

8.4 PERFORMANCE REPORT OF THE CORPORATE GOVERNANCE COMMITTEE

The CGC Committee has performed in conformity to the corporate governance code to ensure 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 2024, the CGC Committee had four meetings, the CGC Committee consists of a total of three members, each of whom attended meetings as detailed below:

Name	Position	Meeting attendance per year 2024 (time)
1) Assoc.Prof.Dr. Somjai Phagaphasvivat (start April 23, 2024)	CGC Committee Chairman	3/3
Mr. Thanit Pulivekin (end April 23, 2024)	CGC Committee Chairman	1/1
2) Mr. Kamolaphat Teepsuwan (start April 23, 2024)	CGC Committee Member	2/3
Mr. Woodthikrai Soatthiyanon (end April 23, 2024)	CGC Committee Member	1/1
3) Mr. Warayu Pradipasen	CGC Committee Member	3/4

Mr. Krit Kullertprasert, Assistant Chief Executive Officer Central Management, is the secretary of the CGC Committee.

The CGC Committee reviewed various matters, with the key points summarized as follows:

(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 2024 ranged between 94.5 and 100 percent. It collected recommendations from each committee's evaluation to report and improve the work of each committee further.

(6) Develop an electronic conflict of interest reporting form, requiring company employees to report any conflicts of interest upon joining the company and to submit regular annual reports thereafter.

(7) Awards of Pride In year 2024: 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 8th consecutive year, spanning from 2017-2022, and also in year 2023-2024, 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 2024 organized by the Thai Institute of Directors Association, with a score of 95%, which is rated as **Excellent**.

(C) Four-star Award () in the quality assessment of the year 2024 convening of the Annual General Meeting of Shareholders from the Thai Investors Association with a score of 98%, 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 2024 Listed Securities Assessment companies organized by Thaipat Institute. The first award was presented in the year 2015 and has continued in the year 2019 until the year 2024.

(8) Guidelines for the improvement of corporate governance in year 2025:

(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) 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 27, 2025

On behalf of the Corporate Governance Committee

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Assoc.Prof.Dr. Somjai Phagaphasvivat

Chairman of the Corporate Governance Committee