

8.4 PERFORMANCE REPORT OF THE CORPORATE GOVERNANCE COMMITTEE

The CGC Committee has performed in conformity to the corporate governance code to ensure that that Company's management is efficient, transparent and fair, with the Business Code of Conduct to “**create sustainable value to the business,**” and to ensure that it is accepted by all stakeholders. In year 2023, the CGC Committee had four meetings to consider different matters, which are outlined below:

(1) Improving the Good Corporate Governance Handbook to ensure it is in line with **the Corporate Governance Code (CG Code)** for listed companies, 2017 based on the Notification by the Securities and Exchange Commission (SEC) and according to the survey criteria for the Corporate Governance Survey of Thai Listed Companies 2023 of the Thai Institute of Directors (IOD) and improving best practices and the Business Code of Conduct, which were publicized on the Company's intranet and website.

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

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

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

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

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

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

(5) The results of performance self-assessment of the Board of Directors committees on a panel and individual basis for the year 2023 ranged between 93.7 and 100 percent. It collected recommendations from each committee's evaluation to report and improve the work of each committee further.

(6) **Awards of Pride In year 2023:** The Company received eight awards in the categories: Good corporate governance and Sustainability, which were awards of pride from leading institutions in the amount of 4 awards as follows:

(A) **Thailand Sustainability Investment (THSI) Award For the 7th consecutive year**, spanning from 2017 and also in year 2023, the Stock Exchange changed its name from THSI to SET ESG Ratings. During this period, the company consistently maintained an AA rating in the real estate and construction sector. from the Stock Exchange of Thailand and Money and Banking Magazine for listed companies that conduct their business with stability and sustainability with regards to Environment, Society, and Governance or “**ESG**”.

(B) **Five-star Award** (▲▲▲▲▲) from the project of the Corporate Governance Assessment of Thai Listed Companies year 2023 organized by the Thai Institute of Directors Association, with a score of 101%, which is rated as **Excellent** and presented with the **Top Quartile** ranking award in the market with a stock value of 3,000. -9,999 million baht.

(C) **Four-star Award** (◆◆◆◆) in the quality assessment of the year 2023 convening of the Annual General Meeting of Shareholders from the Thai Investors Association with a score of 99%, which is rated as **Very Good**.

(D) **In the ESG 100 award**, the Company was selected as one of the ESG 100 security groups with distinct performance in the environment, society, and governance (ESG) from evaluation of the year 2022 Listed Securities Assessment companies organized by Thaiptat Institute. The first award was presented in the year 2015 and has continued in the year 2019 until the year 2023.

(7) Guidelines for the improvement of corporate governance in 2024:

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

(B) Disseminating good corporate governance within the organization to establish understanding directors, executives and employees at all levels and make it effective so that this becomes corporate culture. For example, the Company has published documents via e-mail to educate directors, executives, and employees about the prevention of using inside information about the Company and conflicts of interest. It also notifies the Company's directors, executives, and employees of the trading prohibition date, etc.

(C) Preparing a conflict of interest report form in an electronic form requiring personnel at all levels of the Company to report conflicts of interest from the first time they become personnel, including a continuous report every January of every year.

(D) Studied a project to develop a Compliance Framework aimed at establishing regulatory guidelines and standards for the company. This framework will serve as a tool for implementing a robust supervisory system, managing risks effectively, and ensuring that the organization's management aligns with diverse regulatory requirements.

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

January 29, 2024

On behalf of the Corporate Governance Committee

|||||

Mr. Thanit Pulivekin

Chairman of the Corporate Governance Committee