

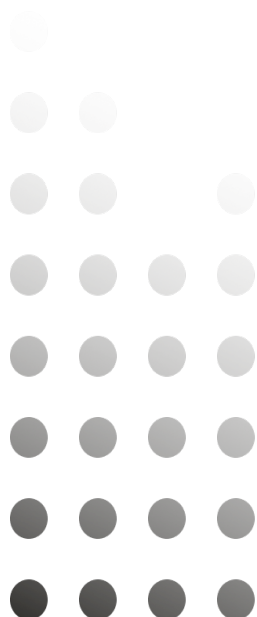
# **Annual Registration Statement / Annual Report**

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

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

**CSP STEEL CENTER PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



## Table of Contents

|                                                                                                                                                        | Page |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <b>Business Operations and Performance</b>                                                                                                             |      |
| Group Structure and Operations                                                                                                                         | 1    |
| Risk Management                                                                                                                                        | 4    |
| Sustainable Development                                                                                                                                | 7    |
| <b>Corporate Governance</b>                                                                                                                            |      |
| Corporate Governance Policy                                                                                                                            | 10   |
| Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information | 11   |
| Performance Report on Corporate Governance                                                                                                             | 19   |

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : CSP STEEL CENTER PUBLIC COMPANY LIMITED

Symbol : CSP

Address : 475 RAMA 3 ROAD, BANGKLO, BANG KHO LAEM

Province : Bangkok

Postcode : 10120

Business : 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.

Registration Number : 0107548000544

Telephone : 0-2291-6314-21

Fax (if applicable) : 0-2291-3828

Website : [www.cspsteel.com](http://www.cspsteel.com)

Email : [info@cspsteel.com](mailto:info@cspsteel.com), [ir@cspsteel.com](mailto:ir@cspsteel.com)

#### Total Shares Sold (shares)

Common Stock : 496,168,826

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

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

|                                                                  | 2020         | 2021         | 2022         |
|------------------------------------------------------------------|--------------|--------------|--------------|
| Total (Thousand baht)                                            | 2,492,094.20 | 3,023,088.28 | 3,148,537.47 |
| Processing steel sheet for sales (Thousand baht)                 | 1,831,056.30 | 2,502,937.50 | 2,696,402.08 |
| Trading of steel coil (Thousand baht)                            | 346,669.86   | 211,643.27   | 136,202.35   |
| Providing Steel Processing services (Thousand baht)              | 533.34       | 2,011.09     | 1,160.26     |
| Cold rolled steel pipe and Hot rolled steel pipe (Thousand baht) | 313,654.20   | 305,170.26   | 313,952.21   |
| Structural Steel (Thousand baht)                                 | 0.00         | 0.00         | 0.00         |
| Others (Thousand baht)                                           | 180.50       | 1,326.16     | 820.57       |

|                                                      | 2020   | 2021   | 2022   |
|------------------------------------------------------|--------|--------|--------|
| Total (%)                                            | 100.00 | 100.00 | 100.00 |
| Processing steel sheet for sales (%)                 | 73.47  | 82.79  | 85.64  |
| Trading of steel coil (%)                            | 13.91  | 7.00   | 4.33   |
| Providing Steel Processing services (%)              | 0.02   | 0.07   | 0.04   |
| Cold rolled steel pipe and Hot rolled steel pipe (%) | 12.59  | 10.09  | 9.97   |
| Structural Steel (%)                                 | 0.00   | 0.00   | 0.00   |
| Others (%)                                           | 0.01   | 0.04   | 0.03   |

#### By Geographical Area or Market\*

|                          | 2020         | 2021         | 2022         |
|--------------------------|--------------|--------------|--------------|
| Total (Thousand baht)    | 2,492,094.20 | 3,023,088.28 | 3,148,537.47 |
| Domestic (Thousand baht) | 2,492,094.20 | 3,023,088.28 | 3,148,537.47 |

|                               |      |      |      |
|-------------------------------|------|------|------|
| International (Thousand baht) | 0.00 | 0.00 | 0.00 |
|-------------------------------|------|------|------|

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

\*Excluding the profit margins in the associated companies

### Information on Products and Services (1.2.2)

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

Research and Development (R&D) Policy : No

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

# Risk Management

# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

### **Risk of instability of Steel Price**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

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

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Default on payment or exchange of goods

### **Risk of Limited Suppliers**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

### **Risk of Laws and Regulations**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

#### Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

#### Risk of Foreign Currency Exchange Rate

**Risk Management Measures:** Yes

#### Related Risk Topics

#### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

#### Risk of deadly epidemic

**Risk Management Measures:** Yes

#### Related Risk Topics

#### Operational Risk

- Shortage or reliance on skilled workers
- Safety, occupational health, and working environment

