Audit ,Key Performance Indicator (KPIS) 2019 – Public Training: Determination and Applying of Statistic Process Controlling. 2019 – Public Training: Analysis of Potential and Impact Confliction. 2020 - Requirements and Applications of Quality management system IATF16949: 2016 2021-Training manual and prepared for the preparation of greenhouse gas emissions reports for listed companies.	-None-	-None-	2019 - Present 2010 – Present 2008 – 2010 2000 - 2008	- CG Committee (Appointed Date: 25/02/2019) CSP Steel Center., Pcl. - Quality Management System Manager (QMS Manager) CSP Steel Center., Pcl. - Quality Control Section Manager Siam Quality Steel Co.,ltd - Quality Insurance and System Manager Lohakit Metal., Pcl. **(Not being Director/Management in other none registered or registered company/competitive or related to competitors)**

Remark * For more detail of training shown as Part 2, Topic 8 : Report on Key Operating Results on Corporate Governance -> Sub-Topic : "Board and Management Development/Training" in the Annual Registration Statement (Form 56-1 : One Report).

** Including share of related person under section 258 of SET Law.

Roles and Duties of the Corporate Secretary

The corporate secretary shall perform duties as stipulated in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551, which came into force on August 31, 2008. The corporate secretary shall be responsible with caution and honesty as well as comply with the law, objectives, and articles of association of the company, the board's resolution and the resolutions of the shareholders' meeting. In this regard, the legal duties of the corporate secretary are as follows:

1. Prepare and maintain the following documents:

   - Register of Directors

   - Notice of Board of Directors Meeting, Board Meeting Minutes, and the company's Annual Report

   - Notice of the Shareholders' Meeting and the Minutes of the Shareholders' Meeting

2. Keep stakeholding reports that reported by directors or executives and submit a copy of the report of stakeholding under section 89/14 to the Chairman of the Board and to the Chairman of the Audit Committee within 7 working days from the date the company receives the report.
3. Perform other actions as announced by SEC.

In addition, the Corporate Secretary has other duties as assigned by the company or the Board of Directors as follows:

- Provide legal advice and related regulations and compliance with the supervision of the Board of Directors' activities to be in accordance with the laws and regulations or rules of the Stock Exchange of Thailand and of SEC, as well as, other relevant agencies.
- Liaise and coordinate with internal departments of the company to comply with the resolutions of the Board of Directors and the resolutions of the shareholders' meeting.
- Liaise with regulatory agencies such as the Office of the Stock Exchange of Thailand and supervise the disclosure of information and information reports to regulatory agencies and the public to be correct and complete according to the law.
- Be the recipient of the complaint. Report or suggest opinions to the Board of Directors to be communicated to the Board of Directors for acknowledgment. Then, communicate the solution to the relevant departments in the company. Also, follow up on the results of corrections and improvements

in the implementation of such complaints in order to report the results to the Board, including communicating the solution and the result of such remediation to the complainant for acknowledgment.

- Provide orientation, giving advice session to newly appointed directors.
- Other duties as assigned by the company.

Authority Details of Directors and Management

Executive / Director / Committee	Director		Executive		Audit/ Independent Committee	Nomination and Remuneration Committee	CG Committee	Managing Director	Corporate Secretary
	CSP	Chaisupat	CSP	Chaisupat	CSP	CSP	CSP	CSP	CSP
1.Mr. Supachai Chaisupat	/*	/	/	/*					
2.Mr. Weerasak Chaisupat	/		/				/	/	
3. Mr. Kritsada Chaisupat	/		/				/		
4. Mr. Bunjerd Somsem	/					/			
5. Pol. Gen.Vichien Samarnpong	/								
6. Mr. Janram Atthakrisna	/				/*	/*			
7. Mr. Chalermpong Mahavanidvong	/				/	/	/*		
8. Pol.Maj. GenWittawat Buranasompop	/				/	/			
9. Ms. Jutamas Chaisupat			/				/		/
10. Ms. Waraporn Buntodkiew			/						
11. Ms. Wunthakarn Junthacot			/						
12. Ms. Suwimon Thongput			/						
13. Mr. Chatchai Pengmeesri							/		

Remark: * means to The Chairman of the board / committee.

