



Leading INNOVATIVE *and* RELIABLE STEEL COMPANY



“
Innovate premium value
steel product, service and market
for customers and consumers;
create sustainable shared value
and trust for stakeholders

”



can change

*Fighting
spirit*



innovate • strength



teamwork



integrity



*aim for
excellence*



service-mind

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and Values

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Vision

Leading Innovative and Reliable Steel Company

Mission

Innovate premium value steel product,
service and market for customers and consumers;
create sustainable shared value
and trust for stakeholders

Values

Fighting spirit

Never give up

can change

Be the leader of change

service-mind

Deliver more than expected

iFacts

integrity

We do what we say

aim for excellence

Anything is possible

teamwork

One for all, all for one

02

Message from the Group CEO and President



Mr. Win Viriyaprapaikit

Group CEO and President

Dear All Stakeholders

In 2020, Sahaviriya Steel Industries Public Company Limited (the “Company” or “SSI”) faces big challenges and has been impacted by novel coronavirus disease (COVID-19) like other businesses all over the world. The Company has to swiftly adapt itself to maintain business continuity and could overcome challenges in 2020 due to the Business Continuity Management (BCM) plans, innovation and application of technology. Consequently, the Company could constantly deliver products and services to the customers, deliver values to the stakeholders and jointly take care of communities, society and environment.

Significant Sustainability Performance in 2020

Environment, Safety and Occupational Health

In efforts to respond to coronavirus disease 2019 (COVID-19) pandemic situations during the past year including the present days, the Company has appointed the special task force to plan the infection precaution and prevention measures which conformed to measures of the government and the Ministry of Public Health, encouraged the employees to work from home and implemented practical guidelines on coping with customers, trade partners and visitors pursuant to the best occupational health and safety standards. Even though, 3 of the Company’s employees were infected by this disease, but the Company could control and prevent the disease from spreading to other persons by following the specified guidelines. At Present, the COVID-19 infected employees who have been treated were fully recovered.



The Company has to swiftly adapt itself to maintain business continuity and could overcome challenges in 2020.

Based on organisational safety culture, the Company stood firm to Zero Accident target. In 2020, Lost Time Injury Frequency Rate (LTIFR) per one million working hours of the Company was 0, for the second consecutive year, while LTIFR of the SSI Group was 0.14, a decrease from last year which was at 0.77. It was the best statistics of SSI Group for the past 10 years.

The Company's environmental performance relating to air, water and waste management during the past year still exceeded the standards prescribed by the laws. With regards to energy conservation operations, the Company combined ISO 5001:2018 Energy Management System with the on-going energy saving measures to apply directly with the production processes, production support systems and employee engagement, consequently, energy consumption in 2020 at SSI Bangsaphan Plant reduced by 1.3%, when compared with 2019.

Economic

In 2020, the Company's business activities generated economic values to the country, in product levels, value chain levels and local community levels.

1. The Company delivered 1,016,083 tons of products, which divided into 3 categories as follows:

a) 335,071 tons or 33% of total sales volume of SSI Principal Products (SPP), premium hot rolled steel sheet with superior design, production and quality control than general industrial standards.

b) 274,438 tons or 27% of total sales volume of Innovated Value Products (IVP), special hot rolled steel sheets with better design and quality control and narrow size than general industrial standards to add value to the customers.

I believe that with the support from all sectors, the Company is ready to move forward by adherence to business operation philosophy on sustainable growth.



c) 406,574 tons or 40% of total sales volume of Customized Prime Products (CPP), special hot rolled steel sheet with specific design and quality control as per requirements and usage of each customer.

2. In 2020, total values that the Company procured from 916 general vendors worth approximately Baht 1,878 million which could generate benefits to 98 businesses, community enterprises and career groups in Bangsaphan District. Total products and services purchased worth Baht 259 million.

3. SSI Group employed totaled 2,886 employees where 2,205 employees worked at Bangsaphan Plant (1,653 employees or 75% have domicile in Prachuap Khiri Khan Province) and also hired 520 outsourcing employees.

Social

In 2020, the Company has adjusted the social activities to make them conform to coronavirus disease (COVID-19) pandemic situations and has undertaken 30 community development projects in 4 main aspects, i.e., career & household economic development, education & youth, environmental quality development and volunteer culture development. There were 18,434 stakeholders benefited from these projects.

1. Social Activities

1.1 #SaveBangsaphan Project is a project that the Company synergised with the public sectors and civic sectors to support and undertake operations pursuant to the COVID-19 pandemic prevention measures for Bangsaphan people, medical personnel, and the officers who have duties to take precaution and prevention of pandemic to keep them safe or to minimise impacts from infection. Operations undertaken included provision of knowledge on COVID-19 infection prevention, provision of face masks, support the local career groups to produce more than 3,000 fabric face masks to distribute to general people, provision of alcohol hand sanitizer, necessary food to the officers stationed at 11 COVID-19 screening points covering 7 sub-districts in Bangsaphan District areas; provision of 660 sets of personal protective equipment (PPE), 40 infrared temperature sensors, medical supplies and equipment to Bangsaphan Hospital and local public health units in the areas, provision of budget for construction of 2 negative pressure rooms for usage in the emergency room and in the dentistry room of Bangsaphan Hospital, provision of 5 Too Pun Suk (sharing pantries) in Bangsaphan District, and 3 in Bangkok, support the construction of the 10th field hospital in Samut Sakhon Province. Total support values provided was approximately Baht 1 million.

1.2 Arrangement of Konlhek Mini Marathon (Virtual Run) 2020, a collaborative project with Thai steel partners, could raise fund without deduction of expenses of Baht 3 million to support organisations for the underprivileged. Total funds raised by this event during the 13 year period are more than Baht 31.9 million.

2. Community Development Projects

2.1 Household economics and career promotion

Presently, the 18 community bank projects established by the communities with supports from the Company became important pillar of the community economics. As of 31 December 2020, total funds amounting to Baht 41.51 million and 3,665 project members could enjoy the benefits.

2.2 Education and youth

Technician Development for Steel Industries Project is a collaborative project between Sahaviriya Group and Bangsaphan Industrial and Community Education College. At present, 722 students across 13 classes graduated from this project and 195 of them are now working with Sahaviriya Group. This project could help the local youth to have qualified education institute and curriculum as well as could allow the Company to have more access to skilled workers.

In 2020, there are 12 schools under Sahaviriya Funds for Bangsaphan Educational Development Project and all of them passed the supervision, monitoring and evaluation pursuant to criteria specified in the plan. There are 8 schools under 3-year education quality development plan. In 2020 academic year, total average scores from the Ordinary National Educational Test (O-NET) of those schools were 4, which increased by 4.18%. Additional 4 schools will commence operations pursuant to the plan in 2021 academic year.

2.3 Environmental quality development

The Company together with the community people and local organisations established the Learning and Community Waste Management Center at Baan Thung Lan Khwai, Mae Ramphueng Sub-district to encourage total 61 households for 100% local participation on community waste reduction and sorting. Waste will be used for maximum benefit, for instance making green cone fertilizer from organic waste, biological fertilizer and usage of fishnet to separate general waste from recycled waste for selling. In 2020, operations of waste banks in 5 communities can help reduce 0.6 tons of community waste. Additionally, the Company has specified guidelines on construction of the pilot learning and waste management center to be managed by the community in order to develop into the pilot circular economy village.

2.4 Volunteering cultural development

In 2020, SSI staff in collaboration with the community people arranged 14 SSI Volunteer Activities. The number of SSI staff involved totaled 370 or 2,960 service hours, and the number of local people involved in volunteering activities totaled 260 or 2,080 service hours.

Sustainability Awards

SSI received several awards, such as Silver Level Honorable Award on Zero Accident Campaign 2020; 2020 Outstanding Designated Establishment on Occupational Safety, Health, and Working Conditions Category at National Level, (Golden) Honorable Award for the 1st year; Honorable Shield for Pilot Moral Business Organization in 2020, Carbon Footprint Label of Product Certificate, Green Culture Class 4 Certificate, and Trailblazer Award at the 2020 Personal Data Protection Acts (PDPA) Awards.

Aiming to Become the Carbon Neutral Company

With awareness of global warming problem caused by emission of greenhouse gas, therefore, in 2021, the Company sets target and develops the work plans to become the Carbon Neutral Company to minimise impacts from its operation by (1) Development of products with lesser carbon amount. Two of our products, i.e., TGO CFP FY20-048-288, hot rolled steel sheet with thickness of 1.4 millimetre and TGO CFP FY20-048-289, 2X2 square tubing with thickness of 1.4 millimetres, have been certified as carbon footprint labels, (2) Entering into the Memorandum of Understanding in the project to expand the promotion result of carbon footprint for organisation (corporate carbon footprint) to acknowledge amount of greenhouse gas emission of the organisation. The assessment is progressing, and it is expected to be completed in September 2021, (3) Research and development on implementation of clean energy innovation, i.e., study and design of biogas production from energy crop as alternative energy to be used as fuel in the production process, including buying and selling of carbon credits in the future.

On behalf of the Company, I would like to express gratitude to the employees and all stakeholders for their continued trust, confidence, and support. I believe that with the support from all sectors, the Company is ready to move forward by adherence to business operation philosophy on sustainable growth as it does not only support the attainment to the Sustainability Development Goals (SDGs), but also leads to changes to handle challenges that the world has to encounter at present and in the future.



Mr. Win Viriyaprapaikit

Group CEO and President

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SSI and SDGs



Sahaviriya Steel Industries Public Company Limited determines to develop business by means of value added creation and enhancement of value throughout business chains for the growth of overall economic system, generation of investment, expansion of employment and tax payment for development of the country which can lead to better quality of life and well-being of the people on sustainable basis. In addition, our development is corresponding to Sustainable Development Goals (SDGs) of the United Nations which has been announced as global development agenda for the period of 2015 - 2030.



Environmental Management

1. Observe ISO 14001 Environmental Management Standards
2. Promote energy conservation
3. Encourage for environmental friendly procurement
4. Climate change management
5. Preserve community environment through environmental projects



Create shared value with customers and trade partners

1. Encourage development of innovative products and services which can add value to customers continually.
2. Purchase products and service from local communities.
3. Develop research works to build knowledge to industries.



Occupational Health and Safety Management

1. Promote occupational health, safety and working environment through Zero Accident Campaign and Behavior Based Safety (BBS).
2. Manage and prepare readiness for emergency response.
3. Safety management on transportation of raw materials and products.



Equitable Treatment

1. Treat trade partners-competitors equitably by complying with laws and regulations of public sectors.
2. Support government sectors on overseeing free trade fairly.
3. Support anti-corruption policy of the Company and become member of Thailand's Private Sector Collective Action Against Corruption (CAC).



Personnel Development and Human Rights

1. Define employment structure, compensation & welfare and skill/knowledge development continually.
2. Promote for Work Life Balance.
3. Non-discrimination on employee recruitment.
4. Oversee safety, occupational health and environmental condition of employees.



Community and Social Development

1. Promote money savings to communities located in areas where business is situated.
2. Encourage people and youth to learn about knowledge and skills on business operation and career development to generate income.
3. Support quality of life development of communities through sustainable activities and projects.
4. Emphasis on employment of local people, support family institution and minimize migration.

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Corporate Information



Sahaviriya Steel Industries Public Company Limited or SSI is Southeast Asia's leading producer of hot rolled steel sheet in coils (HRC), with 4 million tons annual capacity. SSI endeavors to supply premium-grade steel sheets to cater for the region's growing demand in various sectors such as automobile, energy, transportation and construction sectors. SSI has investments in joint-venture downstream plants, namely Thai Cold Rolled Steel Sheet Public Company Limited ("TCRSS") - Thailand's first and largest cold roll mill, and Thai Coated Steel Sheet Co., Ltd., ("TCS") - Southeast Asia's first and largest electro-galvanizing line. All SSI's plants in Thailand are located on a world-class coastal industrial site in Bangsaphan, Prachuap Khiri Khan Province, 400 km south of Bangkok on the western peninsula of Thailand, a site efficiently integrated with a privately-owned deep-sea port (Prachuap Port Co., Ltd., or PPC), which allows import of raw materials and export of finished products on a large scale. SSI extends its engineering capabilities into its fully-owned subsidiary, West Coast Engineering Co., Ltd., or WCE, which specialises in engineering, maintenance, spare parts production, fabrication, erection and commissioning service Our people's passion and energy is captured in the Company's vision statement - "Leading Innovative and Reliable Steel Company", and mission "Innovate premium value steel product, service and market for customers, create sustainable shared value and trust for stakeholders".

For more information, please visit
<http://www.ssi-steel.com>

SSI Group Structure

Hot Rolled
Business

Downstream
Business

35.19%



Sahaviriya Steel Industries
Public Company Limited

- Manufacturer of hot-rolled coil
- Manufacturer of hot-rolled coil pickled and oiled

Core business



Thai Cold Rolled Steel Sheet
Public Company Limited

- Manufacturer of cold-rolled steel sheet

Increase revenues
and enhance sustainable growth



Marine
Business

Engineering
Business

3.7%

51%

99.99%



Thai Coated Steel Sheet
Company Limited

- Manufacturer of electro-galvanised steel sheet

Increase revenues
and enhance sustainable growth



Prachuap Port Company Limited

- Provider of the private commercial sea port

Reduce costs
and increase revenues



West Coast Engineering
Company Limited

- Provider of engineering services

Reduce costs
and increase revenues



06

SSI Sustainability Management



SSI is fully resolved to conduct our business honestly and ethically.

We believe that honesty and ethics in business bring good order to society and progress to the nation, and assure long-term prosperity in commercial dealings, for that reason we ethically conduct our business with all stakeholder.

Sustainability Concepts and Policies

Sahaviriya Steel Industries Public Company Limited, or SSI, implemented Sustainability policies based on its business philosophy and business ethics that have been molded in the way of a pushing forward, driving as well as sustainable development and growth.

Business Philosophies

1. Devotion to Excellence

SSI is determined to do all we can to continuously improve ourselves and our operations. Through study, research, development, and upgrading, we aim for the highest we can attain. This effort to develop and break new records of excellence must be perpetual in all aspects of our operations.

2. Adherence to Quality of Products and Services

SSI's products and services are all designed with the best interests and satisfaction of the customer in mind. We believe that our customers will always be willing to pay for the best, and that no improvement is of any use if it does not meet our customers' needs.

3. Belief in the Value of Our Personnel

SSI realise that good employees are the main reason for an organisation's success. For this reason, we take care to hire only the best to work with us, and provide fair and attractive remuneration packages that include constant training and education. Quality of life for our employees is paramount; their occupational health and safety are assured.

4. Commitment to Honesty and Ethics

SSI is fully resolved to conduct our business honestly and ethically. We believe that honesty and ethics in business bring good order to society and progress to the nation, and assure long-term prosperity in commercial dealings, for that reason we ethically conduct our business with all stakeholders, including shareholders, investors, customers, business partners, creditors, competitors, employees, the local community, and society in general.

5. Dedication to Our Social and Environmental Responsibilities

SSI firmly believes that we are part of society. Any change in society is certain to affect our business. We are convinced that business and society must all be developed in concert to ensure a sustainably successful enterprise. Our responsibility, therefore, is to take part in continual maintaining, developing and conserving of a good natural and social environment.

Business Ethics of the Company

In conducting the business, the Company adheres to the principles of accountability, transparency, integrity, and business competitiveness by acting in the best interest to all stakeholders in an equitable manner.

1. Shareholders

The Company realises the shareholders are the owners of the Company and the Company has the duty to generate value-added to the shareholders in a long term. The Company has, therefore, stipulated a guideline for the directors, executive, and employees to perform the followings:

- 1) Perform duties to the fullest capacity with integrity, care, prudence and fair treatment for the best interest of all shareholders.
- 2) Present the operating performance report, financial status report and other reports with accuracy and completeness and in a timely manner.
- 3) Report a trend of the Company, both on the positive and negative sides, to all shareholders in an equitable manner based upon sufficient factual basis, quantitative information and rationale.
- 4) Ensure that there is no exploitation of undisclosed information or any wrongful action for improper advantage for oneself, or others, which may cause conflict of interest for the Company.

2. Customers

The Company values the vital role and satisfaction of customers which contribute to success of the Company's businesses. Therefore, the Company has a strong intention to pursue the methods that are reliable to customers and can fulfill the needs of customers in a more efficient and effective manner. The guidelines are as follows:

- 1) Deliver quality products and services that meet or exceed the expectation of customers.
- 2) Communicate with customers with courtesy and ensure that complete, accurate and up to date information of products and services is given to the customers. The Company will not misrepresent the products and services in terms of quality, quantity or any other conditions.
- 3) Strictly follow the conditions applied to the customers. In case the conditions cannot be satisfied, the Company will inform the customers without delay to figure out a possible solution together.
- 4) Establish a system and channel that allows customers to make complaints about quality, quantity and safety of products and service, and respond to the complaints in a timely manner.
- 5) Strictly protect confidential information of customers and will not use the information for other interests in an improper respect.
- 6) Provide instructions on the use of products and services in an efficient manner to maximise benefits.

3. Suppliers

The Company realises that ethical conduct with suppliers should be based on fair benefits to both parties. Thus, the Company commits to provide facts and accurate reports, implements according to agreements, negotiates and seeks solutions based on business relationship as well as avoids the situation which will result in a conflict of interest. The guidelines are as follows:

- 1) Never request, receive or pay any fraudulent benefits from and to suppliers.
- 2) With an evidence indicating a fraudulent benefit has been claimed, received or paid, disclose such relevant information to the suppliers and together figure out the solution in a timely manner.
- 3) Strictly perform in accordance with the conditions under the agreements and inform the suppliers in advance in case of inability to meet any condition.

4. Competitors

The Company realises the commitment to treat its competitors fairly. The guidelines are as follows:

- 1) Never seek any confidential information of the competitors by unfaithful or improper means.
- 2) Never destroy the competitors' reputation by offensive accusations.