#### Risks of natural disaster and environment

**Risk Management Measures:** Yes

#### Related Risk Topics

#### Operational Risk

- Climate change and disasters
- Impact on the environment

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

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Damage to company image and reputation

#### Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Impact on human rights
- Corruption

## **Risk to Securities Holder (2.2.2)**

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

**Risk Management Measures:** Yes

### **Related Risk Topics**

- Return from investment of securities holder

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Renewable/Clean Energy  
Management, Water Management, Waste Management

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

##### • Electricity consumption

|                                       | 2020       | 2021       | 2022       |
|---------------------------------------|------------|------------|------------|
| Amount of electricity purchased (kWh) | 174,087.00 | 171,243.00 | 168,234.00 |

#### Water management

##### • Water consumption

|                                  | 2020      | 2021      | 2022      |
|----------------------------------|-----------|-----------|-----------|
| Water consumption (cubic meters) | 20,252.00 | 18,281.00 | 16,074.00 |

#### Greenhouse gas management

##### • Greenhouse gas emissions

|                                              | 2020 | 2021 | 2022 |
|----------------------------------------------|------|------|------|
| GHG emission target                          | N/A  | N/A  | N/A  |
| Scope 1 (Tons of carbon dioxide equivalents) | N/A  | N/A  | N/A  |

|                                                   |            |            |            |
|---------------------------------------------------|------------|------------|------------|
| Scope 2 (Tons of carbon dioxide equivalents)      | N/A        | N/A        | N/A        |
| Scope 3 (Tons of carbon dioxide equivalents)      | N/A        | N/A        | N/A        |
| <b>Total (Tons of carbon dioxide equivalents)</b> | <b>N/A</b> | <b>N/A</b> | <b>N/A</b> |

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : No

## Social Aspect (3.4)

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

Human Rights Policy : Yes

URL of human rights policy : <http://www.cspsteel.com/investor/page/145/1>

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

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

#### Information about employees

##### • Total number of employees

|                                      | 2020       | 2021       | 2022       |
|--------------------------------------|------------|------------|------------|
| Number of male employees (persons)   | 101        | 236        | 271        |
| Number of female employees (persons) | 258        | 101        | 107        |
| <b>Total (persons)</b>               | <b>359</b> | <b>337</b> | <b>378</b> |

##### • Employee development and training

|                                                            | 2020 | 2021 | 2022 |
|------------------------------------------------------------|------|------|------|
| Average training hours of employees (hour / person / year) | 6    | 6    | 6    |

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

|                                                                      | 2020 | 2021 | 2022 |
|----------------------------------------------------------------------|------|------|------|
| Number of employee work injuries leading to employee absence (times) | 5    | 2    | 8    |

##### • Significant labor dispute

|                           | 2020 | 2021 | 2022 |
|---------------------------|------|------|------|
| Significant labor dispute | No   | No   | No   |

# Corporate Governance Policy

## Corporate Governance Policy

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

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <http://www.cspsteel.com/investor/page/25/9>

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

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

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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

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

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

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

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

### Board of Directors (7.2)

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

|                                   | Number of persons | Percentage (%) |
|-----------------------------------|-------------------|----------------|
| Total number of directors         | 8                 | 100.00         |
| Number of male directors          | 8                 | 100.00         |
| Number of female directors        | 0                 | 0.00           |
| Number of executive directors     | 3                 | 37.50          |
| Number of non-executive directors | 5                 | 62.50          |
| Number of independent directors   | 3                 | 37.50          |

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

##### List of directors

| General information                                                                                                                                                                                | Position                                                                     | Date position was assumed | Experience and expertise                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. SUPACHAI CHAISUPAT<br>Gender: Male<br>Age: 74 years old<br>Highest level of education: Below a bachelor's degree<br>Major: 12th Grade<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the board<br>(Executive)<br><br>Director type: Original director | 31 Jul 2020               | Steel, Leadership,<br>Procurement, Negotiation,<br>Finance, Risk Management,<br>Change Management, Strategic<br>Management, Corporate<br>Management |