Report of Directors and Executives' Common Shares Holding

	As of December 31, 2021				As of December 31, 2022		
Name of Directors / Executives	Quantity of Shares Holding by Directors / Executives	Quantity of Shares Holding by Related Persons*	Total	Change: Increase/(Decrease) during the year	Quantity of Shares Holding by Directors / Executives	Quantity of Shares Holding by Related Persons*	Total
1. Mr. Supachai Chaisupat Chairman / CEO	42,000,000	42,000,000	84,000,000	-	42,000,000	42,000,000	84,000,000
2. Mr. Weerasak Chaisupat Managing Director / Director / CG Committee	30,300,000	-	30,300,000	100,000	30,400,000	-	30,400,000
3. Mr. Kritsada Chaisupat Executive Vice President in General Management / Director / CG Committee	30,000,000	-	30,000,000	-	30,000,000	-	30,000,000
4. Mr. Bunjerd Somsem Director / Nomination and Remuneration Committee	30,000	-	30,000	-	30,000	-	30,000
5. Pol. Gen.Vichien Samarnpong Director	-	-	-	-	-	-	-

	As of December 31, 2021				As of December 31, 2022		
Name of Directors / Executives	Quantity of Shares Holding by Directors / Executives	Quantity of Shares Holding by Related Persons*	Total	Change: Increase/(Decrease) during the year	Quantity of Shares Holding by Directors / Executives	Quantity of Shares Holding by Related Persons*	Total
6. Mr. Janran Atthakrisna Chariman of Audit Committee / Chairman of Nomination and	-	-	-	-	-	-	-
7. Mr. Chalermpong Mahavanidvong Audit Committee / Nomination and Remuneration Committee / Chairman of CG Commitee	-	-	-	-	-	-	-
8. Pol. Maj. Gen. Wittawat Buranasompop Independent Director/Audit Committee/ Nomination and Remuneration Committee	-	-	-	-	-	-	-
9. Ms. Jutamas Chaisupat Executive Vice President in Finance and Accounting / Corporate Secretary / CG Committee	39,186,400	-	39,186,400	-	39,186,400	-	39,186,400
10. Ms. Waraporn Buntodkiew Executive Vice President in Sales & Marketing	-	-	-	-	-	-	-

	As of December 31, 2021				As of December 31, 2022		
Name of Directors / Executives	Quantity of Shares Holding by Directors / Executives	Quantity of Shares Holding by Related Persons*	Total	Change: Increase/(Decrease) during the year	Quantity of Shares Holding by Directors / Executives	Quantity of Shares Holding by Related Persons*	Total
11. Ms. Wunthakarn Junthacot Executive Vice President in Human Resources	-	-	-	-	-	-	-
12. Ms. Suwimon Thongput Accounting Manager	-	-	-	-	-	-	-
13. Mr. Chatchai Pengmeesri Quality Management System Manager (QMS Manager) / CG Committee	-	-	-	-	-	-	-

Remark * Related Persons of Directors / Executives mean:

1) Spouse and minor child (children) of Directors / Executives.

2) Corporation(s) which Directors / Executives and 1) held together more than 30% of the right to vote of such corporation.

3) Corporation(s) which Directors / Executives and persons as 1) and 2) held together more than 30% of the right to vote of such corporation.

4) Corporation(s) which held step-by-step by persons as 3), starting with shareholder(s) of the corporation(s) as 3) and each step would held by more than 30% of the right to vote of such corporation.

History of Penalties of Directors, Executives/Management and Controlling Persons over the Past 5 Years

- None -

Attachment 2 : Details of the Directors of Subsidiaries

- None -

Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

The company has a policy to use internal auditors by hiring outsiders (Outsource) to perform duties of internal supervision and auditing departments, which is responsible for evaluating, analyzing, giving suggestion about internal system of the organization, financial audit, operational audit, compliance audit, reviewing the related transaction, doing the report and propose to the Audit committee and the Board of Director.

Since September 2005, the company has hired I. N. J. Consulting Co, Ltd., with Mr. Nivet Jintanawichai as the manager assigned to act as the supervisory and internal audit department, including the preparation of an internal audit plan, so that the company can operate effectively.