5. Employees

The Company realises that employees are valuable resources for the success of the Company; thus the employees are treated fairly in terms of compensation, opportunity and development, and potential based on humanity practices regardless of their race, religion, gender or physical condition. The guidelines are as follows:

- 1) Treat employees with respect to individual value and dignity
- 2) Provide fair compensation to employees
- 3) Provide a safe working environment to employees considering their lives and properties at all times
- 4) Appoint, rotate, promote and demote employees with sincerity and based on knowledge, merit and suitability
- 5) Value development of knowledge and ability of all employees
- 6) Avoid any unfair action which may affect the job security of the employees or any action which may threaten or cause pressure to mental health of employees

6. Supervisory Authorities

The Company values its duty to comply with law and business practices. The Company strictly conducts the business under laws, articles, regulations and standards imposed by supervisory authorities as well as cooperate with supervisory authorities in relevant matters.

7. Society and Community

The Company recognises accountabilities towards society and community as the core of business, with full realisation of the possible effect on natural resources and the environment. It has constantly provided support to a number of activities to improve society and community, safeguard and rejuvenate natural resources as well as to enhance the community capacities in an effort to bring about sustainable development.

The Company establishes a concept for Sustainability operation and communication guidance as follows:

innovate • strength

SD Management System

The Company has established the SD Management Committee, which consists of executives from each division. Their duties and responsibilities are to implement and follow up on the SD plan ensuring it to be in line with relevant policies. In addition they allocate the resources necessary for SD operation and promote the work of the SD Management Sub-Committee, which the Committee proposed to the President for appointment. The objectives of the Sub-Committee and scope of their responsibility is to support the work of SD Committee.

The Committee reports its SD operating result to the Good Corporate Governance Committee (CG) quarterly. The duties and responsibilities of CG Committee are to provide an opinion to the management regarding SD and to monitor them in establishing a clear action plan. Furthermore they follow up on the implementation of the management plan and then submit the results to the Board of Directors.

SSI

SD Management System Structure



SSI

SD Framework



07

Economic Performance



The Company is aware of the factors that have impact to the business operation.

It has been closely monitoring and implementing strategic plans for appropriate business management.

Economic Overview

The impact of COVID-19 outbreak has severely affected to the global economy in all industries throughout the year 2020 and anticipated to continue to the year 2021. The International Monetary Fund (IMF) estimated the global economy at a negative 3.3% in 2020 and projected to grow 6% in 2021 (as of April 2021). For Thailand's economy, Office of the National Economic and Department Board (NESDB) announced that the domestic economy dropped from 2.3% in 2019 to negative 6.1% in 2020 due to the pandemic that has caused the economic contraction in every quarter, with the lowest in the 2nd quarter of the year. However, the 2021 outlook is expected to expand 2.5 - 3.5% (as of 15 February 2021) from the expansion of world trade and economy as well as domestic demand.

From the global economic contraction during the previous year and several uncertainties around the world, the Company is aware of the factors that have impact to the business operation. It has been closely monitoring and implementing strategic plans for appropriate business management as follows:



Marketing Strategy

The Company cautiously manages the procurement of raw material in order to get satisfied spread between selling price and raw material price with an adequate quantity. It established a “Gold Partnership” Program to reduce the risk in a sluggish market and using proper sales policy for each customer. The Company has closely monitored domestic and overseas markets in order to analyse and consider product sales to be in line with the order and import of slabs from foreign countries as well as seeking new sources of raw material to obtain high quality, low cost, adequate quantity with short delivery time. In addition, production plan has been managed in cooperation with sales projection for shorten delivery lead time. The Company also closely monitors on dumping situation of imported products in order to take proper and timely actions and signed MOU with suppliers to mitigate the risk of raw material shortage.



Production Strategy

The Company has improved the production process, reviewed the inventory management plan to ensure the promptly availability of spare parts, and introduced new technologies to enhance the efficiency of quality control and the accuracy of production process leading to a significant reduction of inferior goods. The Company also obtained an automatic system to be used in product quality management to accommodate the ability to meet the customer requirements, reduce human errors and improve product quality consistency. Moreover, the Company established a working group for production process development aiming to figure out solutions for particular problems. The working group is responsible for analysis, improvement planning and implementation of existing and new projects to increase efficiency and reduce production cost as well as improve product quality.

In addition, the Company prepared its personnel with necessary equipment to respond to emergencies as well as insurances covering property damages, damages to goods and products from the emergency incidents as well as business interruption caused by natural disasters. The Company operates in accordance to ISO 14001:2015 standard and continuously monitors changes of environmental related laws.

Financial Strategy

1. Exchange Rate Management

The Company was granted credit line for forward contract with the advance margin condition and is requesting for approval of additional credit lines. The Foreign Currency Deposit (FCD) account and trading facilities for raw material purchase with agreed suppliers, to make payment in Thai Baht currency at the exchange rate specified in the contract, have also been utilised to mitigate the risk from fluctuation of foreign exchange.

2. Trade Credit Management

The Company has emphasised on the quality of trade credit, efficient control of debt collection, a good internal control system, and a strict credit policy. The Company has also reviewed credit granted to customers and credit approval authority to establish the consistent trade credit standards and control the non-performing credit to the level that would have no impact to the Company's performance. In addition, the Company has closely monitored outstanding overdue debt by joint planning payment schedule and establishing a credit policy in repaying overdue debt (if any) before delivering new products to customers.

3. Liquidity Management

The Company has closely monitored its working capital through regular projection on cash inflow and cash outflow in order to be aware of future liquidity requirements and to have sufficient preparation time for liquidity solving. The Company continues to manage and prioritize on sales and product innovation for premium value, conducts cost reduction in production and reduces other expenses. Moreover, monthly meetings are held regularly with the creditor committee to monitor the implementation of the Plan and cash monitoring agent monitors the Company's cash flow to ensure the Company's proper cash management.

Economic Performance

Transactions	2019 (Million Baht)	2020 (Million Baht)	% Change (YOY)
Sales and Service Revenues	25,199	18,125	-28%
Group Sales Volume (MT)	1,270	1,012	-20%
EBITDA	(1,254)	2,751	319%
Net Profit (Loss)	(1,803)	376	121%

08

Occupational Health, Safety and Environmental Management



In 2020, the Company's Lost Time Injury Frequency Rate (LTIFR) per one million working hours

was **0** for the second consecutive year.

Overall LTIFR of SSI Group was 0.14, a decrease from the last year which was 0.77, which was the best statistics of SSI Group for the past ten years.

Sahaviriya Steel Industries Public Company Limited operates business by observing to philosophy and business ethics, believing in value of its staffs and ensuring that they will have good quality of life with safety and healthy working conditions as well as adhering to social and environmental responsibility. The Company believes that occupational health, safety and

environmental management system is very crucial for its business operations. Hence, the Company intends to undertake appropriated occupational health, safety and environmental management system on continued basis by emphasising on constant development and improvement to ensure that they conform to the relevant standards specified.

Occupational Health, Safety and Working Environment Management

The Company also determines to build up awareness on occupational health, safety, working environment and sustainable development to protect the personnel within the organisation as well as the contractors working in the plant sites continually, by focusing on preventing them from occupational injuries and illness so that they can work safely and physically healthy. The occupational health and safety operations are based on ISO 45001: Occupational Health and Safety Management Standard which has been developed and improved continually so that the employees will be healthy, both physically and mentally, free from occupational diseases and feel confidence in the organisation's occupational health, safety and working environment management system.

Performance on Occupational Health and Safety

The Company emphasises on operation and development of its occupational health, safety and working environment with aims to make its employees realise and put emphasis on taking care of themselves and their colleagues so they can work safely without having occupational accidents through various projects, such as

Zero Accident Campaign, Behavior Based Safety (BBS) Project, Safety Patrol and employee health surveillance from exposure of operational risks. The Occupational Health, Safety and Working Environment Committee had been appointed to supervise, monitor and provide guidelines to improve safety in all areas of the plant sites with active support from all departments by determining to find measures to minimise the Lost Time Injury Frequency Rate (LTIFR) per one million working hours closest to zero or zero and to prevent all employees from occupational related diseases on continued basis.

In 2020, LTIFR per one million working hours of the Company was 0, for the second consecutive year. Overall LTIFR of the SSI Group is 0.14, a decrease from last year which was at 0.77. It was the best overall statistics of SSI Group during the past 10 years because the management of SSI Group supported the occupational accident reduction campaigns and cultivated the employees' awareness on safety solemnly and continually, thus overall statistics of SSI Group has improved. In 2021, SSI Group will arrange safety plans and measures to solve problems and reduce occupational accident continually, such as arrangement of Job Safety Analysis (JSA) trainings to all employees (100%), establishing reward and punishment measures according to the safety-driven plan as well as implementation of KPI to encourage the employees to place more importance on safe working, and etc.

Lost Time Injury Frequency Rate (LTIFR) per One Million Working Hours of SSI Group

Company	2018	2019	2020
SSI	0.31	0.00	0.00
TCRSS	0.00	0.00	0.00
WCE	1.86	2.58	0.48
PPC	0.00	0.00	0.00
SSI Group	0.56	0.77	0.14

LTIFR (Lost Time Injury Frequency Rate) = (Number of lost time injuries in accounting period) / (Total hours worked in accounting period) x 1,000,000

* Data as of 31 December 2020

Occupational Health, Safety and Environmental Trainings

Occupational health, safety and working environment trainings are important keys to reduce accidents and occupational diseases. SSI has continuously improved occupational health, safety and working environment training courses for its staff at all levels including new employees, rotated employees and promotion employees before commencing the work to keep them informed about hazard source, including hazard prevention and control guidelines. On-the-Job Training has also been provided to the Company's employees, sub-contractors and outsourcing employees. Certain trainings are compulsorily provided for some types of positions. The Company also invited external experts with various specific fields to provide additional training courses to broaden the employee's vision and knowledge, apart from the lessons learnt inside the Company.

The Company also arranged training matrix in the annual training plan pursuant to the safety standards and risks related to operations and the relevant laws. In this regard, nature of activities/works and working conditions of the employees were assessed by their divisions. Results were then submitted to the safety function to review risk factors to use as guidelines on allocating group of employees necessary to attend the relevant training courses and necessity of the refresher courses. In 2020, the Company arranged 44 occupational health and working environment training courses and also reviewed standards of all activities to ensure that they are up to date, can control risks and the employees can actually perform as per specified.

Emergency Preparedness and Fire Protection

The Company has managed and prepared readiness on emergency response plans to cope with emergency situations, such as fire, chemical leaks, abnormal condition of boiler or oxygen tank, floods, and etc. The emergency response and fire protection subcommittee has been appointed as the main body responsible for overseeing readiness of staff in terms of adequacy and potential by providing trainings so that they can suppress emergency incident in timely manner and minimise severity of incident including preparation of readiness of equipment for emergency response. Equipment and tools have always been inspected and maintained to keep them in good condition and are available to be used at all times. Additional fire prevention equipment has been installed in fire risky areas and new technologies are also considered to be employed to improve fire protection procedures. As one of precaution measures, drill and simulation in areas which are prone to have emergency situations are conducted on continued basis.

Moreover, SSI has affected an all risks insurance policy with comprehensive coverage of natural disasters including hurricanes, floods, tsunamis, lightning, landslides, and earthquakes. The insurance also provides coverage for the loss of or damage to property and products as well as business interruption resulting from such incidents and damage due to the fire-risks in all cases.

In 2020, a total of 19 emergency response drills in various areas were arranged. Approximately 60% of the Company's employees have attended basic fire-fighting training courses in accordance with the law. The employees who have been appointed as fire-fighting teams of the plant sites were also assigned to attend the technical fire-fighting training course, advanced fire-fighting course and fire command training course. In addition, there are regular inspections of the risky areas and readiness of emergency suppression equipment to ensure that the designed, installed fire prevention and suppression systems are completely and ready for usage. In 2020, no emergency situation occurred, but the Company remains rigorous in surveillance of emergency response preparations.

Safety Management on Raw Materials and Products Transportation

The Company prioritises safety transportation of raw material and products whereas such operations have been supervised, controlled and monitored through the Bangsaphan Transportation Operator Association and the Operation Control Center which open for operation 24 hours a day to serve as the center for tracking the freight logistic trucks from point of departure to destination, as well as for receiving complaints, and recommendations from all groups of stakeholders, so that the transportation sector and the communities can live with harmony, safety and sustainably.

In the meantime, several measures to control cargo transportation trucks have been implemented, i.e., monitoring transportation routes and speed limit in Bangsaphan areas by GPS for 24 hours a day; increasing the number of drivers for

alternative driving so that they will have more time to rest; randomly checking their traffic compliance by using CCTV cameras installed in 14 community areas by the emergency teams of the Bangsaphan Transportation Operator Association and SVL Group. In 2020, the emergency teams have randomly inspected 4,710 trips and were found that 20 cases were severe offences, for instance driving in prohibited areas (19 cases) and parking in prohibited area (1 case), and 9 less severe offences, for instance, do not dip headlight and do not maintain a minimum distance of 50 metres between vehicle in front of them. Penalty imposed to such offenders were to give them warning notices and order them to attend the refresher driving courses. They were also been imposed penalty pursuant to the rules of the Bangsaphan Transportation Operator Association. Hence, these rules could make the employees understand and realise about the strict compliance with the community rules, and traffic laws.

Random Traffic Compliance Check for Sahaviriya Group Cargo in 2020 in Bangsaphan District by the Safety Inspectors

Details	2018	2019	2020
Number of trips	55,551	50,452	48,059
Number of trips randomly checked by safety inspectors	4,455	4,124	4,710
Number of Type 1 offense (Severe Offense)	0	0	20
Number of Type 2 offense (General Offense)	190	61	9

Environmental Management

SSI realises that the steel industry plays a part in contributing to the national development and it requires using natural resources for its production process. Therefore SSI has continued focusing on environmental management for sustainable development by strictly adhering to relevant laws of the public sectors and environmental laws, for instance, study and preparation of environmental impact assessment report, compliance with preventive, corrective and reduction measures on environmental impact from steel production process including implementation of environmental quality inspection and monitoring measures. SSI also adopted and complied with the ISO 14001 Environmental Management System since 1999 and it has been continuously certified.

The main task lies with the Safety, Environment and Plant Integrity Management Office which works in co-operation with other production units in the plant site. The environmental managers, supervisors and operators in charge of the management and control of water, air pollution and waste systems have been fully appointed pursuant to the law. For operations outside the plant, the Company jointly cooperates with other companies in Sahaviriya Group in Bangsaphan District to promote environmental awareness, consciousness and collaboration between the communities and the plant via various activities throughout the year.

Raw Materials and Products Management

The Company imports steel slab, the main raw material, from many overseas sources, and their quality has been controlled to keep them meet the standards and the customers' products requirements. In 2020, the Company produced 0.98 million tons of hot-rolled steel sheet coils and 0.13 million tons of hot-rolled steel pickled and oiled sheets.

Energy Management

The Company constantly places importance on energy conservation but energy which is the primary source for production has limited quantity and usage of energy in the production process has direct impact on global climate change. Due to the above factor, the Company therefore set up an efficient energy management system to control and optimise usage of energy in the organisation. The energy management working group acts as a center to manage energy in collaboration with various departments within the organisation, as Cross Functional Team by regularly implementing joint energy saving measures, both concerning with direct production process and production support systems, such as steel furnace system, motor driving systems, lighting system and wastewater treatment systems, etc.

The Company implemented and applied the ISO 50001:2018, Energy Management System within the organisation in order to improve energy performance, reduce environmental impact, reduce energy costs and fostering concrete participation on energy saving. As a result, the Company received ISO 50001:2018 certification from Lloyd's Register Quality Assurance Limited, which is regarded as the standardised system that can strengthen the Company's sustainable energy management.

Apart from energy conservation within the organisation, the Company puts emphasis on participating in energy promotion projects of the public sectors on continued basis, such as the promotion to support installation of a solar rooftop under the "60 Years, 60 Cooperation, 60 Alms, The Endless Lighting" campaign of the Provincial Electricity Authority (PEA), etc. Nonetheless, the Company also places great importance on human resource development, by providing the budget for personnel development continually, as well as encouraging for employee engagement on energy conservation activities, which results in participatory energy saving throughout the organisation.

In 2020, SSI Bangsaphan plant can save energy and energy consumption rate has reduced by 1.3% compared to baseline in 2019.



Energy Consumption Rate of SSI Bangsaphan Steelworks in 2020

Process	Energy Usage	
	Target	Actual
Hot Rolled Coil Steel Sheets		
• Heat energy (kcal/kg slab)	336.75	351.89
• Electrical energy (kWh/ton)	127.00	125.04
Hot Rolled Steel Pickled and Oiled Sheets		
• Heat energy (kg LPG/ton coil)	3.25	3.43
• Electrical energy (kWh/ton)	26.46	20.57

Actual energy saving results of the plant was not as per the target mainly due to the number of furnaces used for actual operation was different from baseline, thus total energy consumption was higher when compared with the baseline.

Actual result of heat energy used in production of hot rolled coils steel sheets was not as per the target because actual production volume was below target due to economic fluctuation and dual furnace was used for a short period to accelerating the delivery of products to the customers. Consequently, heat energy from fuel oil during the start of the production was high when compared with the production volume. However, actual electrical energy consumption was better than the target. While actual heat energy used in hot rolled steel pickled and oiled sheets production line also did not meet the target because the actual number of production cycle per month was more than the annual plan, for instance, the production was planned at 1 time per month, but actual production was 2 times per month, thus usage of heat energy from LPG at the start of the production was higher when compared with the production volume, but actual result on electrical energy consumption was better than the target. There was only slightly impact from performance of energy conservation measures during the year towards overall usage of energy when comparing with overall energy consumption of the organisation.

Water Management

With regards to water usage management, the plant uses raw water from the Bangsaphan canal, a huge surface water source which is 13.5 km. far from the plant. The water is pumped into 2.4 million cubic metres water reservoir. SSI will not pump water from Bangsaphan Weir during dry season when water level in the weir is below 2.2 metres. The plant is also designed to recycle water in the HRC production. The water consumption management within the plant can make SSI be able to keep on production process without having the problem of competing for water which is a common resource shared by the community and local agricultural sector. In the past year, the Company has managed to strictly adhere to the set standard.

