

8.4 PERFORMANCE REPORT OF THE CORPORATE GOVERNANCE COMMITTEE

The CGC Committee has performed in conformity to the corporate governance code to ensure that that Company's management is efficient, transparent and fair, with the Business Code of Conduct to **"create sustainable value to the business,"** and to ensure that it is accepted by all stakeholders. In year 2021, the CGC Committee had four meetings to consider different matters, which are outlined below:

(1) Improving the Good Corporate Governance Handbook to ensure it is in line with the **Corporate Governance Code (CG Code)** for listed companies, 2017 based on the Notification by the Securities and Exchange Commission (SEC) and improving best practices and the Business Code of Conduct, which were publicized on the Company's intranet and website.

(2) Monitoring and ensuring the compliance with the Good Corporate Governance Handbook and the Business Code of Conduct to develop into cooperate culture by incorporating good corporate governance and the Business Code of Conduct as part of employee training and disseminating them to employees.

(3) Reviewing the performance self-assessment of the Committee on a panel and individual, a total of 9 committees, including the CEO's self-assessment form, basis at least once a year using the self-assessment form of the IOD and the Stock Exchange of Thailand as the guidelines for tailoring the Assessment Form to the Company's needs. The performance self-assessment is required for the Board of Directors and committees on a panel and individual basis, as well as the Chief Executive Officer. Its objectives are as follows:

(A) To be informed of problems and obstacles resulting in failure to achieve the operational objectives in the previous years.

(B) To optimize the scope of work of the Board of Directors as directors are clearly aware of their own roles and responsibilities.

(C) To help improve the relationship between the Board of Directors and the management.

(4) Completing the Self-assessment Form on a panel and individual basis at least once a year to be informed of problems and obstacles resulting in the failure to achieve operational objectives in the previous year as respective members are clearly aware of their own roles and responsibilities; and helping to provide efficient performance monitoring and evaluation against the targets approved by the Board of Directors.

(5) The results of performance self-assessment of the Board of Directors committees on a panel and individual basis for the year 2021 ranged between 93 and 99 percent. It collected recommendations from each committee's evaluation to report and improve the work of each committee further.

(6) **Awards of Pride In year 2021:** The Company received eight awards in the categories: Good corporate governance and Sustainability, which were awards of pride from leading institutions in the amount of 5 awards (see details on page 6 under topic "Awards of Pride").

(7) Development training in year 2021 : The directors attended the Ethical Leadership Program (ELP) program organized by the Thai Institute of Directors Association to create **“Tone From the Top”** on ethics and guidelines for decision-making during the ethical dilemma. It also included transferring ethical standards to the organization and reducing the risk of corruption.

(8) Guidelines for the improvement of corporate governance in 2022:

(A) Monitoring, reviewing, and improving the Company’s corporate governance code in line with the Good Corporate Governance Handbook.

(B) Disseminating good corporate governance within the organization to establish understanding directors, executives and employees at all levels and make it effective so that this becomes corporate culture.

(C) Monitoring on creating an efficient resource utilization system by using them efficiently economically, taking into account the benefits to society, and reducing the impact on the environment in a concrete term.

Corporate governance operations in the past year can be carried out according to the planned work plan and will strive to develop good corporate governance. It aims for the efficiency, effectiveness, and good transparency of business management, which will build confidence and be accepted by all stakeholders.

January 17, 2022

On behalf of the Corporate Governance Committee

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Mr. Thanit Pulivekin

Chairman of the Corporate Governance Committee



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