The details of the company's internal audit supervisor/manager are as follows:

Name	Position	Education	Work Experiences	
Mr. Nivet Jintanawichai **Age: 48**	Internal Audit Supervisor/Manager CSP Steel Center Public Company Limited.	Bachelor's degree in Accounting Thammasat University Master of Science degree Faculty of Economics, Major in Business Finance National Institute of Development Administration (NIDA) Certify Public Accountant (CPA) Certify Public Accountant (CPA) for Department of Cooperative Auditing	1995 - 2002 2002 – June 2003 June 2008–August.2011 January 2004 – Present July 2003 – Present	- Manager of Audit and Business Advisory Services Department, PricewaterhouseCoopers ABAS Limited - Project Account Management, Alan Dick (Thailand) Company Limited - Accounting Manager (Part time), Drilltec GUT GMBH – Thailand Branch - Audit's Manager (Part time), Morison CKS Company Limited - Manager I.N.J. Consulting Co, Ltd.

Attachment 4 : Assets for Business Undertaking and Details of Asset Appraisal

4.1 Main fixed assets used in business

As of December 31,2022 the company has main fixed assets used in its business operations as follows:

	Ownership	Obligation	Net book value (Unit : Million Baht)	Objectives of holding the property
1. Land and land improvement deed# 831,70928-29, 20930 - 35,20955-6, 20959-64,95769 location 227/1 Nai Khlong Pla Kod Subdistrict, Mueang District, Samut Prakan Province.	Owner	Deed no. 831, 70928, 70929, 20930-35, 20955-6, 20959-64,95769 Mortgage with financial institutions to guarantee credit for the company which amount of the mortgage is about 135.00 million Baht.	173.03	Factory
2. Buildings ● **Head office** **Location 475 Rama 3 Road, Bangklo,Bangkolaem, Bangkok Thailand 10120** ● **Factory branch** **Location 227/1 Nai Khlong Pla Kod Subdistrict, Mueang District, Samut Prakan Province.**	Rent Owner	- Mortgage with financial institutions to guarantee credit for the company. The amount of the mortgage is about 135.00 million Baht.	- 171.25	Office Factory building
3. Machinery and equipment	Owner	Machine registration number 41-326-306-0135, 41-326-306-0136, 44-326-306-0155	172.16	Machines for processing

• **Steel cutting and pipe rolling and other factory equipment.**		to 44-326-0166 Mortgage with financial institutions to guarantee credit for the company. The amount of the mortgage is about 142.00 million Baht.		steel plates and strips
4. Tool and equipment	Owner	-	4.53	-
5. Office furniture and equipment	Owner	-	1.18	-
6. Motor vehicles	Owner	-	49.82	-
7. Machine during installation	Owner	-	22.74	-
8. Buildings under construction	Owner	-	-	-
Total Property, plant and equipment			**594.71**	

Details of important contracts as of December 31, 2022

Contract	Counterparties	Period	Detail
1. Office building lease agreement which is the location of the head office	Chaisupat Co., Ltd. is a Major shareholder which has been the authorized power by Mr. Supachai Chaisupat)	3 Year (from 1 July 2022 to 30 June 2025.)	Leased property Office and warehouse rental Rental rate Fixed rate Baht 492,500 per month. (See detail at Part 2: "Corporate Governance", Topic 9: Related party transaction Internal control and related party transactions)

Significant Intangible Assets

Trademark "CSP"

The company is the owner of the trademark "CSP" for all products of the company and the company has registered for the transfer of such trademark with the Department of Intellectual Property, Ministry of Commerce. The company has 2 issuances of 10 year legal rights and have been renewed continuously. The latest renewal are of 20 January 2022*, expiring on 11 March 2032, and 27 January 2023, expiring on 19 January 2032.

* Note: This is a trademark transfer from Chaisupat Company Limited, which registered the trademark on October 30, 2002 without any compensation.

4.2 Investment Policies on the Subsidiaries and Associated Companies

At present, the company has no subsidiary or associated company. In the future, if the company has any investments, the company will consider investing in businesses that support and benefit the company's business operations or are businesses that are in industries with growth prospects or businesses that the company is expertise. In addition, the rate of return received from the investment will be taken into account as important. In the event that the company has investments in subsidiaries, the company will supervise by sending directors to act as representatives in the subsidiaries according to the company's shareholding proportion and if the subsidiary has a business that has a significant impact on the company, the company will determine the method of supervision, such as determining the matters that must be approved by the Board of Directors' meeting, etc. For associated companies, the company will not take much control but will send a representative from the company to be the director of that company, which the number of representatives from the company to be the director will depend on the company's shareholding proportion.