SSI has set up a chemical water treatment system to reduce levels of waste water which occurs in Hot Rolled Steel Pickled and Oiled Sheets production line and set up sedimentation tanks, sand filters and grease tanks in the HRC production line including set up the biological treatment system for waste water from consumption within the plant. The quality of water in all systems is constantly tested by the officials and verified by the external certification body authorised by the government agencies. The treated water is recycled and some of which is used to water plants, with zero discharge outside the plant.

In 2020, amount of consumption water in SSI Bangsaphan Steelworks was 0.8 million cubic metres, consisting of (1) 0.28 million cubic metres for HRC Production Line; (2) 0.05 million cubic metres for Hot Rolled Steel Pickled and Oiled Sheet Production Line and (3) 0.47 million cubic metres for consumption water.

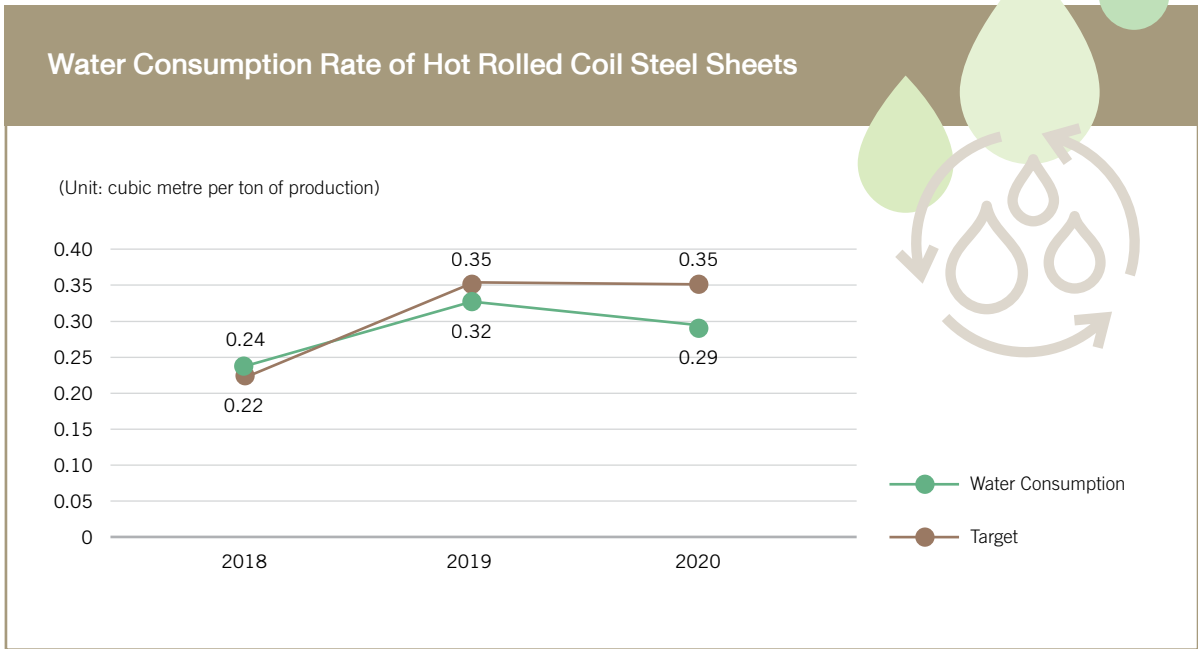
Water Consumption of SSI Bangsaphan Steelworks

Production Line	Water Consumption (million cubic metres)		
	2018	2019	2020
HRC Production Line	0.36	0.40	0.28
Hot Rolled Steel Pickled and Oiled Sheet Production Line	0.08	0.07	0.05
Consumption Water	0.74	0.68	0.47
Total	1.18	1.15	0.80

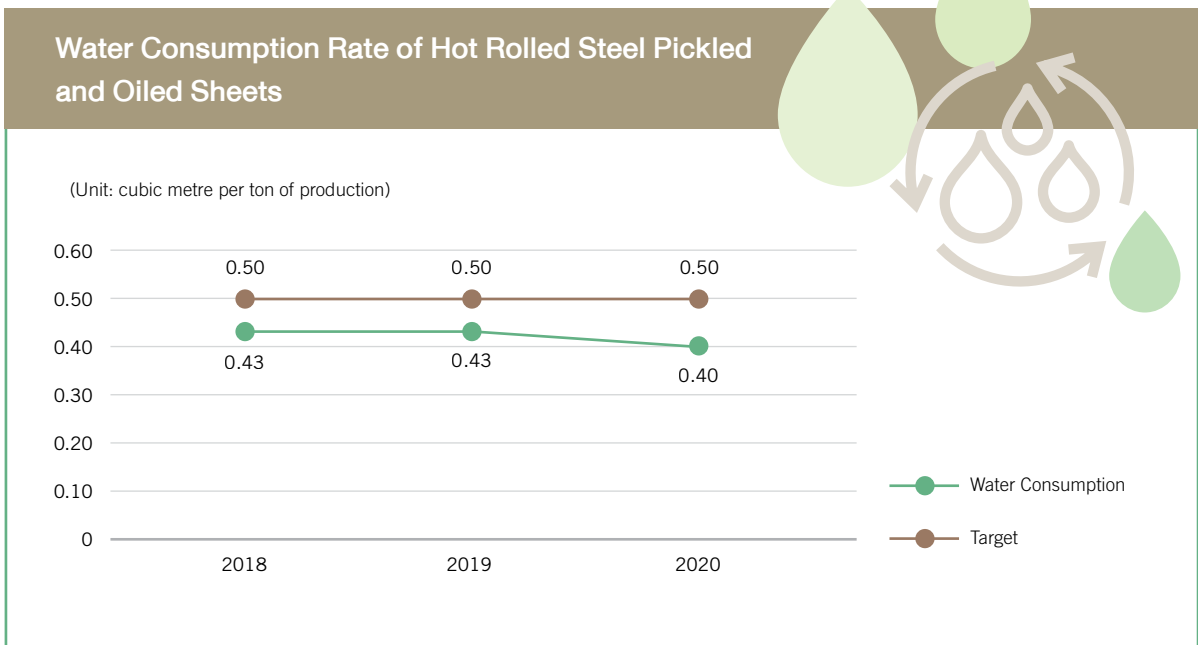


Water consumption per ton of production of SSI Bangsaphan Steelworks is as follows:

1. Water consumption rate of HRC production line in 2020 was 0.29 cubic metres per ton of production, which was better than the target of 0.35 cubic metres per ton of production, and it was better than the rate in 2019, which was at 0.32 cubic metres per ton of production or a decrease by 9.38%.



2. Water consumption rate of hot rolled coils steel pickled and oiled sheets production line in 2020 was 0.40 cubic metres per ton of production, which was slightly better than the target of 0.5 cubic metres per ton of production, and it was also better than the rate in 2019 which was at 0.43 cubic metres per ton of production or a decrease by 6.97%.



Water Quality Control

Although the wastewater treatment system has been designed to prevent wastewater discharge outside of the plant (Zero Discharge), the Company continues to inspect water quality within and outside of the plant as follows:

1. Measure quality of treated water at 4 stations carried out by an external agency approved by the Department of Industrial Works. The measurement result was better than the standard effluent specified in the Notification of the Ministry of Industry B.E. 2560 (2017).
2. Measure quality of underground water every half year at 9 stations carried out by an external agency approved by the Department of Industrial Works. Although Thailand has not yet set the required standard on quality of underground water, SSI maintains vigilance on possible changes and during the past years of analysis and monitoring, no significant changes had occurred.
3. Monitor quality of surface water in public water resources every half year at 3 stations carried out by an external agency approved by the Department of Industrial Works in order to ensure that the Company's business operations do not have any impact on the environment. Results of surface water quality measurement are as per the following chart:

Environmental Performance Index of Surface Water Quality

Index	Unit	Analysis Result						Standard
		Tha Kham Canal		Upper Mae Ramphueng Canal		Lower Mae Ramphueng Canal		
		May 2020	Sept 2020	May 2020	Sept 2020	May 2020	Sept 2020	
pH	-	7.21	7.14	7.37	7.06	7.11	7.20	5.0 - 9.0 ^{1/}
Suspended Solid	mg/l	22.0	21.2	18.4	19.0	13.2	18.0	-
Total Dissolved Solid	mg/l	34,718	1,962	27,200	3,152	36,088	1,448	-
Acidity	mg/l as CaCO ₃	16	9	9	6	27	12	-
Alkalinity	mg/l CaCO ₃	120	73	126	87	119	71	-
COD	mg/l as O ₂	96	54	93	60	105	57	-
Grease & Oil	mg/l	< 2	< 2	< 2	< 2	< 2	< 2	-
Total Coli form Bacteria	MPN/100 ml	59	490	17	330	110	49	No more than 20,000 ^{1/}
Iron	mg/l	0.46	1.6	0.41	0.99	0.28	2.1	-
Manganese	mg/l	0.077	0.095	0.115	0.101	0.063	0.148	No more than 1.0 ^{1/}

Note:

^{1/} Standard: Surface water quality standard (3rd Category), Notification of the National Environment Board, No. 8, B.E. 2537

Measured/analysed/controlled by	S.P.S. Consulting Service Co., Ltd.
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Examined/controlled by	Ms. Khannapa Thongnop (๓-011-๓-8014)
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Usage of Chemicals

Water production systems for HRC production and Hot-Rolled Coils Pickled and Oiled production require several types of chemicals. During the past years, SSI did not introduce new types of chemicals and usage rate of chemical in production process did not have tendency to increase, and according to evaluation results on compliance with ISO 14001 and ISO 45001 Standards, chemical usage management and control in the plant was in accordance with the set standard. Though some suggestions for improvement had been provided and they have already been improved in the implementation plan.

Green Procurement

In 2020, SSI procured supplies from 7 eco-friendly product groups, certified by the Thailand Environment Institute (TEI); however, such amount was lower than the target set of 10 groups because the users have not yet required using products from the remaining 3 product groups. The Company also supported and procured supplies from 3 service providers in energy saving projects as per the plan, for instance, products for replacement of air blower type from root air blower to centrifugal air blower for usage in sand washing process in water treatment system, improvement of cooling furnace No. 1, and replacement of Spotlight HID 1000 W with LED 500 W lamps.

In 2021, SSI plans to procure supplies from 10 eco-friendly product groups certified by the Thailand Environmental Institute (TEI) and plans to support energy saving service providers for 3 more projects.

Green Procurement of SSI Group

Purchasing Year / Type of Product	2018	2019	2020
Products certified by Thailand Environment Institute and are used in SSI Bangsaphan Steelworks	15	7	7
Products in Energy Saving Project	3	3	3

Biodiversity

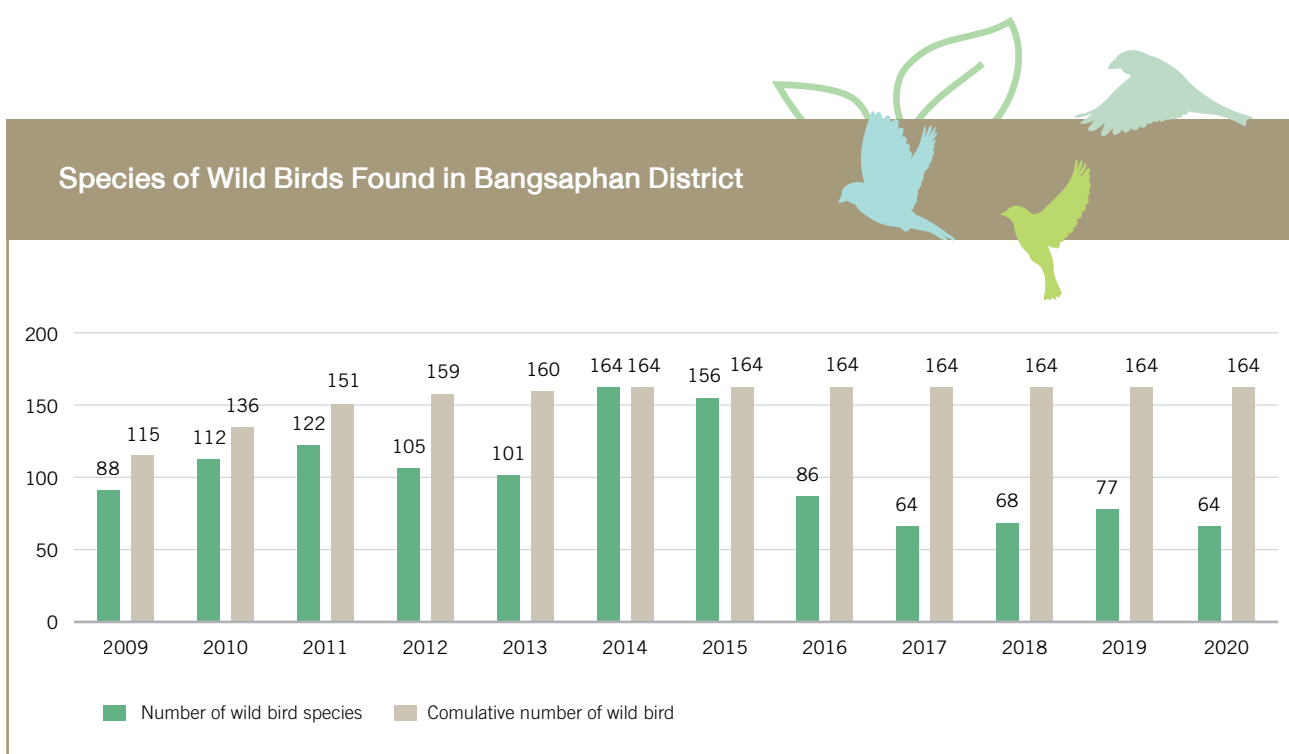
Sahaviriya Steel Industries Public Company Limited (SSI) in co-operation with Sahaviriya Steel Group at Bangsaphan have carried out a survey project on the biodiversity in the surrounding areas of Sahaviriya Steel Group which is the key indicator of the abundance of the eco-system in areas around SSI plant in Bangsaphan District as follows:

Survey on Biodiversity (Species Diversity)

With commitment to perform the industrial business which can live harmoniously and sustainably with the environment, SSI has conducted the survey on biodiversity (species diversity) in natural areas near the SSI Group's plant, such as Samad-Rub-Peek-Nok Forest, Thung Lan Khwai, Nok-Ka-Rean Field, Mae Ramphueng Mangrove Forest, Pa Klang Aow Natural Park. The environmental monitoring project has been done for 13 years consecutively (2008 - 2020). The monitoring project of impacts on wildlife resources and quality of environment in the surrounding areas of Sahaviriya Steel Group has been implemented by the specialists from the Department of Zoology Faculty of Science Kasetsart University during September 2020. The survey result showed that there were several types of wildlife animals (especially birds) in the areas around the SSI Group plant. There were 4 types of animal classification, totaling 102 species of wildlife animals were found in the areas around the SSI Group plant. There were 100 species of wildlife animals found from direct sighting, from trace

evidence of wild animals and from their voices and information of 2 species were obtained from inquiries. They could be classified into 13 species of amphibians, 20 species of reptiles, 64 species of birds and 5 species of mammals. Such amount can be classified by each study area located around SSI Steelwork as follows: (1) 63 species in Thung Don Samran Field; (2) 76 species in Thung Lan Khwai Field; (3) 71 specified in Nok-Ka-Rean Field; (4) 41 species in Mae Ramphueng Mangrove Forest; and (5) 58 species in Pa Klang Aow Natural Park.

Based on the above information, it can be seen that the forests around Sahaviriya Steelworks are still abundant and remain the habitat for a wide variety of wildlife. The data reflects that the steel industry and the operation of Sahaviriya Steel Group are considered to be environmentally friendly. Besides conducting biodiversity survey, the Company's operations were also followed its pollution management standards and of Sahaviriya Steel Group continually to prevent impact to livelihood of wildlife living in natural areas around the plant, and also protect natural conditions and restores biodiversity to sustain the natural resources for the local community.