|    |                                                                                                                                                                                                                                   |                                                                                                           |             |                                                                                                                                                                                                                                       |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. | <p>Mr. JANRAM ATTHAKRISNA</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>   | <p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 8 Apr 2022  | Accounting, Law, Audit, Internal Control, Banking                                                                                                                                                                                     |
| 3. | <p>Mr. KRITSADA CHAISUPAT</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>                                | 31 Jul 2020 | Steel, Corporate Management, Human Resource Management, Engineering, Leadership, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Procurement, Audit, Risk Management, Strategic Management |
| 4. | <p>Mr. BUNJERD SOMSEM</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>   | <p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>                            | 28 Jun 2021 | Finance, Banking, Corporate Management, Risk Management, Audit, Data Analysis, Accounting                                                                                                                                             |
| 5. | <p>Mr. WEERASAK CHAISUPAT</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>                           | 8 Apr 2022  | Steel, Corporate Management, Risk Management, Change Management, Strategic Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Procurement                           |

|    |                                                                                                                                                                                                                       |                                                                                                 |             |                                                                                                                                                                                                                                                              |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. | POL. MAJ. GEN. VICHIE<br>SAMARNPONG<br>Gender: Male<br>Age: 78 years old<br>Highest level of education:<br>Master's degree<br>Major: Political Science<br>Thai nationality: Yes<br>Residing in Thailand: Yes          | Director<br>(Non-executive)<br><br>Director type: Re-elected<br>as director                     | 8 Apr 2022  | Law, Audit, Negotiation,<br>Corporate Social<br>Responsibility, Leadership                                                                                                                                                                                   |
| 7. | Mr. CHALERMPONG<br>MAHAVANIDVONG<br>Gender: Male<br>Age: 51 years old<br>Highest level of education:<br>Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes       | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 31 Jul 2020 | Commerce, Leadership,<br>Governance/ Compliance,<br>Corporate Social<br>Responsibility, Personal<br>Products & Pharmaceuticals,<br>Negotiation, Marketing,<br>Audit, Corporate Management,<br>Risk Management, Change<br>Management, Strategic<br>Management |
| 8. | POL. MAJ. GEN. WITAWAT<br>BURANASOMPOP<br>Gender: Male<br>Age: 66 years old<br>Highest level of education:<br>Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 28 Jun 2021 | Law, Corporate Management,<br>Negotiation, Corporate<br>Social Responsibility,<br>Leadership, Audit                                                                                                                                                          |

#### Other Information pertaining to committees

|                                                                                                                       |       |
|-----------------------------------------------------------------------------------------------------------------------|-------|
| The Chairman is an independent director                                                                               | : No  |
| The Chairman and the manager are the same person                                                                      | : Yes |
| The Chairman and the manager are members of the same family                                                           | : Yes |
| The company appoints at least one independent director to determine the agenda<br>of the Board of Directors' meetings | : Yes |

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

| General information |                                                                                                                                                                                                                  | Position                                                                                                              | Date position was assumed | Experience and expertise                                                                                                                                                                                                          |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.                  | Mr. JANRAM ATTHAKRISNA [1]<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Master's degree<br>Major: Public Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes             | Chairman of the audit committee<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director | 8 Apr 2022                | Accounting, Law, Audit, Internal Control, Banking                                                                                                                                                                                 |
| 2.                  | Mr. CHALERMPONG MAHAVANIDVONG<br>Gender: Male<br>Age: 51 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes        | Audit committee<br>(Non-executive, Independent director)<br><br>Director type: Original director                      | 31 Jul 2020               | Commerce, Leadership, Governance/ Compliance, Corporate Social Responsibility, Personal Products & Pharmaceuticals, Negotiation, Marketing, Audit, Corporate Management, Risk Management, Change Management, Strategic Management |
| 3.                  | POL. MAJ. GEN. WITTAWAT BURANASOMPOP<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Audit committee<br>(Non-executive, Independent director)<br><br>Director type: Original director                      | 28 Jun 2021               | Law, Corporate Management, Negotiation, Corporate Social Responsibility, Leadership, Audit                                                                                                                                        |

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

## Other sub-committees

### Sub-committees information

| Name of sub-committees                | List of directors             | Position |
|---------------------------------------|-------------------------------|----------|
| Nomination and Remuneration Committee | Mr. JANRAM ATTHAKRISNA        | Chairman |
|                                       | Mr. CHALERMPONG MAHAVANIDVONG | Member   |
|                                       | Mr. BUNJERD SOMSEM            | Member   |
|                                       | POL. MAJ. GEN. WITTAWAT       | Member   |
|                                       | BURANASOMPOP                  |          |
| Corporate Governance Committee        | Mr. CHALERMPONG MAHAVANIDVONG | Chairman |
|                                       | Mr. WEERASAK CHAISUPAT        | Member   |
|                                       | Mr. KRITSADA CHAISUPAT        | Member   |
|                                       | Ms. Jutamas Chaisupat         | Member   |
|                                       | Mr. Chatchai Pengmeesri       | Member   |

### Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : Corporate Governance Committee

## Executives (7.4)

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

#### The four highest-ranking executives

| General information                                                                                                                             | Position                                       | Date position was assumed | Experience and expertise                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. SUPACHAI CHAISUPAT<br>Gender: Male<br>Age: 74 years old<br>Highest level of education: Below a bachelor's degree<br>Major: 12th Grade    | CHIEF EXECUTIVE OFFICER                        | 17 Feb 1992               | Steel, Leadership, Procurement, Negotiation, Finance, Risk Management, Change Management, Strategic Management, Corporate Management                                                                                                  |
| 2. Mr. WEERASAK CHAISUPAT<br>Gender: Male<br>Age: 50 years old<br>Highest level of education: Master's degree<br>Major: Business Administration | MANAGING DIRECTOR                              | 16 Mar 2005               | Steel, Corporate Management, Risk Management, Change Management, Strategic Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Procurement                           |
| 3. Mr. KRITSADA CHAISUPAT<br>Gender: Male<br>Age: 48 years old<br>Highest level of education: Master's degree<br>Major: Business Administration | Executive Vice President in General Management | 20 Apr 1998               | Steel, Corporate Management, Human Resource Management, Engineering, Leadership, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Procurement, Audit, Risk Management, Strategic Management |

|    |                                                                                                                                       |                                                                        |             |                                                                                                                                                                                                                                                                                                            |
|----|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. | Ms. Jutamas Chaisupat [1]<br>Gender: Female<br>Age: 40 years old<br>Highest level of education: Master's degree<br>Major: Management  | Executive Vice President in Finance and Accounting/Corporate Secretary | 19 Nov 2020 | Banking, Commerce, Marketing, Accounting, Finance, Corporate Social Responsibility, Procurement, IT Management, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Leadership, Change Management, Strategic Management, Risk Management, Audit, Governance/ Compliance |
| 5. | Ms. Waraporn Buntodkiew<br>Gender: Female<br>Age: 50 years old<br>Highest level of education: Bachelor's degree<br>Major: Management  | Executive Vice President in Sales & Marketing                          | 4 Feb 2022  | Steel, Marketing, Negotiation, Leadership                                                                                                                                                                                                                                                                  |
| 6. | Ms. Wunthakarn Junthacot<br>Gender: Female<br>Age: 43 years old<br>Highest level of education: Bachelor's degree<br>Major: Management | Executive Vice President in Human resources                            | 1 Mar 2017  | Human Resource Management, Corporate Social Responsibility, Negotiation, Change Management, Governance/ Compliance                                                                                                                                                                                         |
| 7. | Ms. Suwimon Thongput [2]<br>Gender: Female<br>Age: 35 years old<br>Highest level of education: Bachelor's degree<br>Major: Accounting | Accounting Manager                                                     | 24 Nov 2020 | Accounting, Finance, Data Management, Data Analysis, Audit, Budgeting                                                                                                                                                                                                                                      |

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : Yes

## Remuneration

|                                     | 2020          | 2021          | 2022          |
|-------------------------------------|---------------|---------------|---------------|
| Total executive remuneration (baht) | 18,346,663.58 | 17,833,057.90 | 16,888,084.48 |

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 271

Number of female employees (persons) : 107

Total (persons) : 378

#### Provident fund

Total number of employees (persons) : 378

Number of employees contributing to the PVD (persons) : 73

Percentage of employees who are members (%) : 19.31

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

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

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

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

| General information                                                                                                                                                                                         | Position                                                                                       | Date position was assumed                | Experience and expertise                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. JANRAM ATTHAKRISNA<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Master's degree<br>Major: Public Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes         | Director<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director | Date position was assumed:<br>8 Apr 2022 | Accounting, Law, Audit, Internal Control, Banking                                                                                                                                                           |
| 2. Mr. WEERASAK CHAISUPAT<br>Gender: Male<br>Age: 50 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes       | Director<br>(Executive)<br><br>Director type: Re-elected as director                           | Date position was assumed:<br>8 Apr 2022 | Steel, Corporate Management, Risk Management, Change Management, Strategic Management, Marketing, Finance, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Procurement |
| 3. POL. MAJ. GEN. VICHIEEN SAMARNPONG<br>Gender: Male<br>Age: 78 years old<br>Highest level of education: Master's degree<br>Major: Political Science<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive)<br><br>Director type: Re-elected as director                       | Date position was assumed:<br>8 Apr 2022 | Law, Audit, Negotiation, Corporate Social Responsibility, Leadership                                                                                                                                        |