4.3 Acquisition or Disposal of Assets or Revaluation of the Property

In 2022, the company does not acquire or dispose of material assets and no revaluation of the property. The company still uses the original cost price.

➢ Details of Asset Appraisal

- None -

Attachment 5 : Assessment of the Board for Adequate Internal Control System

This assessment has been assessed by the Board of Directors which is the opinion of the Board of Directors regarding the adequacy of the internal control system

Dated 28 February 2023

Control Environment

1. The organization demonstrates its commitment to the values of integrity and ethics.

Questions	Yes	No
1.1 Board and executives set guidelines and operating on the principles of honesty and upholding the Code of Conduct that covers:		
1.1.1 Daily duties and decision making in various matters	✓	
1.1.2 Treatment of Trading partners, customers and third parties	✓	
1.2 There are written requirements for executives and employees to perform their duties with integrity and uphold the code of conduct. that covers:		
1.2.1 There is an appropriate code of conduct for management and employees.	✓	
1.2.2 There are regulations prohibiting executives and employees from acting in a manner that may cause conflicts of interest with the business. This includes prohibiting corruption that causes damage to the organization. [1]	✓	
1.2.3 Appropriate penalties are imposed for violations of the above requirements.	✓	
1.2.4 The above terms and penalties are communicated to management and employees to be acknowledged; for example, included in the new employee orientation, there are employees sign the terms and penalties annually. Including, disseminating the code of conduct to employees and outsiders.	✓	
1.3 There is a process for monitoring and evaluating compliance with the Code of Conduct.		
1.3.1 Monitoring and evaluation by an internal audit or compliance unit.	✓	

[1] The company should determine the internal control according to anti-corruption measures appropriate to the company's risks.

Questions	Yes	No
1.3.2 Self-assessment by management and employees 1.3.3 Independent expert assessment from outside the organization	✓ ✓	
1.4 There is a management in a timely manner, if found any non-compliance with the requirements for integrity and ethics. 1.4.1 There is a process in place that makes it possible to detect violations in a timely manner. 1.4.2 There is a process in place that allows violations to be properly punished or dealt with and within a reasonable time. 1.4.3 Actions that violate the principles of integrity and proper ethics are corrected and within a reasonable time.	✓ ✓ ✓	

2. The board of directors is independent from the management and responsible for oversight and development of internal control operations.

Questions	Yes	No
2.1 The roles and responsibilities of the Board of Directors are defined separately from the management. The specific rights and powers of the Board of Directors have been clearly reserved.	✓	
2.2 The Board of Directors supervises the establishment of clear and measurable business goals as a guideline for the performance of executives and employees	✓	
2.3 The Board of Directors supervises the company to determine the roles and duties of the Board of Directors and executives in accordance with the law and the Charter which covers the important roles of the Audit Committee, the auditor, the internal auditor and the person responsible for the financial reports.	✓	
2.4 The Board of Directors is knowledgeable about the company's business and has expertise that is beneficial to the company or can seek advice from an expert on that subject.	✓	

Questions	Yes	No
2.5 The Board of Directors consists of independent directors who are knowledgeable, reliable ability and having true independence in performing duties such as having no business relationship with the company, no other relationship which may influence Exercise discretion and perform duties independently in an adequate quantity.	✓	
2.6 The Board of Directors supervises the development and implementation of internal control in the organization, which covers the creation of a control environment, risk assessment control activities, information and communication, and tracking.	✓	

3. **The management has established a reporting line structure, determine the power to order and appropriate responsibility for the organization to achieve its objectives under the oversight of the board.**

Questions	Yes	No
3.1 Top management defines an organizational structure that supports the achievement of the company's objectives by considering the suitability of both business and law, including establishing effective internal control such as segregation of duties in important areas which causes checks and balances between each other. There is an internal audit work that directly depends on the Audit Committee and has a clear line of reporting, etc.	✓	
3.2 Top management sets a line of reporting in the company by considering the appropriateness of the powers and duties responsibility and data communication.	✓	
3.3 There are appropriate assignments, assignments and limitations of authority and responsibilities among the Board of Directors, senior management, executives and employees.	✓	