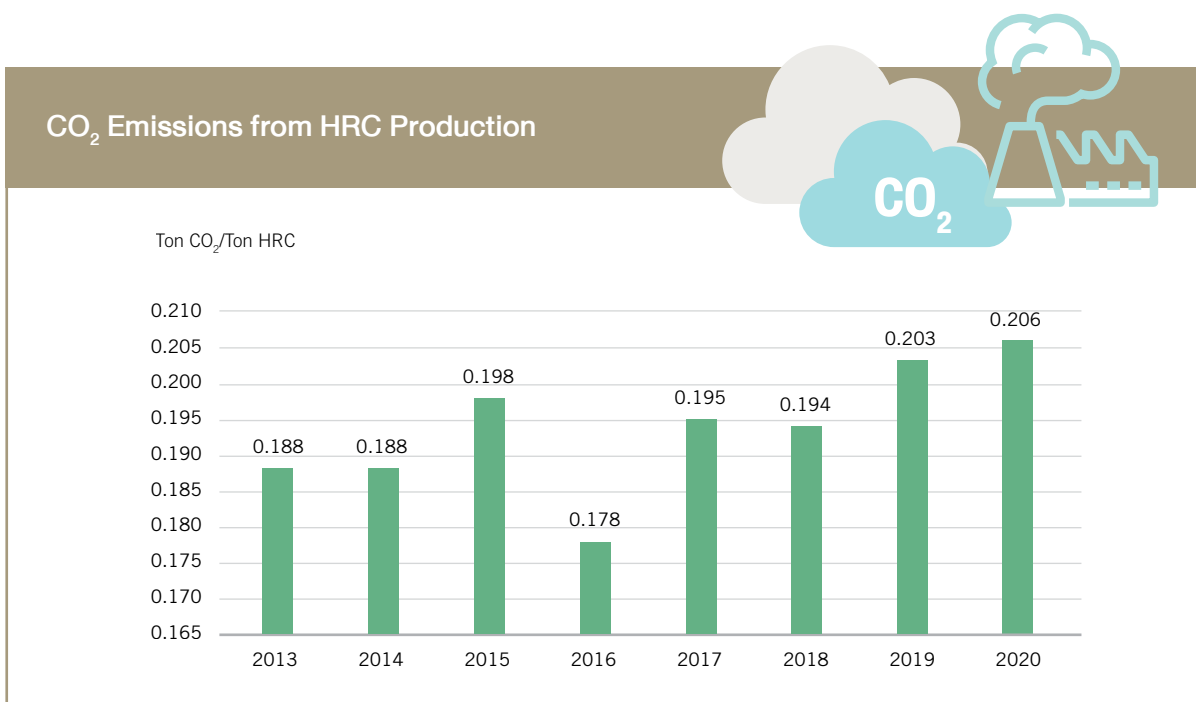
Climate Change Management

With determination to put into practice, and to be role model on management of the greenhouse gas generated by ongoing corporate activities, the Company has established strategies, policies, plans and goals to reduce greenhouse gas emissions, and participated in campaigns and activities with the civic and public sectors on a regular basis to mitigate the effects of the continual increase in greenhouse gas concentrations through the following projects and activities:

1. Optimise energy usage to reduce the greenhouse gas emitted into the atmosphere.
2. Improve the greenhouse gas inventory of the organisation to ensure that it reaches international standardisation, which includes collecting and documenting data, as well as reviewing the greenhouse gas inventory by the outside bodies.
3. Promote 3Rs activities which aim to reduce waste from production process. In 2020, 99.97% of waste could be recycled and reused.
4. Support natural resources and environmental conservation activities of the local community.
5. Participate in seminars on reducing greenhouse gas, organised by the government agencies with aim to achieve low-carbon society.
6. Study about carbon dioxide retention and optimisation of its usage.

One of the Company's important performances was the preparation of report on the plant's greenhouse gas emission which was in line with the ISO 14064-1 Standard. Scope of this report focused on the operational control which was in line with the Company's operations, whereas data of each type of fuel used and on activities causing greenhouse gas in 2020 had been collected and the operating results were as follows:

1. Total greenhouse gas emitted from HRC production in 2020 was 200,984 tons carbon dioxide, decreased by 22.21% compared to 258,351 tons carbon dioxide in 2019 due to the decrease in production volume. However when considering from the greenhouse gas emission rate per unit of output, it was found that in 2020, it equaled to 0.206 ton of carbon dioxide per HRC ton, an increased by 1.48% compared to 2019, which equaled to 0.203 ton of carbon dioxide per HRC ton.

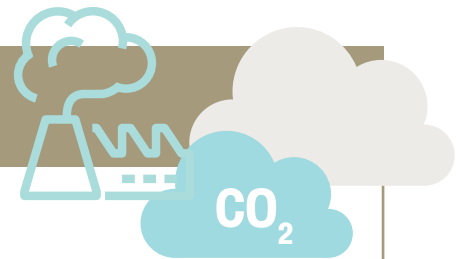




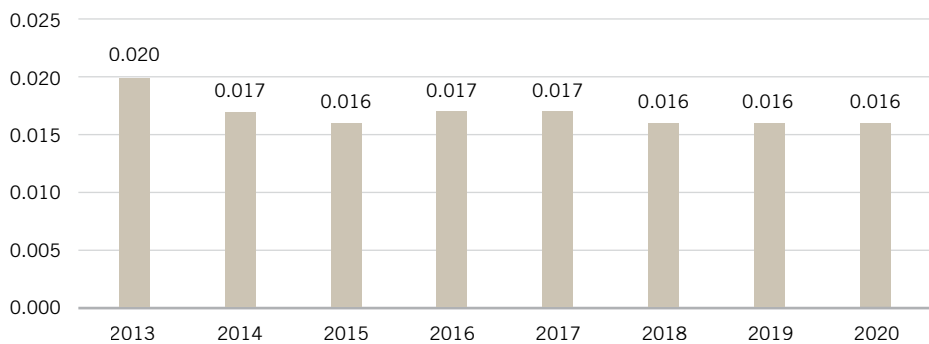
2. Greenhouse gas emission from Hot-Rolled Coils Pickled and Oiled production process in 2020 was 2,117 tons carbon dioxide or equaled to 0.016 ton carbon dioxide per PO Coils ton, while in 2019, the number was 2,591 tons carbon dioxide, or 0.017 ton carbon dioxide per PO Coils ton.

The Company's carbon dioxide emission was used as an indicator for GHGs, in order to plan and implement a project to reduce greenhouse gas emission as well as to study the guidelines on its removals in the future. Target from average carbon intensity in the past has been considered to improve and specify short-term and long-term plans, so that it can reflect real results of the greenhouse gas management. Moreover, appropriate indicators have been analysed and evaluated to specify target value of carbon intensity which is in line with the national development plan aimed to become the low-carbon society.

CO₂ Emission from Hot-Rolled Coils Pickled and Oiled (PO Coils) Production



Ton CO₂/Ton PO Coil



Air Quality Control

SSI Bangsaphan Steelworks was designed for efficient consumption of fuel with the computer-run combustion system controlling the sulfur level in the fuel to not exceeding 2%. All these factors made level of air emission outside the plant better than standard levels and requirements specified in the plant's environmental impact assessment report.

With regards to the Hot-Rolled Coils Pickled and Oiled production line, acid gas detection systems have been installed both in the production line and the acid treatment plant for recycling purpose. As a result, level of air emission outside the plant is also better than standard levels and requirements specified in the plant's environmental impact assessment report.

Various parameters of ambient air quality around the plant has been constantly monitored and inspected throughout the year. In 2020, 5 stations, namely, Ban Tha Kham, Ban Tha Manoa, Ban Klang Aow, Ban Tubmon and Ban Bor Thonglang were monitored. Air quality measured by parameters was as follows:

1. Hourly average level of density of sulfur dioxide in the atmosphere.
2. Hourly average level of density of nitrogen dioxide in the atmosphere.
3. Hourly average level of total suspended particulate (TSP) in the atmosphere.
4. Hourly average level of density of hydrogen chloride in the atmosphere.
5. Hourly average level of particulate matter less than 10 microns (PM10).
6. Hourly average level of particulate matter less than 2.5 microns (PM2.5).

Inspection results of air quality assessments pursuant to the above parameters of all stations were much better than the set standard. In addition results from the previous inspections of all stations and all parameters measured show similar outcome.

Ambient Air Quality Measured from 5 Stations around the Plant

Index	Average of minimal-maximal quantity of air found		Standard
	10 - 17 Feb 2020	18 - 25 Sept 2020	
Total suspended particulate (mg/m ³)	0.034 - 0.087	0.023 - 0.060	No more than 0.330 ^{1/}
Sulfur dioxide (mg/m ³)	0.0110 - 0.0123	0.0105 - 0.0120	No more than 0.300 ^{1/}
Nitrogen dioxide (mg/m ³)	0.0310 - 0.0420	0.0327 - 0.0457	No more than 0.320 ^{2/}
Particulate matter less than 10 microns (mg/m ³)	0.016 - 0.048	0.011 - 0.030	No more than 0.120 ^{1/}
Particulate matter less than 2.5 microns (mg/m ³)	0.011 - 0.021	0.003 - 0.007	No more than 0.05 ^{3/}
Hydrogen chloride (mg/m ³)	< 0.001	< 0.001	-

Standard^{1/} : Ambient Air Standards, Notification of the National Environment Board, No. 24, B.E. 2547

Standard^{2/} : Nitrogen Oxide in the Ambient Air Standards, Notification of the National Environment Board, No. 33, B.E. 2552

Standard^{3/} : Particulate Matter less than 2.5 Microns Standards, Notification of the National Environment Board, No. 36, B.E. 2553

Remark : < 0.001 is the Detection Limit of HCl
HCl does not have specific standard.

Measured/analysed/controlled by : S.P.S. Consulting Service Co., Ltd.
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Telephone No. : 0-2939-4370-2

Air Emission from Stack of Furnace I and II

Index	Result				Standard
	14 Feb 2020	28 May 2020	21 Sep 2020	17 Dec 2020	
Particulate matter (mg/m ³)	181	191	198	70	No more than 240 ^{1/}
Sulfur dioxide (SO ₂) (ppm)	491	471	515	386	No more than 800 ^{1/}
Oxide of nitrogen (NO _x) (ppm)	103	144	96	89	No more than 200 ^{1/}
Carbon monoxide (CO) (ppm)	5.8	6.5	8.0	8.3	No more than 690 ^{2/}

Standard^{1/} : Emission standards for steel factory (existing source), Notification of the Ministry of Science, Technology and Environment B.E. 2544
(Excess air of 50% or at oxygen of 7%)

Standard^{2/} : Standard of contaminants in air released by the factory, Notification of the Ministry of Industry B.E. 2549
(For production process with fuel combustion)
Industrial emission standard, Notification of the Ministry of Natural Resources and Environment B.E. 2549

Measured/analysed/controlled by S.P.S. Consulting Service Co., Ltd.
Recorded by Mr. Adul Danggorn / Mr. Somprasong Mangmee
Examined/controlled by Ms. Wasinee Singphisut (๓-011-๙-8007)
Analysed by Ms. Somjai Srisathaporn (๓-011-๙-7145)
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Air Emission from the Scrubber PPPL (From Pickling and Oiling Process)

Index	Result		Standard
	10 Feb 2020	13 Sept 2020	
Hydrogen chloride (mg/m ³)	0.62	0.40	No more than 200 ^{1/}

Standard^{1/} : Standard of contaminants in air released by the factory, Notification of the Ministry of Industry B.E. 2549
(For production process without fuel combustion, calculated at actual percent oxygen)
Industrial emission standard, Notification of the Ministry of Natural Resources and Environment B.E. 2549

Measured/analysed/controlled by S.P.S. Consulting Service Co., Ltd.
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Analysed by Ms. Somjai Srisathaporn (๓-011-๙-7145)
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Air Emission Quality from Boiler

Index	Result		Standard
	10 Feb 2020	25 Sep 2020	
Particulate matter (mg/m ³)	3.9	11	No more than 120 ^{1/}
Sulfur dioxide (SO ₂) (ppm)	3	0.3	No more than 800 ^{1/}
Oxide of nitrogen (NO _x) (ppm)	38	34	No more than 180 ^{1/}
Carbon monoxide (CO) (ppm)	1.3	2.0	No more than 690 ^{2/}

Standard^{1/} : Emission standards for steel factory (new source), Notification of the Ministry of Science, Technology and Environment B.E. 2544
(Excess air of 50% or at oxygen of 7%)

Standard^{2/} : Standard of contaminants in air released by the factory, Notification of the Ministry of Industry B.E. 2549
(For production process with fuel combustion)
Industrial emission standard, Notification of the Ministry of Natural Resources and Environment B.E. 2549

Remark : < 0.1 is Detection Limit of SO₂

Measured/analysed/controlled by : S.P.S. Consulting Service Co., Ltd.
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Telephone No. : 0-2939-4370-2

Air Emission Quality from Dust Collector

Index	Result	Standard
	28 Aug 2020	
Particulate matter (mg/m ³)	2.5	No more than 120 ^{1/} , 300 ^{2/}

Standard^{1/} : Emission standards for steel factory (new source), Notification of the Ministry of Science, Technology and Environment B.E. 2544
(excess air of 50% or at oxygen of 7%)

Standard^{2/} : Standard of contaminants in air released by the factory, Notification of the Ministry of Industry B.E. 2549
(For production process without fuel combustion, calculated at actual percent oxygen)
Industrial emission standard, Notification of the Ministry of Natural Resources and Environment B.E. 2549

Measured/analysed/controlled by : S.P.S. Consulting Service Co., Ltd.
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Telephone No. : 0-2939-4370-2

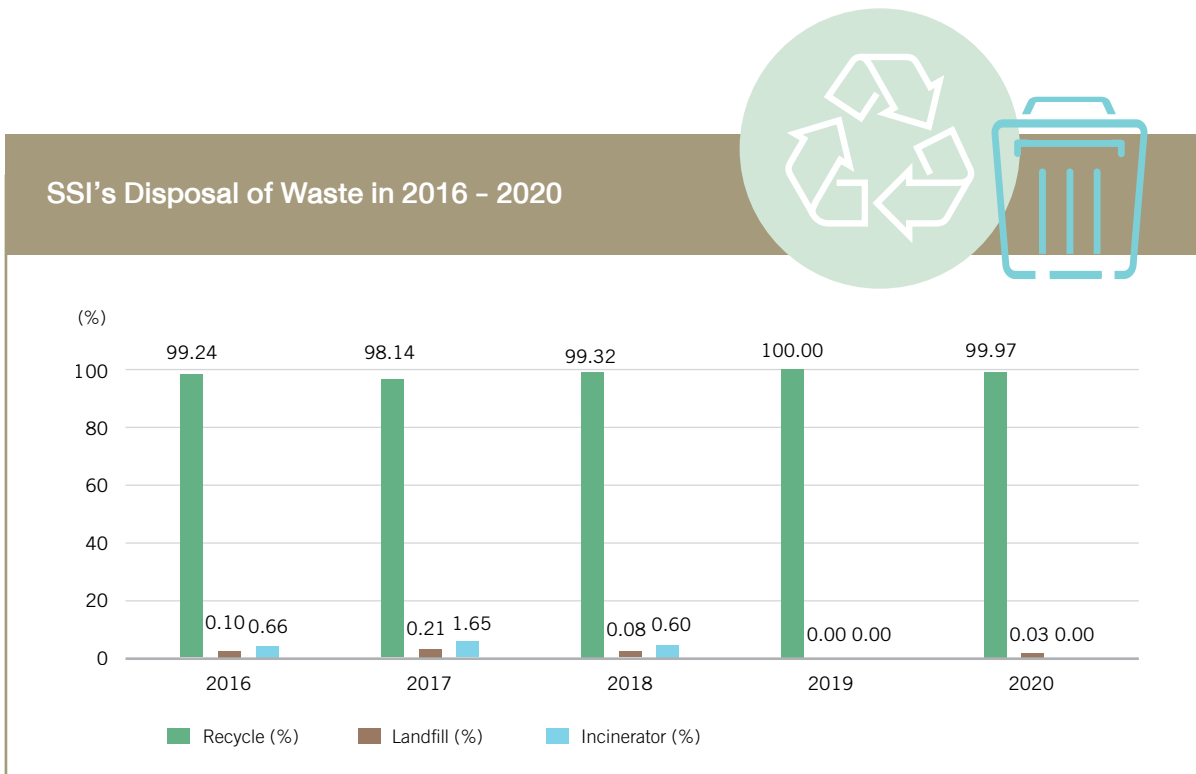
Waste Management

The Company is committed to reduce quantity of waste at source by applying the 3Rs Principle – Reduce, Reuse and Recycle.

- Reduce: Reduce amount of waste generated at source and encourage efficient use of resources, such as arrangement of the project to reduce general waste, waste grease and waste oil, etc.
- Reuse/Recycle: Reuse waste or re-processing through recycling to minimise waste or maximise its usage, such as the project on repeated use of waste by reducing contamination of existing oil. Recycling of waste by changing waste disposal method from landfill to recycling for maximum usage and processing wasted food into fermented bio-extract to distribute to staff.

Apart from applying 3Rs to reduce waste at the original source, SSI also disposes waste with minimal environmental impact as follows:

- Disposal or pretreatment of waste: SSI uses services of the well-known waste processor with expertise and certification by the authorised government agency which has standard on waste disposal process as per specified by the law well as widely accepted by the service users.
- Industrial waste management: SSI employs industrial waste pollution controller, to ensure that the operation has been performed correctly and in compliance with the laws.



In 2020, total waste amounted to 61,490.364 tons, waste management cost was Baht 8.7 million and sale of 27,941.00 tons of waste amounted to Baht 45.91 million. 99.97% of waste had been disposed by means of recycle and 0.03% had been disposed by landfill method which has been approved by the government agency and pursuant to legal requirements.



Cooperation with External Organisations

The Company intends and voluntarily participates in climate change mitigation projects and activities with government agencies and external organisations. Key projects and activities participated in 2020 are as follows:

1. Collaboration and Development Project with South East Asia Iron and Steel Institute (SEAISI) through Environment & Safety Committee (ESCO) Working Group. Representative from SSI has been appointed as ESCO's chairman and has exchanged information on technologies with respect to environment, energy and safety among member countries to drive for joint study projects and to also serve as database for strategic planning in ASEAN's steel industries, as well as to put joint studies into practice. In 2020, SSI has collaborated with the Iron and Steel Institute of Thailand (ISIT) to request the support research fund from SEAISI under the cooperation project titled "The Feasibility Study on Recycle of Waste for Iron and Steel Industry in Thailand". Research fund has already been approved and the project will continue until 2021.

2. Life Cycle Assessment and Environmental Labeling Project for implementation of online library on environmental building materials for green building in collaboration with Kasetsart University, under the support of the National Science and Technology Development Agency (NSTDA). The Company has been selected to participate in the said project as a representative of the Metal Group. The Company's hot-rolled coil and square tubes had undergone life cycle assessment and received Certified Carbon Footprint of Product (CFP) from Thailand Greenhouse Gas Management Organization (Public Organization).

3. Life Cycle Assessment (LCA) Project of Steel Industries jointly with the World Steel Association (Worldsteel). The Company has collected Life Cycle Inventory (LCI) data, based on the scope of Gate-to-Gate calculation by taking into consideration the production process. Worldsteel has assessed LCA and also further applied model for upstream assessment for SSI. Results from LCA assessment made SSI acknowledge significant impacts on environment and comparison with average data at global and regionally levels. This project has been performed since 2016 to date.