## Development of directors over the past year

| List of directors                    | Position              | Participated in director development program |
|--------------------------------------|-----------------------|----------------------------------------------|
| Mr. SUPACHAI CHAISUPAT               | Chairman of the board | Non-participating                            |
| Mr. JANRAM ATTHAKRISNA               | Director              | Non-participating                            |
| Mr. KRITSADA CHAISUPAT               | Director              | Participating                                |
| Mr. BUNJERD SOMSEM                   | Director              | Non-participating                            |
| Mr. WEERASAK CHAISUPAT               | Director              | Participating                                |
| POL. MAJ. GEN. VICHIEEN SAMARNPONG   | Director              | Non-participating                            |
| Mr. CHALERMPONG MAHAVANIDVONG        | Director              | Participating                                |
| POL. MAJ. GEN. WITTAWAT BURANASOMPOP | Director              | Non-participating                            |

## Directors' performance assessment

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

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

### Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 8 Apr 2022

EGM meeting : No

| List of directors                                    | Termination date | Number of Board Meeting | AGM meetings  | EGM meetings             |
|------------------------------------------------------|------------------|-------------------------|---------------|--------------------------|
| 1. Mr. SUPACHAI CHAISUPAT<br>(Chairman of the board) | -                | 6/6                     | Participating | Did not hold the meeting |

|    |                                                    |   |     |               |                          |
|----|----------------------------------------------------|---|-----|---------------|--------------------------|
| 2. | Mr. JANRAM ATTHAKRISNA<br>(Director)               | - | 6/6 | Participating | Did not hold the meeting |
| 3. | Mr. KRITSADA CHAISUPAT<br>(Director)               | - | 6/6 | Participating | Did not hold the meeting |
| 4. | Mr. BUNJERD SOMSEM<br>(Director)                   | - | 6/6 | Participating | Did not hold the meeting |
| 5. | Mr. WEERASAK CHAISUPAT<br>(Director)               | - | 6/6 | Participating | Did not hold the meeting |
| 6. | POL. MAJ. GEN. VICHIEEN SAMARNPONG<br>(Director)   | - | 6/6 | Participating | Did not hold the meeting |
| 7. | Mr. CHALERMPONG MAHAVANIDVONG<br>(Director)        | - | 6/6 | Participating | Did not hold the meeting |
| 8. | POL. MAJ. GEN. WITTAWAT BURANASOMPOP<br>(Director) | - | 6/6 | Participating | Did not hold the meeting |

#### Remuneration for company directors

|    | List of directors                                  | Termination date | Meeting allowance<br>(baht) | Other monetary<br>remuneration<br>(baht) | Other non-<br>monetary |
|----|----------------------------------------------------|------------------|-----------------------------|------------------------------------------|------------------------|
| 1. | Mr. SUPACHAI CHAISUPAT<br>(Chairman of the board)  | -                | 150,000.00                  | 0.00                                     | No                     |
| 2. | Mr. JANRAM ATTHAKRISNA<br>(Director)               | -                | 185,567.00                  | 61,857.00                                | No                     |
| 3. | Mr. KRITSADA CHAISUPAT<br>(Director)               | -                | 150,000.00                  | 0.00                                     | No                     |
| 4. | Mr. BUNJERD SOMSEM<br>(Director)                   | -                | 154,639.00                  | 51,546.00                                | No                     |
| 5. | Mr. WEERASAK CHAISUPAT<br>(Director)               | -                | 150,000.00                  | 0.00                                     | No                     |
| 6. | POL. MAJ. GEN. VICHIEEN SAMARNPONG<br>(Director)   | -                | 185,567.00                  | 61,856.00                                | No                     |
| 7. | Mr. CHALERMPONG MAHAVANIDVONG<br>(Director)        | -                | 154,639.00                  | 51,546.00                                | No                     |
| 8. | POL. MAJ. GEN. WITTAWAT BURANASOMPOP<br>(Director) | -                | 153,866.00                  | 51,546.00                                | No                     |

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

| List of directors |                                                             | Termination date | Number of the audit committee meeting |
|-------------------|-------------------------------------------------------------|------------------|---------------------------------------|
| 1.                | Mr. JANRAM ATTHAKRISNA<br>(Chairman of the audit committee) | -                | 4/4                                   |
| 2.                | Mr. CHALERMPONG MAHAVANIDVONG<br>(Audit committee)          | -                | 4/4                                   |
| 3.                | POL. MAJ. GEN. WITTAWAT BURANASOMPOP<br>(Audit committee)   | -                | 4/4                                   |