4. **The organization demonstrates a commitment to motivating Develop and maintain competent personnel.**

Questions	Yes	No
4.1 The company has policies and procedures for recruiting, developing and retaining personnel with appropriate knowledge and abilities and has a process for reviewing the policies and procedures on a regular basis.	✓	
4.2 The company has a performance appraisal process, providing incentives or rewards to high-performing personnel and management to personnel whose performance does not meet goals, including communicating these processes to executives and employees.	✓	
4.3 The company has a process to correct problems or prepare for the lack of personnel with the right knowledge and competence in a timely manner.	✓	
4.4 The company has a process to recruit, develop and retain all executives and employees, such as mentoring and training.	✓	
4.5 The company has an important succession plan and process for recruiting.	✓	

5. **The organization requires personnel to have duties and responsibilities in internal control to achieve the objectives of the organization.**

Questions	Yes	No
5.1 The Board of Directors and executives have a compulsory process and communication that all personnel are responsible for internal control and provide for improvements in the operating process if necessary.	✓	
5.2 The Board of Directors and executives set performance indicators, motivating and appropriate rewards, considering both the Code of Conduct compliance and the company's short-term and long-term objectives.	✓	
5.3 The Board of Directors and executives continually assess incentives and rewards, emphasizing that they can also be linked to the success of their duty to comply with internal controls.	✓	
5.4 The Board of Directors and executives have decided not to put pressure on too much to perform the duties of each personnel.	✓	

Risk Assessment

6. The organization sets objectives clearly and sufficiently to be able to identify and assess risks associated with the achievement of organizational objectives.

Questions	Yes	No
6.1 The company can comply with generally accepted accounting standards and suitable for business at that time, which can show that the transaction in the financial report are real and complete accurately represent the rights or obligations of the company have reasonable value and disclose complete and accurate information.	✓	
6.2 The company determines the essence of the financial transaction by taking into account important factors such as users of financial reports, transaction size, and business trends.	✓	
6.3 The company's financial reports truly reflect the operating activities of the company.	✓	
6.4 Board of Directors or Risk Management Committee approve and communicate policies of Risk management that all executives and employees are aware of and adhere to until it is part of the corporate culture.	✓	

7. The organization identifies and analyzes all risks that may affect the achievement of objectives comprehensively throughout the organization.

Questions	Yes	No
7.1 The company identifies all types of risks that may affect business operations at the corporate level, business unit, department and function.	✓	
7.2 The company analyzes all types of risks that may arise from both internal and external factors. This includes strategic, operational, reporting risks, compliance and information technology.	✓	
7.3 Executives at all levels are involved in risk management.	✓	

Questions	Yes	No
7.4 The company has assessed the importance of risks by considering both the likelihood of an incident and potential effects.	✓	
7.5 The company has measures and action plans to manage risks. This could be an acceptance of that risk (acceptance), reduction, avoidance, or sharing.	✓	

8. The organization has considered the potential for fraud in assessing the risks to achieve the organization's objectives.

Questions	Yes	No
8.1 The company assesses the potential for fraud. It covers various types of fraud, such as making false financial reports. property loss corruption, management override of internal controls, significant changes to information in reports, acquisition or misuse of property, etc.	✓	
8.2 The company has carefully reviewed the operational goals by considering the feasibility of the goals already set, including considering the reasonableness of providing incentives or rewards to employees. Not encourage employees to act inappropriately, such as not setting the company's sales targets that are too high to be true until causing incentives to decorate sales numbers, etc.	✓	
8.3 The Audit Committee considered and asked the management about the opportunity in corruption and measures the company has taken to prevent or correct corruption.	✓	
8.4 The company communicates to all employees to understand and comply with the policies and guidelines set forth.	✓	

9. The organization can identify and assess changes that may affect its internal control system.

Questions	Yes	No
9.1 The company assesses changes in external factors that may affect business operations, internal control, and financial reports as well as having established adequate response measures to such changes.	✓	
9.2 The company assesses the changes in the business model that may affect business operations, internal control, and financial reports as well as having established adequate response measures to such changes.	✓	
9.3 Organizational leadership change assessment's company that may affect business operations, internal control, and financial reports as well as having established adequate response measures to such changes.	✓	

Control Activities

10. The organization has control measures that reduce the risk of failure to achieve the organization's objectives to an acceptable level.