Green Industry

SSI recognises the importance of co-existence between the steel industry, community, society and environment. Thus, it signed the memorandum of co-operation to develop a Green Industry with the Ministry of Industry, whereas the environmental management has been conducted systemically and monitored for continuous development. As a result, in 2020 the Company has been certified in the Fourth Level Green Industry (Green Culture). Everyone in the organization participates in the environmentally friendly operations in every aspect that it becomes part of the corporate culture.

Surveying Local Attitudes and Local Participation on Environment

A survey on attitudes of the community has been conducted annually with the communities around the plant. The communities are important stakeholders for SSI because the operations of the plant affect them economically, socially and environmentally in both positive and negative ways. Thus, an attitude survey enabled the Company to understand their perception through community leaders and household leaders on various effects from the operation of the plant throughout the year. It also paves the way to joint decisions through participatory meetings, for example, community leader council meetings and village meeting. SSI has used suggestions from these meetings as a basis to arrange programs that directly respond to the need of the community and lead to sustainable local satisfaction.

Results of the local attitude surveys in 2020 revealed that most of the locals acknowledged and saw benefits on existence of the plant in terms of income generation, better trading opportunities, local employment in the plant and better infrastructure of the communities. The plant also supported various community activities, such as provision of scholarship, aquatic animal conservation, career development, community-banking and mangrove forest conservation. The activities which received the most satisfaction level were about environmental activities, such as tree-planting to increase green areas, beach clean-up & garbage collection, Mae Ramphueng mangrove conservation, aquatic animal conservation, local environmental quality surveillance project, and garbage sorting/garbage management at sub-district level. The second best satisfaction activities were community activities, i.e. community career promotion project, volunteer spirit project, community bank project, community leader council project, local procurement projects and etc.

The community's top 3 concerns arising from the plant's operations from the survey results in 2020 were traffic congestion (9.3%), particulate matter from traffic (5.9%), and noise from steel transportation trucks (2.7%). While top 3 concerns from 2019 survey results were traffic congestion (9.6%), noise from steel transportation trucks (6.7%) and particulate matter from traffic (2.19%). Therefore, it could be seen that their major concern was still traffic problems. To alleviate community concerns about traffic issues, the Company partnered with the transportation companies to set up additional measures to monitor and supervise traffic for more efficiency as follows:

1. Cooperate with the Prachuab Khiri Khan Provincial Transportation Bureau, Bangsaphan Industrial and Community Education College and other government agencies involved to provide knowledge to the drivers on maintaining their vehicles, safety driving and 100% compliance with traffic rules.
2. Arrange the program to control and monitor the driving hours in excess of the limit prescribed by the law and provide rest area for the driver to take a break and check their health readiness.
3. Increase capability on safety supervision and inspection in the community areas of the Operation Control Center so that it can inspect traffic and speed in Bangsaphan area via GPS system 24 hours a day.
4. Support and provide traffic safety equipment to the village security group in Bangsaphan District to help oversee the traffic of general cars and cargo trucks of the Sahaviriya Group.
5. Assign Sahaviriya Group Truck Control Center to solve congested traffic problems caused by release of various transportation trucks continually and simultaneously by installation of traffic light to release one truck per one minute to community areas and to make the trucks keep distance between each other for more than 50 metres. Time signpost was also installed at the truck releasing point with rules on cargo transportation trucks of Sahaviriya Group in Bangsaphan District.

09

Social Performance



SSI recognises the importance of customer satisfaction and its effect on successful business, therefore specific focus is placed on ensuring best practice is achieved to effectively and efficiently respond to customer's needs.

Creating Customer Value and Fair Operating Practices

SSI recognises the importance of customer satisfaction and its effect on successful business, therefore specific focus is placed on ensuring best practice is achieved to effectively and efficiently respond to customer's needs. Furthermore, fair operating practices with business partners are always carried out in order to create appropriate benefits for both parties. The Company ensures that correct reports and facts are provided to customers and performs in line with contracts and the Company is committed to negotiating appropriate solutions based on business relationships, avoids business conflict situations and adheres to fair treatment.

Innovated Value Products

In 2020, the Company has set up activities to strengthen relationships with customers, particularly in relation to resolving problems, handling customer complaints, and receiving feedback and suggestions. The data from the activities is used to develop product services and quality to meet the needs of the customers. Activities undertaken included customer visits, meetings with key customers on a monthly basis, annual customer satisfaction surveys, training and providing further knowledge of the company's products. SSI also provided advice and assistance to clients to support them in resolving any problems associated with the Company's products.

Our Innovated Value Products Working Team has carried out these activities to analyse customer needs, by working with

the Production Team to drive the development of products and services quality. Improvements made include, controlling product dimensions to reduce customers' loss, specially designing product properties according to customers' requirements and enhancing transportation efficiency to achieve on-time delivery for urgent orders. These will support customers to broaden their performance and expand marketing opportunity. Further important developments are as follows:

1. Developing High Strength Steel TS more than 590 MPa thin gauge (Thickness less than 2.30 mm)
2. Developing HardenX22B for Hot stamping and heat treatment process
3. Developing and register petty patent Solution SSI AirPurlin for construction application
4. Developing IVP: To reduce thickness tolerance to 50% of standard (PreciseTHICK: TOL50) and reduce thickness aiming to 3% gauge down (THICKonDemand: TM-3%), creating value added to customers for special use customers.

In 2020, SSI had delivered 274,438 tons of Innovated Value Products (IVP) which represent 27% of the total sales and 406,574 tons of Customized Product (CP) which represent 40% of the total sales.

Create Shared Value with Business Partner

Annual seminars with suppliers and service providers were conducted to clarify company regulations, procurement purposes and procurement practices for Sahaviriya affiliated companies. Moreover, the Company has been supporting additional jobs for local suppliers in Bangsaphan District, by purchasing local products from various groups. The Company established Local Market @ SSI Project to support good quality OTOP from the housewife groups in various subdistricts in Bangsaphan District to be sold in the Company. This will help local product to be well-known and increase income for local vendors.

In 2020, the Company purchased products from general vendors at approximately Baht 1,710 million which can be classified as follows: Baht 602 million for energy product group, Baht 149 million for rolls and spare parts, Baht 88 million for consumable parts, Baht 167 million for Tangible Fixed Asset and Capital Expenditure, Baht 644 million for services, Baht 60 million for others, and Baht 256 million or local purchases in the Bangsaphan community. For 2021, it is expected that procurement costs will be raised up to Baht 2,000 million from general vendors and Baht 260 million from the local community.



Fair Trade Practices

The Company realised fair treatment with trade competitors by complying with the rules and laws of the government sectors. For example, the Trade Competition Act B.E. 2560 (A.D. 2017), the Prices of Goods and Services Act, B.E. 2542 (A.D. 1999). Furthermore, the firm would not seek for trade secret information of any trade competitors by using dishonest or unappropriated means and destroy the reputation of any trade competitors employing slander.

Besides, the Company is the mainstay on the establishment of The Association of Thai Hot-Rolled Flat Steel, where is the center of the committee including executives of the company, trade competitors, and trade partners. All parties not only join meetings and activities regularly but also exchange experiences, support to drive for a fair trade policy and competition through the government agencies or relevant organisations to strengthen a good relationship. Moreover, the Company is playing an increasingly important role to promote the cooperation of 8 Thai Steel Manufacturing Associations (the newest one has joined recently), which accounting for 503 companies. The main purpose is to strengthen the steel manufacturers of Thailand. Nowadays, the cooperation has requested to amend the Anti-Dumping and Countervailing of Foreign Products Act (the second edition), B.E. 2562 (A.D. 2019) and all relevant notifications from the Ministry of Commerce, which is has been well received to promote a better international fair trade. Last but not least, the Company has sent representatives to join the board of The Federation of Thai Industries in the leading position as well as the chairman of Iron and Steel Industries in order to drive the national steel industries to 4.0 steel industries.



Innovation, Research and Development

In intent development of steel industry in 2020, Sahaviriya Steel Industries Public Company Limited has established the project “School of Engineering (SoE) - Intermediate course” to strengthen people in organisation. It provided sophisticated engineering knowledge and information technology for employees which was beneficial for their work and enhances the business competencies. The contents provided in the project including;

1. Metallurgy for rolling flat steel
2. Quantum Geometry Information System
3. Biogas

Experts from various fields were invited to share experience and knowledge with staffs

In addition, SSI encourage engineer to research into new knowledge for development of process and product quality in the project “SSI Super Engineer”. It emphasised engineer to enhance the skill in innovation thinking, technology for increasing machine, process and product efficiency. For example, Installation of Scale Cleaner Machine at SKM3 Backup Roll, Improvement of Oil Lubrication Gear Box COB & FIM L3, Improvement of Atomizing Air Flow Rate System At Furnace 1&2 and Improvement of Scale Peel Off for heavy HRC gauge.

In emphasis on learning of operating staff, SSI has continuously organise “SSI QCC CONTEST” annually for enhance the skill in systematic thinking and analysis to solve the problem and improve the quality of their job by themselves which focus on working as a team. In 2020, there were 12 teams, 12 improvement activities, especially Reduce of Hot Rolling Wave & HFL Fold Loss, Reduce of equipment damage in Acid System of PO Line and Greasing Control.

Furthermore, SSI has conducted “SSI Steel Construction Virtual Forum 2020” Seminar to disseminate knowledge and innovation in steel construction product and provide interdisciplinary networks for contractors, engineers and academics. It included 7 contents as following:

1. New Approach for Stability Analysis and Beam-Column Interaction for Steel Members
2. New Prefabricated Structural Steel Industrial Building Guideline
3. Special Topic: Overview of the Thai construction industry in 2020 and trends of the Thai construction industry in 2021
4. Wind load consideration comparing DPT standards to ASCE 7-05, 7-10, and 7-16

5. New Research & Innovation for Structural Steel Building & Infrastructure

6. Innovation in Bridge Construction

7. High Strength Steels for The Built Environment - Application & Research

With regard to research and development, SSI has also coordinated with academics, institutes, and universities (i.e. National Metal and Materials Technology Center, Synchrotron Light Research Institute (Public Organizations), Metallurgy and Materials Science Research Institute of Chulalongkorn University, and King Mongkut's University of Technology North Bangkok). For example, Adhesion characteristic of oxide scale on hot rolled coil. It has conducted the researches to develop products and innovate that continuously serve and support steel industries which led to sustainable domestic primary industries.

"Structural Steel Improvement (SSI) for Young Engineers Program 2019" project has been arranged continuously for 3 years. In 2020, SSI has awarded 8 thesis grants worth Baht 25,000 each to research on structural steel to 5 universities including Walailak University 2 grants, King Mongkut's University of Technology Thonburi 3 grants, Kasetsart University 1 grant, Bangkok University 1 grant and Chiang Mai University 1 grant.

Anti-Corruption

The Board of Director constantly places a strong emphasis on conducting business under the principles of good corporate governance and social responsibility which is intended for sustainable development. The Company deems that corruption is harmful and causes great damage to organisations and the nation. The Company therefore fully supports the implementation of the anti-corruption policy. On 22 January 2016, the Company was first certified by Thailand's Private Sector Collective Action Coalition Against Corruption Project (CAC) and became a member of CAC. Recently, on 21 May 2019, the Company passed recertification process and the certificate had been valid for 3 years. In 2020, the Company carried out the following activities:

The Company established supervision and control practices to prevent and monitor fraud and corruption risks, which were summarised as follows:

1. Policies and Guidelines on Anti-corruption

The Company promulgated the policy and guidelines regarding anti-corruption in 2013 and continuously abided by them to confirm its intent and expectations to fight against corruption.

The anti-corruption policy states that Directors, Executives, and all employees are prohibited from accepting or being involved in any type of corruption either directly or indirectly. The Company shall act strictly in enforcing compliance with Thai anti-corruption laws and regulations, and those of each country in which the Company conducts its business. The Board also determined that the Company's subsidiaries and its jointly controlled companies shall adopt this anti-corruption policy including any guidelines issued by virtue of such a policy.

The Company's Guidelines on Anti-corruption has been revised to align with the notification of the National Anti-Corruption Commission (NACC) Re: Guidelines on Appropriate Internal Control Measures for Juristic Persons to Prevent Bribery of State Officials, Foreign Public Officials and Agents of Public International Organizations" under section 123/5 of the Organic Act on Counter Corruption B.E. 2542. The anti-corruption guidelines provide guidance on offering or receiving gifts or entertainment or hospitality activities, granting contributions or donations to charities or commonwealth, and political contributions, reporting of suspected fraud or corruption. This policy and guidelines were developed in addition to "SSI WAY" including the Company's commitment to ethics which is mentioned in business philosophy, integrity which is mentioned in business ethics, employee ethics and values, as well as the ethical conduct for employees on conflicts of interest which is mentioned in the Company's guidelines regarding conflicts of interest.



2. Communication of Policies and Guidelines on Anti-corruption

The Company recognised the importance of communicating policy and guidelines on anti-corruption. They were communicated via an internal e-mail and newspaper. All employees were able to access to this policy and guidelines which were place on the Company Intranet and also available on the Company's website: www.ssi-steel.com. In addition, the Company has published the guidance on offering or receiving gifts through GCG News (Internal e-mail) so that employees can know and act upon them correctly. The Company also sent the letter requesting their business partner for cooperation to refrain from offering gifts to the Company's employees. Moreover, the Company's "No Gift Policy" were pinned at all notice board for employees at all levels to acknowledge and implement in order to create a good standard in operation and perform their duties without expecting other benefits. At the annual supplier seminar which is held once a year, the Company's Anti-corruption policy will be communicated to all suppliers who attended the seminar, which in 2020 the annual supplier seminar was held in March.

3. Training

The Company has continually provided training to encourage executives and employees to be aware of anti-corruption and to ensure that employees truly understand and can comply with

the anti-corruption policy and guidelines. In 2020, Training employees on compliance with the Anti-corruption Policy through the mandatory orientation program for new starter which were held in March and October 2020 in addition to the refreshing training program to reaffirm understanding of employees at both Bangkok office and Bangsaphan office.

4. Putting Policies into Practice

The Anti-corruption working committee has been appointed since 20 July 2015, to put the anti-corruption policy into practice and to enable the Company to maintain what it has been doing as a certified company of Thailand's Private Sector Collective Action Coalition Against Corruption. This is to express the Board's commitment and intent on Anti-corruption and to ensure that the Company has an anti-corruption measures monitoring, a delegation of power and a clear responsibility to implement the anti-corruption policy. In 2020, the Company organised an activity that raised awareness among its employees called "Anti-corruption Egg Quiz by 4G" game with the collaboration between the Group Compliance and Corporate Governance Office, Group Legal Office, Group Procurement Office and Group Internal Audit Office. The objectives of this quiz game were to evaluate employees' understanding and to survey employees' attitudes on Anti-corruption program. The survey results were used to identify gap, improve, and fix the Company's anti-corruption prevention program.

5. Fraud and Corruption Risk Assessment

The Company assessed risk of fraud and corruption by the risk owner of each division who identified events where fraud and corruption risk might occur in his/her area, assessed the likelihood and impact, reviewed and designed appropriate measures to combat fraud and corruption. The Group Risk Management Office then collected their results and proposed them to the Risk Management Working Committee for consideration before submission to the Risk Management Committee and the Audit Committee for acknowledgement. This is done annually.

The Company determined guidelines on monitoring and evaluating compliance with the anti-corruption policy as follows:

1. Whistle-Blowing System

The Company provided Whistle-Blowing channels for stakeholders to raise concerns about offenses against the law, unethical practices, poor or unacceptable practices, abuse of authority, irregularities, corruption, fraud or misconduct, violations of the company's conflict of interest policy, abuse and disregard of company policy, guidelines, instructions or procedures, fraudulent financial reporting, deficiencies in internal control systems or any action that may cause damage to the informants or the Company, without fear of retribution by having measures to protect the informants or whistleblowers. The Company also provided measures to review or investigate the whistleblower's concerns and the imposition of punishment of offenders. All the whistleblower's concerns that were raised with the Good Corporate Governance Committee were to be tracked and examined, resolved and responded to informers as soon as possible. These were also reported to the Audit Committee for acknowledgement. Moreover, a summary of the Good Corporate Governance Committee's activities were also reported to the Board of Directors twice a year. In 2020, there were no whistleblower tips received through whistleblowing channel.

2. Internal Audit

The Group Internal Audit Office participated in an assessment to assure and advise on good corporate governance, risk management and internal control. The Company's internal control was assessed by the Group Internal Audit Office together with the management every six months especially the assessment of risk factors relating to misstatements arising from fraudulent financial reporting or misappropriation of assets. The Group Internal Audit Office also developed an audit coverage plan and an annual audit plan using a risk based approach including fraud and corruption risk. The audit engagements were conducted following the annual audit plan that has been approved by the Audit Committee and the audit results were reported to the Audit Committee.

3. The self-assessment and monitoring for compliance with Business ethics and Employee ethics

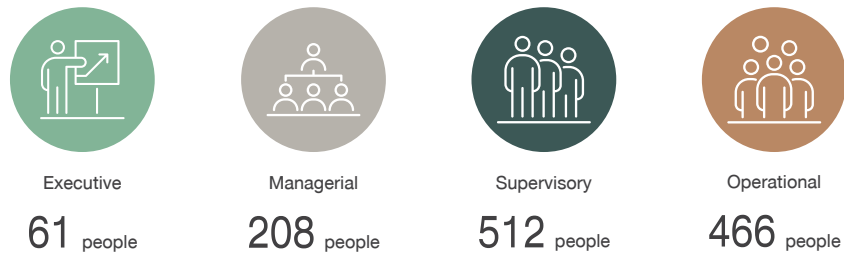
The Company continually surveyed its employees about their perceptions and compliance with the Company's Code of Conducts including Business ethics and Employee ethics by using the self-assessment questionnaire as a tool. Not only the perceptions and compliance with the Company's code of conducts but also the anti-corruption policy was also surveyed. The objectives of the survey are to improve the effectiveness of internal communications to ensure employees understand the Company's Code of Conduct and anti-corruption policy and to monitor and assess employees' compliance with them.