Questions	Yes	No
10.1 The Company's control measures are appropriate for the risks and specific characteristics of the organization such as the environment, the complexity of the work, the nature of the work, the scope of operation as well as other peculiarities.	✓	
10.2 The company has written internal control measures and appropriately cover processes such as policies and procedures for financial, procurement and general management transactions as well as clearly and concisely define the scope, authority, and hierarchy of approval of the executives at each level in order to prevent corruption. Fore example, the size of the limit and the approval authority of each level of management are set, procedure for approval of investment projects, purchasing procedures and vendor selection methods, recording details of purchasing decisions, the process of disbursement of materials, equipment, or the withdrawal of various tools, etc., by providing a process for various cases as follows:	✓	
10.2.1 Collection of information about major shareholders, directors, executives and persons related to such persons including connected persons for the benefit of following up and reviewing related party transactions or items that may have conflicts of interest, including always updating the information to be up-to-date.	✓	
10.2.2 In the event that the company approves transactions or enters into contracts with related parties in a manner that binds the company in the long term, such as entering into sales and purchase agreements, lending, guarantees. The company has followed up to ensure that has complied with the agreed terms throughout the binding period of the company, such as following up on debt repayment as scheduled or reviewing the suitability of the contract, etc.	✓	

Questions	Yes	No
10.3 The company requires appropriate diversification of internal controls such as: Manual and automated controls or preventive and tracking controls.	✓	
10.4 The company requires internal control at all levels of the organization, for example, all levels of group of companies, business units, functions, departments, departments or processes.	✓	
10.5 The company has segregated duties and responsibilities in the following 3 areas strictly in order to check each other, that is: (1) Approval duty (2) the duty of recording account entries and information; and (3) the duty of taking care of the storage of assets	✓	

11. The organization selects and develops general control activities with a technological system to help support achievement of objectives.

Questions	Yes	No
11.1 The company should define the relationship between the use of information technology in operational processes and general control of information systems.	✓	
11.2 The company should determine the appropriate control over the infrastructure of the technology system.	✓	
11.3 The company should establish appropriate control over the safety of the technology system.	✓	
11.4 The company should determine appropriate control over the process of acquisition, development and maintenance of technology systems.	✓	

12. The organization provides control activities through policies which has established what to expect and procedures to implement so that the established policies can be implemented.

Questions	Yes	No
12.1 The company has a strict policy to monitor the transactions of major shareholders, directors, executives or those related to such persons by going through a specified approval process such as the Articles of Association, Criteria of the Stock Exchange of Thailand, SEC criteria, etc., to prevent exploitation of opportunities or personal use of the company's interests.	✓	
12.2 The company has a policy to allow consideration and approval of a transaction by a person who does not have a stake in the transaction.	✓	
12.3 The company has a policy to consider and approve transactions with the best interests of the company as a priority and considered as a transaction with a third party (at arms' length basis).	✓	
12.4 The company has a process to monitor the operations of subsidiaries or associated companies as well as set guidelines for the persons appointed by the company to be directors or executives in a subsidiary or joint venture. *(If the company does not have investments in subsidiaries or associates, do not answer this question)*		
12.5 The company defines duties and responsibilities in implementing policies and processes to be implemented by management and employees.	✓	
12.6 The company policies and procedures are implemented in a timely manner by competent personnel including covering the error correction process in operation.	✓	
12.7 The company constantly reviews policies and procedures to ensure they are appropriate.	✓	