Human Resources and Right

The Company recognises the importance of human resources that they are essential to the organisation's business success. We have determined the appropriate structure of employment, compensation and benefits, personnel development and the Company has continued the Care Organization Project to promote activities related to employees and their families, creating efficient collaboration and working relationships between employers and employees. The project supports employees to achieve an appropriate work life balance by considering their personal life and family. In addition it encourages employees to demonstrate good values and act as role models.

Employee Structures

In 2020, SSI employed 1,247 people; 247 at the Bangkok office and 1,000 at the Bangsaphan Steelworks. The employee structure recognises levels of employee as follows:



SSI Group Employee

SSI Group employee level	SSI	TCRSS	WCE	PPC	Total
Executive level	61	8	5	1	75
Managerial level	208	75	37	5	325
Supervisory level	512	207	154	31	904
Operational level	466	570	491	55	1,582
Total	1,247	860	687	92	2,886
SSI Group employee level	239	163	118	0	520

(Number of Employees of SSI Group: as at 31 December 2020)

Employment

The Company has a policy to encourage employees to consider promotion and rotation of roles. The policy looks to appoint internal employees into roles who have the appropriate knowledge and qualifications. If there are no suitable current employees for a required role, the Company will recruit potential external candidates. Recruitment policies are open to all genders, races, religions, ages of 18 years and over, providing the person is appropriately qualified and competent. The Company conducts interviews with fairness and effectiveness in recruitment and selection. In 2020, the Company had 206 job vacancies with 491 potential candidates and 193 people were successfully recruited into these roles; 134 newcomers and 59 transferring employees within organisation. As for the underprivileged, there are limited positions because of job characteristic. The Company also has contributed to the Empowerment of Person with Disabilities Fund through the improving quality of life of people with disabilities.

Employee Development

The Company has established guidelines to develop staff to be consistent with the vision, mission and strategic plan according to the competency based guidelines to recognise talented staff and support the development of staff, in accordance the SSI WAY. In 2020, SSI has arranged training courses as follows:

Training and Development of SSI Staff in 2020

Guideline	Method	Outcome in 2020
On-the-Job Training (OJT)	Set standards of necessary knowledge and skills to different tasks and assigned supervisors to coach and train staff to enable them to perform in accordance with the knowledge and skill levels required. The supervisors will regularly monitor the outcomes and performance.	127 people
In-House Training	<ol style="list-style-type: none"> In-House Training inviting internal and external speakers with knowledge and expertise in various fields Organise Knowledge Sharing activities to share work experience The content about: <ul style="list-style-type: none"> - Management - Workplace Behavior - Technical Competency - Productivity - Occupational Health and Safety - etc. 	116 courses (276 times) 1,173 participants Average training period 27.22 hours/person/year
Staff Development - talented and good staff through the SSI WAY	Staff development activities to recognise knowledge and awareness/Core competency "iFacts"	25 activities 1,002 participants
Domestic and Overseas Training	Appoint staff to undertake training courses held by external organisations, both domestic or based overseas	58 courses 142 participants Average training period 0.77 hours/person/year
Acknowledge the Annual Division Goal Program 2018	Managerial level executives and upwards were informed about policy and strategies through Goal Program Presentation, by each division.	295 participants (Managerial and above level)

Welfare and Benefits

SSI places a focus on the welfare and benefits of employees and complies with the relevant legislation on employment such as leave days and holiday leave. Moreover, the Company provides the following welfare and benefits appropriate to the relevant working conditions:

- Annually 2 uniforms
- 5-route transportations for staff in Bangsaphan to travel into the office
- Monetary support for staff who live outside of the Bangsaphan district area
- Free rice and inexpensive food for staff
- Upcountry allowance for staff who work at Bangsaphan Steelworks
- Travelling allowance support for employees who work in other locations and overseas
- Shift allowance for shift workers
- Provident fund for employees on retirement
- Internal sport, Sport Day and Anti-Drugs Sports
- Organises “Staff Health Week” campaign to support staff to learn to take care of their health
- Organises Drug Free Workplace Project to protecting and solving drug problems in organisations
- Organises lectures on HIV/AIDs
- Health and life insurance and travel insurance for overseas business trip.

Taking Care of Employees during COVID-19 Situations

The Company places importance to health and safety of the employees during coronavirus disease 2019 (COVID-19) pandemic situation. In this regard, the special task force comprising representatives of the companies in Sahaviriya Group has been appointed to respond to COVID-19 outbreak, undertake measures to assist and prevent the employees from such pandemic, reduce the risks from infection and support measures of the Center for COVID Situation Administration (CCSA), Ministry of Interior. Internal measures implemented included:

- Set up the public relations center to disseminate the correct information to the employees and to comply with the public health principles.
- Announce the novel coronavirus disease 2019 (COVID-19) pandemic preventive measures.
- Specify mandatory rules that the employees and the visitors must scan their body temperature pursuant to screening measures and wear face masks/fabric face mask all the time before entering and during working in the office or in the plant.
- Provide adequate amount of face masks for the employees.

- Provide alcohol hand sanitizer spray or gel in the screening points at exit-entrance of the workplace and constantly clean common areas used by the employees, i.e., employee shuttle bus, office areas, doors, toilets and elevators with disinfectant.
- In case any employee is suspected to be the patient under investigation (PUI), such employee must undergo COVID-19 screening procedures by either means of nasopharyngeal swab or throat swap and undergo 14-day home isolation or quarantine for symptoms monitoring pursuant to recommendations of the doctors. Such employee must report detailed symptoms to the Human Resource Department every day.
- Strictly prohibit the employees from travelling to risky areas in any case.
- Meeting or seminar must be refrained or avoided, especially in areas where the participants come from risky areas.
- Encourage the employees to work from home.

Employee Relations

The Company recognises the importance of building relationships between employees and management to create an effective work environment and to provide employees with a balance between work life and family life (Work Life Balance). The Company has therefore maintained the “Care Organization” project which has included the following activities:

- Meet Management: The following activities have been put in place to establish a relationship between employees and management:
 - Annual policy statement: President informed managerial level staff about the strategic plan and company policies.
 - Goal Program Presentation: Managers and above reported their annual plans twice a year to support the company strategy and business plan. This allowed other managerial staff to share their plans and received comments and suggestions for improvement from the Management Committee.
 - Announce Division Annual Strategic Plan: Each management division presented to their staff the division strategy to create awareness and improve all employees understanding.
 - Executive meeting and participate in activities together: Management have visited the plants to participate in company activities such as sport, voluntary work, blood donations and merit in the New Year. These activities supported the Company's agenda to promote talented and good staff through the SSI WAY and Promoting Corporate Value activities.
- Increasing the well-being of employees and their families: Project activities have been set up such as Happy Family Project for 120 families, Family Day, Children's day and Volunteer Project for on fire and flood disaster.
- HR Clinic: The Company arranged HR consulting staff to advise employees on any HR queries, for example company rules & regulations, salary, personal tax, etc.

Creative Internal Communication

In order to build good relationships and encourage understanding between the organisation and all staff levels, SSI focuses on creative internal communication via many channels as follows:

Communication Channel	Objective	Outcome in 2020
• Message from Group	To inform and make all staff aware of policies, operation directions and major performances of the Company directly from Group CEO and President and the Management	2 times
Goal Program Presentation	To allow all staff of managerial level and upwards to acknowledge and share their opinions on the direction and business operation. This is performed for the Company in overview and for different departments to allow clear communication between teams.	2 times
Voice on the Line	To provide information to staff directly from the management team to help them understand the business vision or related operation.	5 days/week
Morning Talk (monthly/weekly)	To allow managers and staff to have a two way communication system to update on news related to the Company and to solve any work issues.	1 day/week
Face to Face Workforce Visit	To visit staff at their operational locations to provide information and news about activities being held in the Company as well as asking them for their opinions and suggestions.	4 times
Employee Relations staff visit shift staff at their workplace	To visit night shift workers at their workplace and gain their opinion and provide them suggestion.	9 times
Welfare Committee	To communicate employees' requirements to the management team and strengthen the relationship between executives and staff.	4 times
Electronic Newsletters	To publicise updated information and activities of the Company. The newsletter includes completed and future projects to provide useful information related to daily life and health.	520 times
SSI WAY Understanding Activities	To help employees learn and understand the "SSI WAY" which are the values that the Company encourages staff to demonstrate - "good person", "talented person" and "qualified person" who will help develop both the organisation and the society.	14 activities
Internal TV	To distribute major information to all staff quickly	295 times
Communication via Social Media (Facebook, Page-SSI Employee Relations and Welfare)	Social media is used as a two way communication tool to inform staff about updated information regarding the organisation. The communication can be made via both the internet and smart phone.	520 messages

Social Capital and Community Development

SSI remains place emphasis on social and community development on sustainable basis in order to strengthen its stakeholders by adhering to three fundamentals: creativity, stakeholder engagement and operation efficiency. In 2020, the Company operated 30 social and community development projects (inclusive of 14 SSI Arsa projects), which benefited 18,434 stakeholders. These projects were divided into two parts: (1) Social capital development to strengthen the underprivileged and (2) Community development which emphasised on 4 aspects: education, environment, occupation and income, good quality of life as well as religion and local cultural support.

Social Capital Development

Konlhek Mini Marathon (Virtual Run) 2020

The Company, and its steel industry partners, namely, Thai Cold Rolled Steel Sheet Public Company Limited (TCRSS), NS-Siam United Steel Company Limited (NS-SUS), NS Blue Scope (Thailand) Limited (NS Blue Scope) and JFE Steel Galvanizing (Thailand) Company Limited (JSGT) jointly arranged “Konlhek Mini Marathon (Virtual Run) 2020” during 25 November - 5 December 2020. This year event has been supported by 102 customers’ companies, business partners and organisations as well as 850 employees and general people which could raise fund (without deducting expenses) of Baht 3 million to support 20 foundations for the underprivileged. This event which arranged for 13 consecutive years could raise fund more than Baht 31.9 million in total.





Save Bangsaphan Project

As a result of coronavirus disease (COVID-19) pandemic situations which widely impacted people everywhere, therefore, the Company synergised with the public sectors and civic sectors to arrange Save Bangsaphan Project to support and undertake operations pursuant to the COVID-19 pandemic prevention measures for the employees within Sahaviriya Group and the surrounding communities with objectives to keep the employees, general public, Bangsaphan communities, public health personnel, and the officers who have duties to take precaution and prevention of pandemic safe or to minimise impacts from infection. Operations undertaken included provision of knowledge on COVID-19 infection prevention, support the local career groups to produce fabric face masks to use in replacement of medical face mask which were shortage at that time as they were necessary for medical personnel and the monks throughout Bangsaphan District, provision of instant meals, alcohol gel to 11 COVID-19 screening and inspection points all through Bangsaphan District and Too Pun Suk (sharing pantries).

The Company also provided approximately 10,000 hen's eggs and duck eggs to Bangsaphan District Office to further distribute to the local people; personal protective equipment (PPEs) to Prachuap Khiri Khan Province; rescue and paramedic kits to Sawang Rat Sattha Tham Sathan Foundation Bangsaphan; infrared temperature sensors to Bangsaphan Public Health District; COVID-Clear Gate to Bangsaphan District Office; face masks, N95 face masks, PPEs and UV Sterilizers to Bangsaphan Hospital. SSI also jointly designed and provided budget to construct 2 negative pressure rooms for usage in emergency room and in dentistry room of Bangsaphan Hospital including supported the construction of the 10th field hospital in Samut Sakhon Province, and etc.

Community Development

In 2020, SSI has carried out 28 community development projects which reflected strong commitment to be the good citizenship and to earn trust from Bangsaphan locals and stakeholders with ultimate objectives to build up strength and well-being of the community and the society so they can live their lives happily. These community development activities of SSI focused on engagement from every sector, i.e. SSI, SSI staff, locals and the related organisations in the following aspects: education development, environment preservation, occupation and income enhancement, religion and cultural support and "SSI Arsa," volunteer spirit project development among SSI staff.

Jointly Developing Quality of the Community Education

Sahaviriya Funds for Bangsaphan Educational Development

Sahaviriya Funds for Bangsaphan Educational Development Project emphasised on development of quality of education in Bangsaphan District in 3 dimensions (school, teacher and student) with co-operation from the Office of the Basic Education Commission (OBEC) and from the Office of Prachuap Khiri Khan Primary Educational Service Area Zone 1. This project invited the qualified elementary schools in Bangsaphan District to submit the 3-year education quality development plan to compete for the development fund. The winning's school will receive total fund of Baht 1.2 million during 3 years to develop the school as per the proposed plan. This project commenced since 2011 and the present one is the 9th batch. In 2020, there were 12 schools from 3 batches under the project operations, for example, the 7th batch which commenced in 2018 comprising Women Secretary Association School 1, Chaikasem Sub-district, Ban Khaoman School, Chaikasem Sub-district, Ban Klongloy School, Ronthong Sub-district, and Ban Suanluang School, Phong Prasat Sub-district; the 8th batch which commenced in 2019 comprising Bangsaphan School, Mae Ramphueng Sub-district, Ban Don Sa-nga School, Kumnerd Noppakhun Sub-district, Ban Huaykaew School, Pongprasart Sub-district and Ban Wangyao School, Thong Monkol Sub-district, and the 9th batch which commenced in 2020 comprising Wat Tum Kiritham School, Thongchai Sub-district; Baan Chamuang School, Pong Prasart Sub-district; Bangsaphan Kindergarten, Kumnerd Noppakhun Sub-district and Baan Thong Mongkhon School, Thong Mongkhon Sub-district.

In 2020, all 12 participating schools under Sahaviriya Funds for Bangsaphan Educational Development Project passed the supervision, monitoring and evaluation pursuant to the criteria specified in the plan. There are 8 schools under operation pursuant to 3-year education quality development plan and in 2020 academic year, total average scores from the Ordinary National Educational Test (O-NET) were 4, an increase by 4.18%. Additional 4 schools will be under this project operation in 2021 academic year.

Technician Potential Development for Steel Industries

The Company has collaborated with the Office of the Vocational Education Commission (VEC) and Bangsaphan Industrial and Community Education College under the "Technician Development for Steel Industries Project" for joint development and improvement of curricular at vocational certificate and high vocational certificate as well as development of potential of technical students to be in line with requirements of steel industrial groups and continual industrial groups. This project has been undertaken for 13 years and has about 722 technician graduates in 4 fields, i.e. industrial technical, industrial mechanical technical, electrical technical and warehouse management. Out of these graduate technicians, 195 are now working with Sahaviriya Group. In addition, this project becomes a model on formulation of dual vocational training (DVT) between the vocational education college which is a government sector and Sahaviriya Group, a private sector.





SSI Group Annual Scholarships

In 2020, the Company and SSI Group provided 374 SVG Annual Scholarships, worth Baht 844,500 to local youth from 20 schools in Bangsaphan District who have determination to study but have economic difficulty, with details as follows:

- 233 general scholarships for primary school - high school students, worth Baht 272,500,
- 10 continuous scholarships for bachelor's degree students, worth Baht 350,000,
- 10 scholarships for vocational certificate and high vocational certificate, worth Baht 55,000.

Moreover, employees of SSI staff also provided 121 additional scholarship funds, "Tun Nee Phue Nong", worth Baht 167,000.

Term Khwarm Fun Pun Khwarm Roo Project

SSI and SSI Group together with Bangsaphan Wittaya School arranged academic activities to enhance knowledge in five subjects (Science-Mathematics-English-Thai-Social Science) to prepare readiness of the students for the Ordinary National Educational Test (O-NET), General Attitude Test (GAT) and Professional and Academic Aptitude Test (PAT) before entering into the university. There were 563 students in Mattayom Suksa 6 from educational institutes in Bangsaphan District and nearby areas, such as Bangsaphan Wittaya School, Chai Kasem Wittaya School, Bangsaphan Noi Wittayakom School and Tubsakae Wittaya School participated in this project.

Local Curriculum Development Project

SSI has joined with the local schools and local people in setting up the Local Curriculum Development Committee to apply learning process which are in line with social context in the locality for sustainable development of quality of life and environment as well as to create actual participation through study courses taught by 4 SSI volunteer teachers who have keen expertise in this field. The topics, which were taught to 635 students in Pratom Suksa 4 to 6, totally 18 hours in a year, were about "Steel in daily life" and "Steel industry and community development".

In 2020, this project has organised continuously in the participating schools, such as Bangsaphan Kindergarten, Bangsaphan School, Wat Na Phak Khung School, Baan Chamuang School, Baan Don Sumran School and Baan Tha Kharm School. Currently there are 6 schools participating in this project which has been operated since 2012.



Career Development to Strengthen Household Economy

Community Bank Project

The Company and SSI Group have arranged the participatory development of quality of life on sustainable basis by jointly conducted with 18 villages in 4 sub-districts located surrounding the plant, by supporting and enhancing the communities to establish 18 community banks. As at 31 December 2020, total funds amounting to Baht 41,510,101, an increase by Baht 2,900,131 from the amount of Baht 38,609,970 in 2019 and 3,665 project members could enjoy benefits, an increase by 178 people from 3,487 members in 2019. In addition, 7 community leader councils have been established to manage their communities on participatory basis.

In order to make such project sustainable and on continual basis, in 2020, the Company has focused on enhancement and development of their potentials by arranging the following activities: (1) Pilot community bank activities (waste management) where 5 communities participated in, and (2) Annual performance evaluation forum of 18 community banks, where performance evaluation results of all community banks were in very good level.

Community Leader Council Project

The Company encouraged the community people to establish the community leader council to manage their own communities jointly with other associates networks, agencies of public sector, including Sahaviriya Group. In 2020, the activities arranged under this project were as follows:

1. One forum (roaming) to follow up performance, report and plan of the community leader council
2. Potential development of the community leader councils to further building community business operations by arrangement the study visit on “Biomass Energy Management” at Center of Fuels and Energy from Biomass, Faculty of Science, Chulalongkorn University, Kangkoy District, Saraburi Province and on “Sustainable Community Management with Sufficiency Economic Means” at the Community Learning Center, Baan Klong Huachang, Klongrua Sub-district, Wiharn Daeng District, Saraburi Province.