Information & Communication

13. Organization of relevant and quality information to support the internal control to be able to operate as specified.

Questions	Yes	No
13.1 The company determines the information needed to operate in both internal and external data quality and relevant to the work.	✓	
13.2 The company considers both costs and benefits, including the quantity and accuracy of the information.	✓	
13.3 The company has taken steps to ensure that the Board of Directors has sufficient important information for used for decision making; for examples, important information, such as details of the proposed matter for considering reasons, impact on the company, alternatives.	✓	
13.4 The company operates to ensure that the company's directors receive the meeting invitation letter or meeting supporting documents stating necessary and sufficient information for consideration prior to the meeting at least within the minimum period required by law.	✓	
13.5 The company has taken steps to ensure that the minutes of the Board of Directors' meetings are as detailed as they should be; in order to, be able to retrospectively review the suitability of each director's duties; for example, recording the directors' inquiries, opinions or observations of directors on matters under consideration, opinion of any director who disagrees with the matter proposed with reasons, etc.	✓	
13.6 The company has the following actions:		
13.6.1 Important documents are stored completely into categories.	✓	
13.6.2 In the case of being notified by the auditor or internal auditor that there is a defect in internal control, the company has completely corrected that defect.	✓	

14. Internal communication organization includes the objectives and responsibilities of internal control necessary to support the functioning of internal control.

Questions	Yes	No
14.1 The company has an efficient internal information communication process and has appropriate communication channels to support internal control.	✓	
14.2 The company reports important information to the Board of Directors on a regular basis and the Board of Directors has access to information sources necessary for its operations or review various transactions as needed; for example, assigning a contact center person to be able to contact for information other than those received from management, including contacting for information from the auditor, internal auditor ,arrangement of meetings between the Board of Directors and Executives as requested by the Board of Directors, organizing meeting and discussion activities between the Board of Directors and executives other than the Board of Directors meeting, etc.	✓	
14.3 The company provides special communication channels or secret channels for people within the company to provide information or clues about fraud or corruption within the company (whistleblower hotline) safely.	✓	

15. The organization communicates with external agencies about issues that may affect internal control.

Questions	Yes	No
15.1 The company has an efficient process for communicating information with external stakeholders and have appropriate communication channels to support internal control, such as arranging for officers or investor relations units, complaint center, etc.	✓	
15.2 The company provides special communication channels or secret channels for stakeholders outside the organization to provide information or clues about fraud or corruption. (Whistleblower hotline) to the company safely.	✓	

Monitoring Activities

16. Internal control monitoring and evaluation organization to ensure that the internal control continues to operate in a complete and appropriate manner.

Questions	Yes	No
16.1 The company provides a process for monitoring compliance with business ethics and regulations prohibiting management and employees from acting in a manner that may cause conflict of benefits, such as requiring each segment to follow up on its performance and report to supervisor or assigning the internal audit unit to follow up on the practice and report to the Audit Committee, etc.	✓	
16.2 The company has provided an audit of compliance with the established internal control system by self-assessment and/or independent assessment by internal auditors.	✓	
16.3 The frequency of monitoring and evaluation is appropriate for company changes.	✓	
16.4 Carry out monitoring and evaluation of the internal control system by people with knowledge and abilities.	✓	
16.5 The company has established guidelines for reporting internal audit results to directly report to the Audit Committee.	✓	
16.6 The company encourages internal auditors to perform their duties in accordance with international standards. Professional practice of internal auditing (International Standards for the Professional Practice of Internal Auditing, IIA)	✓	

17. The organization assesses and communicates deficiencies in internal control in a timely manner to those responsible. This includes senior management and the Board of Directors as appropriate.

Questions	Yes	No
17.1 The company evaluates and communicates deficiencies in internal control and take action to follow up and fix it in a timely manner, if the resulting performance differs from the target significantly defined.	✓	
17.2 The company has a reporting policy as follows:		
17.2.1 Management must promptly report to the Board of Directors in the event of an incident or suspicion of serious fraud. There is a practice that violates the law or other unusual actions, which may significantly affect the reputation and financial position of the company.	✓	
17.2.2 Report a material mistake with solutions to problems (although the management has already solved) to the Board of Directors/Audit Committee for consideration within a reasonable time.	✓	
17.2.3 Report progress on improvement of material deficiencies to the Board of Directors/Audit Committee.	✓	

Attachment 6 : Report of Directors and Audit Committees Relating to Responsibility for Financial Statements

REPORT OF DIRECTORS RELATING TO RESPONSIBILITY FOR FINANCIAL

The Board of Director is responsible for CSP Steel Center Public Company Limited ("The Company")'s financial statements including financial information presented in the annual report. The financial statements have been prepared by management in conformity with generally accepted accounting principles, with appropriated accounting policies applying consistently: and based on management's best estimates and judgments, with adequate disclosure of material issues for the best interest of shareholders and investors.