3. Thongchai Elderly School in Thongchai Sub-district by jointly arrangement with Baan Thangsai Community Leader Council, Moo. 9, Thongchai Sub-district and Tambon Tham Kiriwong Health Promoting Hospital to promote the elderly's good health. There were 133 elderly people participated in this activity.

4. Annual performance evaluation of 7 community leader councils, where performance of all community leader councils were in very good level.

5. Participation with external network organisations, by inviting representatives of 2 community leader councils to participate in activities arranged by Moral Promotion Center (Public Organization), such as, happiness community network committee meeting, the lecture to support for driving moral province (Phra Nakhon Si Ayutthaya Province), workshop on experimental application of moral standard to strengthen moral in the organisation, video recording on “Cipher Moral Organization” program and etc.

Sahaviriya Ruam Pattana Project

This project has been arranged with the collaboration of Bangsaphan District and Moral Promotion Center (Public Organization) to open opportunities to the agencies, organisations and communities to participate in various development activities with SSI Group and Moral Promotion Center (Public Organization), for instance to arrange exhibitions or display their works to disseminate to other participating agencies, organisations and communities including the third party to acknowledge their performance under the 5th Happy Community Market Fair, and to arrange the forum to exchange knowledge with each other. There were 49 exhibition booths from 35 agencies, organisations and communities with 507 people participated in this project.



Bangsaphan Community Enterprise Development Project

SSI still remains the trade partner with the community enterprise group continually, i.e. Ban Don Sa-nga Marketing Demonstration Center Community Enterprise for selling rice as the employees' welfares, with values worth more than Baht 1,017,150. SSI also invited 4 community enterprise groups located nearby, i.e. Organic Rice Plantation Community Enterprise Group, Sam Yaek Ban Suan Community, Ronthong Sub-district; Agricultural Product Processing Group, Ban Nongchan, Chai Kasen Sub-district; Sam Ao Organic Farming Network Group, Ban Hinpud, Bangsaphan Noi District, Prachuap Khiri Khan Province, and Product Processing Group, Ban Thamanao, Mae Ramphueng Sub-district to participate in "2020 Sahaviriya Ruam Pattana Project" at Bangsaphan District Office and at SHEE Q Week Activity at SSI Bangsaphan Plant to enhance income, increase product distribution channel and publicise works of the community enterprise groups.

Increase Locals Hiring from the Community

In order to comply with the policy on promoting local workforce employment, so that the local people from Bangsaphan District and surrounding areas do not have to migrate to other provinces to work and earn money there, as of 31 December 2020, SSI Bangsaphan Plant employed 2,886 employees of which 2,205 of them or 75% have domicile in Prachuap Khiri Khan Province. In addition, 520 outsourcing employees were also employed.

Support Products and Services from Bangsaphan Communities

SSI supported local products manufacturing groups of the communities located in Bangsaphan District by purchasing local products and goods from various career groups in Bangsaphan District, with total value of approximately Baht 256 million and it is expected that in 2021, the procurement value will increase to Baht 260 million.

Safeguarding and Upgrading the Environmental Quality

SSI puts strong emphasis on responsibility to the environment and natural resources. Apart from supervising the production process to ensure that pollutant emitted from the production processes will not have any negative impact to quality of life and health of the employees and the local people, the Company also collaborated with relevant agencies to arrange the environmental awareness promotions and campaigns continually.

Learning Center and Community Waste Management

SSI together with the community people established “Learning and Community Waste Management Center” in Moo 7, Ban Thung Lan Khwai, Mae Ramphueng Sub-district, Bangsaphan District, Prachuap Khiri Khan Province to support for people participation on reduction of community waste, waste sorting, usage of waste for maximum benefit, as well as to specify guidelines on construction of pilot learning and waste management center managed by the community in order to develop into the pilot circular economy village. The community leaders, representatives and representatives of Mae Ramphueng Sub-district Administrative Organization have been invited to the study visit at Zero Waste Learning Center, Ban Rangplub Community, Krubyai Sub-district, Bang Pong District, Ratchaburi Province, so that they can adapt with the Learning and Community Waste Management Center at Ban Thung Lan Khwai.



In 2021, there are plans to jointly manage household organic waste, add value of the unused material, and return of garbage bins to Mae Ramphueng Sub-district Administrative Organization and to arrange the subsurface water bank, respectively.

Social, Cultural and Religious Promotion Activities

Support 2020 National Children's Day in Bangsaphan

SSI supported the arrangement of the National Children's Day activities together with Mae Ramphueng Sub-district Administrative Organization, Kumnerd Noppakhun Sub-district Administrative Organization, Phong Prasat Sub-district Administrative Organization, Chaikasem Sub-district Administrative Organization, Ban Krood Municipal District, Ban Thakam School, Wat Na Phak Khung School, Ban Donthong School, Ban Huaykaew School, Ban Khaoman School, Matthayom Noppakun School, Ban Sonsumnak School, Wat Donyang School, Bangsaphan District and Ban Chang Phruak School, Bangsaphan Noi District.

Community Bank and Community Leader Council Sport Relationship Project

SSI has jointly arranged the local sport competition to strengthen unity, good relationship and health among 18 community leader councils, committees and members of community banks. There were 180 people participated in this activity.

Relationship Management Project and Community Support Activities

SSI supported the arrangement of activities within the communities to strengthen good relationship and for continual development of communities of 7 sub-districts in Bangsaphan District and nearby areas which benefited more than 10,000 community people. Activities supported were “See Sun Run Sea #Season 2”, at Bangsaphan Wittaya School, “Run for School” at Bangsaphan Wittaya School, education fund raising with many schools, religious activities, student sport events of Bangsaphan District, Prachuap Khiri Khan Tourism Event, Miracle City of Three Gulfs, plastic bag reduction project, and etc.

Support Public Service Centers during Road Safety Campaign

In order to make Thai people celebrated New Normal New Year Holiday, SSI provided beverages to the government agencies and the volunteers at 11 public service centers in Bangsaphan District, Prachuap Khiri Khan Province during the seven-day road safety campaign to reduce road accident during 2021 New Year Holiday as moral supports to the officers and volunteers who devoted their time to facilitate the people who traveled during this long holiday with safety, and to prevent and reduce road accident throughout the long holiday period.



SSI Arsa Project

“SSI Arsa Project” is a volunteering project, that SSI staff and executives jointly participated in activities to help the society and communities in Bangsaphan District and to make the SSI staff proud of themselves.

Instilling Corporate Volunteering Culture

In 2020, SSI staff arranged 14 virtues volunteering activities under “25th Anniversary of SSI, 250 Virtues” Project.



“25th Anniversary
of SSI,
250 Virtues”
Project
Virtues: 14 Virtues

The number of SSI Arsa
Volunteers involved totaled

370 or
2,960
service hours.

The number of volunteers
from the communities totaled

260 or
2,080
service hours.

- The 219th Virtue: Restore and repair crematorium, Rai Bon Temple
- The 220th Virtue: Improve and repair village water tank
- The 221st Virtue: Paint multi-purpose pavilion,
Ban Suan Chat Community
- The 222nd Virtue: Collect garbage and improve landscape around
Ban Suan Luang Beach
- The 223rd Virtue: Restore and repair crematorium,
Tham Khaonoi Temple
- The 224th Virtue: Repair and paint crematorium,
Thung Sai Thong Temple
- The 225th Virtue: Repair crematorium and its gate, Morasuab Temple
- The 226th Virtue: Lay fish aggregating device around
Ban Ton Thong Lang Beach
- The 227th Virtue: Renovate Prince Chumphon Shrine
- The 228th Virtue: Restore and repair sewage cover, Bangsaphan School
- The 229th Virtue: Construct aerobic stage, Ban Grood Municipality
- The 230th Virtue: Repair electrical system at the abbot’s dwelling,
Thung Maprao Temple
- The 231st Virtue: Improve and repair monks’ dwellings, Sai Koo Abbey
- The 232nd Virtue: Improve landscape of pumping station, Wang Yao Weir

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SD Performance

1. Economic Performance Table

GRI	Required Data	Unit	2018	2019	2020	Remark
Economics						
G4-EC1	Economic performance					
	Sales and Service Revenues	Million Baht	31,428	25,199	18,125	
	HRC Sales Volume (ktons)	Million Baht	1,441	1,270	1,012	
	EBITDA	Million Baht	1,665	(1,254)	2,751	
	Net Profit (loss)	Million Baht	194	(1,803)	376	
	Economic value distributed					
	Suppliers*	Million Baht	2,722	3,340	1,710	
	Employees**	Million Baht	737	815	798	
	Financial Institutions (Interest Expense)	Million Baht	898	798	731	
	Community, Society and Environment***	Million Baht	16	15	10	
	Government (Tax)****	Million Baht	91	132	243	

* Consist of value of general trading transactions in goods

** Consist of salary, wages, welfare, provident fund, social security and other expenses for HR development

*** Consist of expenses in community and environment development

**** Consist of corporate income tax, local maintenance tax, property tax, signboard tax and withholding tax

GRI	Required Data	Unit	2018	2019	2020	Remark
Customer satisfaction						
G4-PR5	Target	%	75.00	75.00	80.00	In 2020, the Company has a market survey to the satisfaction of the customer.
	• Market S1 - Automotive group	%	80.00	81.24	85.18	
	• Market S2 - LPG Cylinders group	%	76.00	83.00	74.58	
	• Market S3 - Trader group	%	78.00	83.78	No survey	
	• Market S4 - Steel Pipe	%	82.00	82.16	80.98	
	• Market S5 - SSI Group	%	No survey	72.25	No survey	
	• Market S6 - HAEA Electric Appliance group	%	72.00	74.80	82.65	
	• Market S7 - Machinery	%	-	-	81.69	
	• Market S8 - Reroll	%	-	-	85.72	

2. Environment Performance Table

GRI	Required Data	Unit	2018	2019	2020	Remark
Energy						
G4-EN3	Total energy consumption	Megajoule (MJ)	3,361,963,337.91	2,942,208,231.61	2,240,288,967.80	
	Direct energy consumption	Megajoule (MJ)	2,588,534,193.39	2,211,952,968.69	1,650,855,843.81	
	• Benzene consumption	Litre	61,182,666.50	52,274,163.00	39,022,715.00	
	• Diesel consumption	Litre	810,886.00	711,306.00	478,682.00	
	• LPG consumption	kg	664,568.03	560,815.36	449,244.97	
	Indirect energy consumption	Megajoule (MJ)	773,429,144.53	730,255,262.92	589,433,123.99	
	• Electricity consumption	Megawatt Hour (MWh)	214,841.43	202,848,684.14	163,731,423.33	
G4-EN6	Total amount of saved energy	Megajoule (MJ)	46,285,245.00	99,733,341.34	29,273,605.65	

GRI	Required Data	Unit	2018	2019	2020	Remark
CO₂ Emission						
G4-EN15	CO ₂ Emission	Tons CO ₂	290,735.00	258,351.00	200,984.00	
Water						
G4-EN8	Water consumption from production process	million cubic metres	1.18	1.15	0.80	
Wastes						
G4-EN2	Percentage of materials used that are recycled input materials	%	99.32	100.00	99.97	
G4-EN23	Percentage of waste by waste incineration	%	0.60	0	0	
	Percentage of waste by landfill	%	0.08	0	0.03	
Transport						
G4-EN30	Number of company's vehicles or leased vehicles for product transportation					
	• Short distance truck	Cars	60	66	58	
	• Long distance truck	Cars	812	816	805	
	Number of transportation					
	• Short distance truck	Trips	11,761	10,122	6,953	
	• Long distance truck	Trips	29,634	24,137	35,315	

3. Total Workforce Table

GRI	Required Data	Unit	2018	2019	2020	Remark
Hiring						
G4-LA1	Number of employees					
	• Number of permanent employees	Person(s)	1,140	1,177	1,247	
	• Number of contracted employees	Person(s)	160	156	239	
	By gender					
	• Male	Person(s)	917	948	997	
	• Female	Person(s)	223	229	250	
	By age					
	• Over 50 years old	Person(s)	132	123	202	
	• 30 - 50 years old	Person(s)	763	803	777	
	• Below 30 years old	Person(s)	245	251	268	
	By employee structure					
	• Executive	Person(s)	51	56	61	
	• Managerial	Person(s)	196	202	208	
	• Supervisory	Person(s)	449	473	512	
	• Operational	Person(s)	444	446	466	
	Employee turnover					
	Total turnover	Person(s)	60	83	62	
	Total turnover rate	% of total employee turnover	5.26	7.05	4.97	
	By gender					
	• Male	Person(s)	44	52	48	
	• Female	Person(s)	16	31	14	
	By age					
	• Over 50 years old	Person(s)	2	9	6	
	• 30 - 50 years old	Person(s)	28	42	31	
	• Below 30 years old	Person(s)	30	32	25	

GRI	Required Data	Unit	2018	2019	2020	Remark
Newly hired employees						
	Total number of new employee	Person(s)	123	121	134	
	Total new employee rate	% of total employee	10.78	10.28	10.75	
By gender						
	• Male	Person(s)	88	84	107	
	• Female	Person(s)	35	37	27	
By age						
	• Over 50 years old	Person(s)	5	1	3	
	• 30 - 50 years old	Person(s)	38	46	39	
	• Below 30 years old	Person(s)	80	74	92	
Maternity and parental leave						
G4-LA3	Number of employee who take maternity leave	Person(s)	8	13	7	
	Number of employees returning to work after leave	Person(s)	8	13	7	
Training and education						
G4-LA9	Average training hour					
	By branch					
	• Bangkok office	Hours/ Person/Year	20.97	24.77	20.40	
	• SSI Bangsaphan Plant	Hours/ Person/Year	34.81	39.16	26.49	
	By employee structure					
	• Managerial - Executive level	Hours/ Person/Year	51.98	40.33	74.25	
	• Operational - Supervisory level	Hours/ Person/Year	38.30	22.10	33.69	
Anti-Corruption						
G4-SO4	Number of employees who have completed ethics training	Person(s)	210	84	104	

GRI	Required Data	Unit	2018	2019	2020	Remark
Code of conduct						
	Violation of Business Ethics	Cases	-	-	-	
Talent attraction and retention						
	Percentage of employees who passed formal performance reviews	%	100	100	100	
	Employee satisfaction		-	-	-	
	Persons of employees who take engagement survey	Person(s)	839	831	820	
	• Bangkok Office	%	15	6	5	
	• SSI Bangsaphan Plant	%	85	94	95	
	Score					
	• Total score of employee engagement with the Company	%	41.53	71.60	72.16	
	• Score of employee engagement with Bangkok Office	%	20.97	13.46	15.17	
	• Score of employee engagement with SSI Bangsaphan Plant	%	45.10	75.48	77.24	

4. Occupational Health and Safety Performance Table

GRI	Required Data	Unit	2018	2019	2020	Remark
Occupational health and safety						
G4-LA6	Injury Frequency Rate (IFR)					
	• Employees and contractors	case/ a million working hours	1.67	0.32	1.66	
	Lost Time Injury Frequency Rate (LTIFR)					
	• Employees and contractors	case/ a million working hours	0.31	0	0	

LTIFR: (Number of Lost Time Injury x 1,000,000) / Total Working Hours

IFR: (Number of Injury x 1,000,000) / Total Working Hours

11

Awards and Recognitions 2020

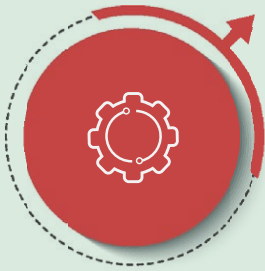
14 August 2020

The Company was granted the 2020 Moral Business Forum Awards held by Moral Promotion Center (Public Organization)



16 September 2020

The Company received Certificate of Carbon Footprint of Products (CFP), held by Thailand Greenhouse Gas Management Organization (Public Organization), Ministry of Natural Resources and Environment



10 June 2020

The Company received Silver level certificate of Zero Accident Campaign Award 2020 held by Thailand Institute of Occupational Safety and Health (Public Organization), Ministry of Labour



28 August 2020

The Company received a plaque of Support to Dual Vocational Education Honorary Award held by Bangsaphan Industrial and Community Education College



21 September 2020

The Company obtained the National Outstanding Establishment Award in Safety, Occupational Health and Working Environment for the year 2020, Gold Level, held by Department of Labour Protection and Welfare, Ministry of Labour

21 December 2020

The Company received the Green Industry Certificate (Green Culture), level 4, from the Ministry of Industry.



22 December 2020

The Company was granted Trailblazer Award as pioneer in the protection of personal information held by ASEAN CIO Association (ACIOA), Office of the Permanent Secretary for Digital Economy and Society as the Office of the Personal Data Protection Committee, Faculty of Law, Chulalongkorn University.

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About This Report

Scope of the Report

The 2020 SD Report of Sahaviriya Steel Industries Public Company Limited (SSI) is the 11th issue that the Company has published to inform shareholders, stakeholders, investors and the public. This issue has added information about stakeholder engagement and their expectation which will be applied to set up a clear SD framework with economic, social and environmental consideration.

This issue has covered all business strategy, policies, guideline, and business performance in economic, social and environmental aspect, mainly about SSI and some parts connected to its subsidiaries, during 1 January 2020 to 31 December 2020, to ensure that the CSR guidelines are delivered consistently throughout the Group.

Moreover, SSI determines to expand the report to cover more areas in the future.

This report has been generated in accordance with Global Reporting Initiative (GRI) G4 which is an international initiative. The report is disseminated in written reports and online at www.ssi-steel.com to allow everyone easy access to the information.



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Stakeholder Engagement and Sustainability

SSI has channels for appealing against illegal action, including actions which will damage whistle-blowers and the Company. Moreover, the Company has policies to protect the whistle-blowers and the appeal will be monitored and the facts assessed. These issues will be fixed, while the whistle-blowers and the Audit Committee will be informed about its progress. In addition, the results of the Good Corporate Governance Committee's tasks will be reported to the Board of Directors for acknowledgement twice a year.

There are communication channels that the Company has applied to communicate with the main 7 groups of stakeholders to create understanding and allow them to be part of the operation. Their opinion will be assessed to appropriately respond to all stakeholders and continuously enhance for sustainable development.

Group of Stakeholder	Expectations	Engagement Method	No. of Time Engaged
Shareholders and Investors	<ul style="list-style-type: none"> • Good corporate governance • Risk management • Good performance and return • Business Rehabilitation Plan Progress • Anti-corruption policy 	Annual general meeting	N/A
		Annual report	Annual
		Investor relations activities	As needed
		SET's website	Continuous
		Management Discussion and Analysis	Quarter
		SSI's website	Continuous
		Strategic Partner Meeting	Quarter

Group of Stakeholder	Expectations	Engagement Method	No. of Time Engaged
Customers	<ul style="list-style-type: none"> • Product quality • Technical supports • On time delivery • Service quality • Appropriate access to product • Correct product information • Products that promote the society and environment 	Receives feedback from customers and meeting to get the customers need	Continuous
		Site visit, Meeting	Continuous
		Announcement Quality Policy	Continuous
		Customers Satisfaction Survey and feedback	Continuous
		Inspection and site visit	Continuous
		Website, Exhibition, and Brochures	Continuous
		Website	As require
		Business Partners and Suppliers	<ul style="list-style-type: none"> • Quality promotion • Technical support • Co-management of occupational health, safety and environment
Meeting	Continuous		
Recruitment and selection process	Continuous		
Advisory system	Continuous		
Competitors	<ul style="list-style-type: none"> • Fair competition • Avoiding dishonest or inappropriate access confidential information of competitors • Not discrediting competitors 	Conference	Continuous
		Association membership	Continuous
		Association and sharing of experiences	Continuous

Group of Stakeholder	Expectations	Engagement Method	No. of Time Engaged
Employees	<ul style="list-style-type: none"> • Environment, health and safety management in workplace • Human resource development • Fair evaluation and appropriate remuneration • Communications • Equal employment opportunity and anti-discrimination in the workplace • Welfare 	Meeting	Continuous
		Internal program development	Continuous
		Employee relations activities	Continuous
		Workplace visit	Continuous
		Internal radio broadcasting	Continuous
		Intranet	Continuous
		E-mail	Continuous
		System of complaint	Continuous
Government	<ul style="list-style-type: none"> • Job creation • Fair competition • Safety at work • Additional investment • National economic promotion 	Meeting and sharing information	Continuous
		Membership and participation in activities	As needed
		Meeting and providing information	As needed
Communities	<ul style="list-style-type: none"> • Community development • Environmental, occupational health and safety management • Additional investment • Knowledge transferring • Community activity support • Product transportation 	Community visit	Continuous
		Monthly meeting	Continuous
		Opinion leader meeting	Continuous
		Activity support	Continuous
		Sponsorships	Continuous
		Communication activities	Continuous
		Opinion survey	As needed
		System of complaint	Continuous

Sustainability Evaluation

SSI has conducted this report, by considering important issues which cover risk assessment, current and future business opportunities, in accordance with Global Reporting Initiative (GRI) and information from its stakeholders. This report was assessed according to GRI (G4) and was grouped in “Core” level, by revealing Material Aspect, which is shown in GRI G4 Content Index. Details of the assessment are as follows:

1. Identification

Identified significant sustainability related issues, by taking into account GRI indicators, industry standards, and market trends. The Company chose the issues influence business strategies, business risks and sustainability strategies of the Company, stakeholder expectations and creating shared values.

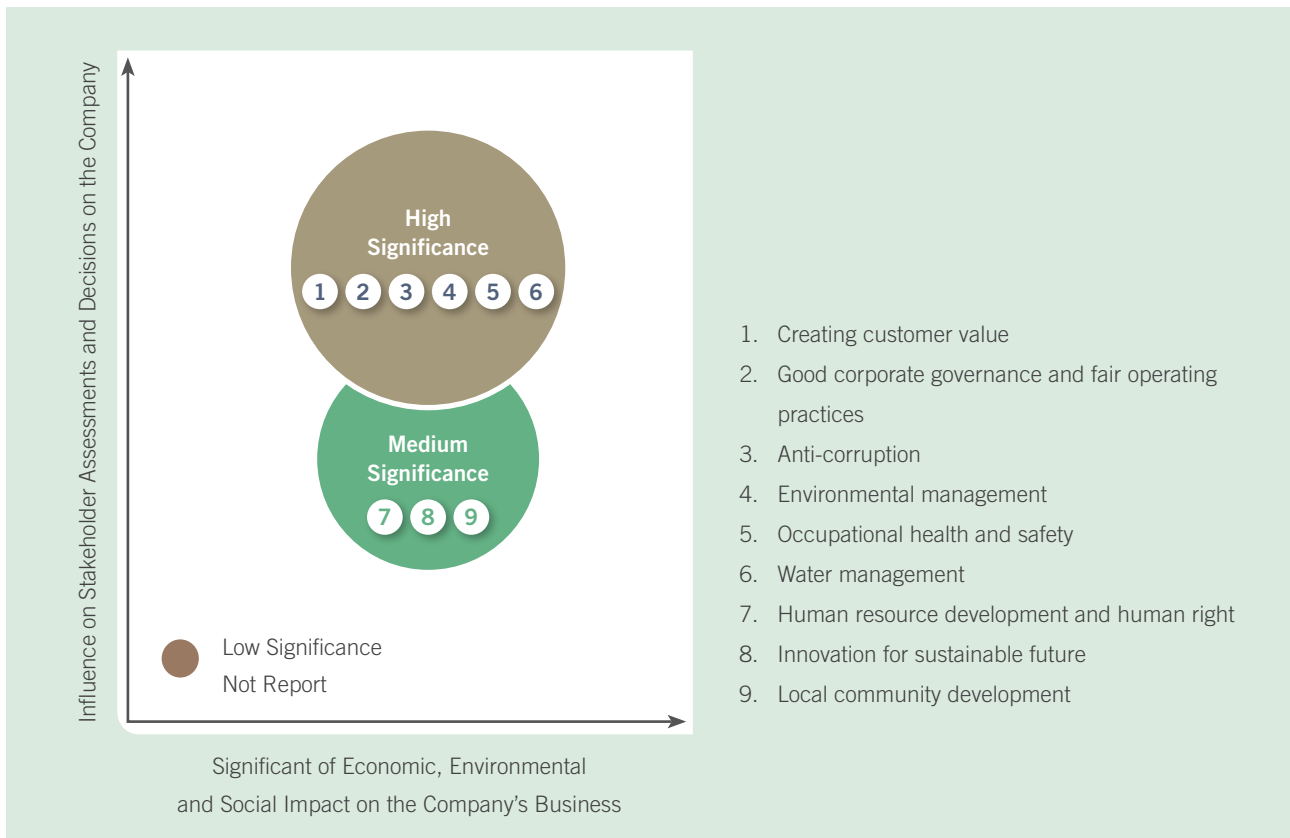
2. Materiality Assessment

Collected, assessed and introduced issues significant to business operations and in line with stakeholder’s interest regarding level of high and medium significance. Other issues are presented through communication channels i.e. Annual Report, 56-1 Report, website, etc.

3. Issue Verification

Interviewed external stakeholders and incorporate their perspectives and viewpoints during the content development. Corporate Social Responsibility Management Committee verifies assessment of significant issues to the organisation, selection of report content for publishing, as well as report formatting in order to ensure that the report covers significant issues relating to SSI and stakeholders’ expectations.

Results of Significant Issue Assessment 2014 Table



GRI

Content Index

General Standard Disclosures

● Fully Reported ● Partially Reported ○ Not Reported

GRI Aspect	Indicator	Level of Reporting	Page		Note
			SD Report	Annual Report	
Strategy and Analysis	G4-1	●	2 - 5	3 - 7	-
	G4-2	●	2 - 5	23 - 28	-
Organisational Profile	G4-3	●	8 - 9	12 - 13	-
	G4-4	●	-	15 - 18	-
	G4-5	●	-	29	-
	G4-6	●	-	-	-
	G4-7	●	8 - 9	12 - 13	-
	G4-8	●	7, 14 - 16	15 - 18	-
	G4-9	●	7, 57	8 - 9	-
	G4-10	●	41 - 42, 57 - 59	-	-
	G4-11	●	-	-	Not applicable
	G4-12	●	10 - 13	15 - 18	-
	G4-13	●	-	3 - 7, 10 - 11	-
	G4-14	●	2 - 5, 14 - 34	23 - 28	-
	G4-15	●	2 - 5, 34, 39, 46 - 55	10 - 11	-

GRI Aspect	Indicator	Level of Reporting	Page		Note
			SD Report	Annual Report	
Organisational Profile	G4-16	●	38 - 41	-	<ul style="list-style-type: none"> Private Sector Collective Action Coalition Against Corruption (CAC) The Association of Thai Hot Rolled Flat Steel (ATHF) The Association of Thai Cold Rolled Flat Steel (ATCF) Thailand Structural Steel Society (TSSS) South East Asia Iron & Steel Institute (SEASI) The Federation of Thai Industries Thailand Business Council for Sustainable Development (TBCSD)
Identified Material Aspects and Boundaries	G4-17	●	-	19	-
	G4-18	●	62 - 66	-	-
	G4-19	●	62 - 66	-	Results of Significant Issue Assessment 2020
	G4-20	●	62 - 66	-	The Aspect is material within the organisation, refer to “About This Report” and “Assessment of SSI’s Key Sustainability Issues”
	G4-21	●	35, 62 - 66	-	page 35 “Result of Stakeholder Survey” and page 62 - 66 “About This Report”
	G4-22	●	-	-	-
	G4-23	●	2 - 5	3 - 7, 10 - 11	-
Stakeholder Engagement	G4-24	●	11 - 13, 63 - 65	-	Stakeholder Engagement
	G4-25	●	11 - 13, 63 - 65	-	Stakeholder Engagement
	G4-26	●	11 - 13, 63 - 65	-	Stakeholder Communication Process
	G4-27	●	35, 63 - 65	-	Stakeholder Communication Process

GRI Aspect	Indicator	Level of Reporting	Page		Note
			SD Report	Annual Report	
Report Profile	G4-28	●	62	-	-
	G4-29	●	62	-	-
	G4-30	●	62	-	-
	G4-31	●	62	-	-
	G4-32	●	54 - 59	-	-
	G4-33	●	66	140 - 145	Our financial data are audited by Independent Auditor.
Governance	G4-34	●	10 - 13	86 - 101	-
	G4-35	●	13	97 - 100	-
	G4-36	●	13	97 - 100	-
	G4-37	●	-	70 - 71	-
	G4-38	●	-	97 - 100	-
	G4-39	●	-	48 - 61	-
	G4-40	●	-	99 - 101	-
	G4-41	●	-	89 - 90	-
	G4-42	●	12 - 13	3 - 7, 74 - 90	-
	G4-43	●	-	95	-
	G4-44	●	12 - 13	93	-
	G4-45	●	-	23 - 28, 74 - 76	-
	G4-46	●	-	23 - 28, 74 - 76	-
	G4-47	●	12 - 13	72 - 87	-
	G4-48	●	66	-	-
	G4-49	●	12 - 13	72 - 73	-
	G4-50	●	-	-	In 2020, there was zero case.
	G4-51	●	-	66 - 69, 93	-
	G4-52	●	-	66 - 69, 93	-
	G4-53	○	-	93	-
G4-54	○	-	-	Not applicable	
G4-55	●	-	-	Not applicable: Proprietary information	
Ethics and Integrity	G4-56	●	1, 10 - 13	-	-
	G4-57	●	38 - 41	84 - 85	-
	G4-58	●	38 - 41	84 - 85	-

Specific Standard Disclosures Overview

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
General	SSI	G4-Disclosures on Management Approach (DMA)	●	2 - 5, 10 - 13	-

Economic

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Economic Performance	SSI	G4-EC1	●	2 - 5, 14 - 16, 57 - 59	130 - 139
	Partner	G4-EC2	●	16, 28 - 32	-
	Customer	G4-EC3	○	Not applicable	
	Community	G4-EC4	○	-	-
Market Presence	SSI	G4-EC5	○	-	-
		G4-EC6	○	-	-
Indirect Economic Impacts	SSI	G4-EC7	○	-	-
	Community	G4-EC8	●	2 - 5, 14 - 16, 57 - 59	-
Procurement Practices	SSI	G4-EC9	●	2 - 5, 4, 37, 50	-

Environmental

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Materials	SSI	G4-EN1	●	21	-
		G4-EN2	●	33, 56	-
Energy	SSI	G4-EN3	●	23 - 25, 55 - 56	-
		G4-EN4	○	Not applicable	-
		G4-EN5	●	28 - 32	-
		G4-EN6	●	23	-
		G4-EN7	●	23	-
Water	SSI	G4-EN8	●	23 - 25, 56	-
		G4-EN9	●	23 - 25, 56	-
		G4-EN10	●	23 - 25	-
Biodiversity	SSI	G4-EN11	○	-	-
	Community	G4-EN12	○	-	-
		G4-EN13	●	26	-
		G4-EN14	●	26	-
Emission	SSI	G4-EN15	●	28 - 32, 56	-
		G4-EN16	●	28 - 32, 56	-
		G4-EN17	○	-	-
		G4-EN18	●	28 - 34	-
		G4-EN19	●	28 - 34	-
		G4-EN20	○	-	-
		G4-EN21	●	28 - 32	-
Influents and Waste	SSI	G4-EN22	●	23 - 25	-
		G4-EN23	●	33, 56	-
		G4-EN24	○	-	-
		G4-EN25	○	-	-
		G4-EN26	○	-	-
Product and Services	SSI	G4-EN27	●	20	-
		G4-EN28	○	2 - 5, 36 - 37	3 - 7
Compliance	SSI	G4-EN29	○	-	-

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Transport	SSI	G4-EN30	●	20, 56	-
Overall		G4-EN31	○	-	-
Supplier Environmental Assessment	SSI	G4-EN32	●	26	-
		G4-EN33	●	20	-
Environmental Grievance Mechanisms	SSI	G4-EN34	●	35, 63 - 65	-

Social

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Employment	SSI	G4-LA1	●	42 - 45, 57 - 59	-
		G4-LA2	●	43	-
		G4-LA3	●	57	-
Relations	SSI	G4-LA4	○	-	-
Occupational Health and Safety	SSI	G4-LA5	●	17 - 19	-
		G4-LA6	●	3, 5, 18 - 19, 59	-
		G4-LA7	○	-	-
		G4-LA8	○	-	-
Training and Education	SSI	G4-LA9	●	17 - 19, 43, 45, 58	-
		G4-LA10	●	-	-
		G4-LA11	●	59	-
Diversity and Equal Opportunity		G4-LA12	●	41, 57 - 58	-
Equal Remuneration for Women and Men	SSI	G4-LA13	○	-	-

Labor Practices and Decent Work

Supplier Assessment for Labor Practices	SSI Supplier	G4-LA14	●	SSI found no illegal actions from performing supplier assessments, auditing and evaluation.	
		G4-LA15	○	-	-
Labor Practices Grievance Mechanisms	SSI	G4-LA16	●	SSI has received no significant complaints, affecting the business.	

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Human Rights					
Investment	SSI	G4-HR1	○	-	-
		G4-HR2	●	43, 57	-
Non-discrimination	SSI	G4-HR3	○	-	-
Freedom of Association and Collective Bargaining	SSI	G4-HR4	●	10 - 13	-
Child Labor	SSI	G4-HR5	●	42, 57 - 59 No case of child labor in our operations.	
Forced or Compulsory Labor	SSI	G4-HR6	●	42, 57 - 59 No case of forced labor in our operations.	
Security Practices	SSI	G4-HR7	○	-	-
Indigenous Rights	SSI	G4-HR8	○	-	-
Assessment	SSI	G4-HR9	○	-	-
Supplier Human Rights Assessment	SSI Supplier	G4-HR10	●	SSI found no illegal actions from performing supplier assessment, auditing and evaluation.	
		G4-HR11	○	-	-
Human Rights Grievance Mechanisms	SSI	G4-HR12	○	-	-

Society

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Local Communities	SSI	G4-DMA	●	36 - 37	-
		G4-S01	●	3 - 7, 46 - 53	-
		G4-S02	○	3 - 7, 46 - 53	-
Anti-corruption	SSI	G4-S03	○	39 - 41	-
		G4-S04	●	39 - 41, 58 - 59	-
		G4-S05	○	39 - 41 In 2020, there was no corruption case.	
Public Policy	SSI	G4-S06	○	-	-
Anti-competitive Behavior	SSI	G4-S07	○	-	10 - 11
		G4-S08	○	-	-
Supplier Assessment for Impacts on Society	SSI	G4-S09	○	SSI found no illegal actions from performing supplier assessments, auditing and evaluation.	
		G4-S010	○	-	-
Grievance Mechanisms for Impacts on Society	SSI	G4-S011	○	-	-

Product Responsibility

GRI Aspect	Location of Disclosure	Indicator	Level of Reporting	Page	
				SD Report	Annual Report
Customer Health and Safety	SSI	G4-PR1	○	-	-
		G4-PR2	○	-	-
Products and Service Labeling	SSI	G4-PR3	○	-	-
		G4-PR4	○	-	-
		G4-PR5	●	55	-
Marketing Communications	SSI	G4-PR6	○	-	-
		G4-PR7	○	-	-
Customer Privacy	SSI, Partner, Customer	G4-PR8	●	SSI strictly protects confidential information of customers (as promagated in the Business Ethics of the Company). In 2020, there was no substantiated complaint regrading breaches of customer privacy and losses of customer data, SD Report page 11 - 12, 36.	
Compliance	SSI, Partner, Customer	G4-PR9	●	In 2020, there was no fines for non-compliance with laws and regulations concerning the provision and use of products and services.	



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