The Board of Directors has set up and maintains effective internal control system designed to provide management with reasonable assurance that transactions are recorded properly, the assets are safeguarded and that material frauds and malpractices are precluded.

The Board of Directors also appointed the Audit Committee to review the accounting policies, the accuracy and sufficiency of the company's financial reports and to ensure the adequacy and the efficiency of the internal control systems as well as the risk management system of the Company. Opinion of the Audit Committee is shown in Audit Committee's Report published in this Annual Registration Statement (Form 56-1 : One Report).

The Company's financial statements also were audited by an independent certified public accountant from SP Audit Company Limited. The Board of Directors also provides document and information support so that the auditor can perform audits of the financial statements in accordance with generally accepted auditing standards to express his independent opinion on the true and fair of the financial positions and the results of the company's operations as stated in the financial statements. Audit's Report is also shown in this Annual Registration Statement (Form 56-1 : One Report).

The Board of Directors is of an opinion that the internal control system of the Company is satisfactory and can ensure the credibility of CSP Steel Center Public Company Limited's financial report for the fiscal year ended 31st December 2022 in accordance with generally accepted auditing standards and its compliance with the laws and related legislation.

Supachai Chaisupat	Weerasak Chaisupat
President and CEO	Managing Director

REPORT OF INDEPENDENT DIRECTOR / AUDIT COMMITTEE RELATING TO RESPONSIBILITY FOR FINANCIAL STATEMENTS

The Audit Committee of CSP Steel Center Public Company Limited consists of 3 Audit/ Independent Directors as follows:

Mr. Janram Atthakrisna	Chairman of Independent Director /Audit committee
Mr. Chalermpong Mahavanidvong	Independent Director /Audit committee
Pol. Maj. Gen. Wittawat Buranasompop	Independent Director /Audit committee

Independent Director / Audit Committee are assigned by the Board of Directors of the company to take responsibilities to inspect information about financial statements, internal audit system, operations of the company and report of Certified Public Accountant. Moreover, Independent Director / Audit Committee has a duty to motivate the company to operate in complying with good corporate governance and the regulations of SEC and SET. Including, giving recommendations about risks management and internal control to the management.

In year 2022, the Audit Committee held 4 meetings. In every meeting, the Independent Director / Audit Committee has independent meeting with the management and accounting audit of the company to review and certify the company's financial statement for every quarter-end 2022 including evaluate accounting policies and procedures relative to the accounting policies, perform the internal control assessment and finally, provide all assessments and recommendations to the board of directors.

The Independent Director / Audit Committee had approved the important policies of transaction and reported some transactions that may relate to conflict of interests during the year 2022.

The Independent Director / Audit Committee gave significant recommendations as follows:

1. The financial statements of year 2022 are accurate, complete and reliable.
2. The related parties' transactions between companies and person in management team during the year 2022, showed proper practices of business transaction and along with the related parties transactions policy of the company.

3. The performance of the internal auditors is considered appropriate and good. Also, the company has adequate internal system control and along with the evaluation criteria of internal audit system which set by SEC.
4. The company conducted in complying with rules, laws and regulations of SEC, SET and related laws.
5. Miss Cheurnta Chommern, Certified Public Accountant (Thailand) of S.P. Audit Co., Ltd. can perform his duty accurately and properly. Including, reporting/communicating important matters to the Audit Committee appropriately and on a regular basis.
6. In the past year, there's no other services other than auditing from the audit firm and affiliates were found, other than those approved by the Audit Committee. Therefore, it does not affect the independence of the auditors in the auditing of the company's financial statements.
7. The transactions that may relate to conflict of interest within year 2022 were proper transactions and aimed to the maximum benefit to the company.
8. The Independent Director / Audit Committee operated their duties according to the policies and regulations that were approved by the Board of Directors of the company.

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(Mr. Janram Atthakrisna)

Chairman of Independent Director/Audit Committee

February 28, 2023

“High Quality Steel Service Center”

30 YEARS CSP ANNIVERSARY

CSP STEEL CENTER PUBLIC COMPANY LIMITED

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