

Zen Corporation Group Public Company Limited and its subsidiaries

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(Translation)

Good Corporate Governance Policy

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## Section 1

### Shareholders' Rights

#### 1. Shareholders' Meeting

1. Zen Corporation Group Public Company Limited (the "**Company**") will encourage all groups of shareholders, including institutional shareholders, to attend the shareholders' meeting.
2. The Company will submit documents, information, date, time, place and agenda as well as explanations and reasons for each agenda, as well as all information related to matters to be decided at the meeting in the invitation letter of the shareholders' meeting or in the attachment to the agenda. The Company will notify all shareholders at least 28 days in advance and publish such information on [the Company' s website http://www.zengroup.co.th](http://www.zengroup.co.th) .
3. The Company will provide an opportunity for shareholders to submit questions about the agenda of the shareholders' meeting to the Board of Directors in advance. The Company discloses information about the Notice of the Shareholders' Meeting and related documents on the Company's website until 7 days prior to the date of the shareholders' meeting, which shareholders can submit their questions through the Company's website, by fax or by email of the Company Secretary. The Company will inform the criteria for submitting questions in advance through the news system of the Stock Exchange of Thailand ("SET") in the Notice of the Annual General Meeting of Shareholders and on the [Company's website http://www.zengroup.co.th](http://www.zengroup.co.th).
4. The Company will facilitate shareholders to fully exercise their right to attend and vote by holding meetings on business days and having a meeting venue located in the Bangkok metropolitan area or its vicinity with convenient transportation for shareholders. In addition, sufficient personnel and technology will be provided for document verification and stamp duty will be provided for shareholders who accept proxies.
5. The Company will nominate at least one independent director as a proxy from the shareholders who are unable to attend the meeting. The proxy form will be used in which shareholders can determine the direction of voting.

## 2. Actions on the day of the shareholders' meeting

1. The Company will arrange the use of ballot papers and/or electronic voting in the case of electronic meetings (E-Meeting) and/or the application of technology to shareholders' meetings,
2. shareholder registration, voting on important agendas, such as connected transactions. Transactions for the acquisition or disposal of assets, including vote counting and voting display, for transparency and verifiability, and to ensure that the meeting can be conducted quickly, accurately and accurately. In the case of an electronic meeting (E-Meeting), the Decree on Electronic Meetings B.E. 2563 (2020) and other relevant laws and regulations will be complied with.
3. The Company will require all directors and senior executives of the Company to attend the shareholders' meeting and answer questions to the shareholders' meeting.
4. The Company will arrange for shareholders to vote separately according to each sub-item of each proposed agenda, such as the agenda for voting for the election of individual directors.
5. The Company will arrange for an independent person to count or verify the votes at the shareholders' meeting and will disclose the voting results to the meeting and record them in the minutes of the meeting.
6. The Chairman of the meeting must allocate appropriate time and encourage shareholders to have the opportunity to express their opinions and ask relevant questions to the meeting according to the agenda of the meeting.

## 3. Preparation of Minutes and Disclosure of Resolutions of the Shareholders' Meeting

1. The Company will prepare the minutes of the shareholders' meeting within 14 days from the date of the meeting. How to display the score to the meeting before the meeting is held. Providing opportunities for shareholders to raise issues or ask questions. Answering the essence Questions, clarifications, comments, and how to count votes, including the number of votes in favor. The minutes of the meeting will be sent to the Stock Exchange of Thailand in accordance with the regulations and published on the Company's website. To be able to check and reference.
2. The Company will disclose to the public the voting results of each agenda item at the shareholders' meeting on the next business day on the Company's website.

## Section 2

### Equal Treatment of Shareholders

#### 1. Provision of information before the shareholders' meeting

1. The Company will notify the schedule of the shareholders' meeting with the agenda and opinions of the Board of Directors to the Stock Exchange and publish it on the Company's website at least 28 days before the date of the shareholders' meeting.
2. The Company will inform shareholders of the rules used in the meeting. Voting Procedure, including the right to vote according to each type of share in the Invitation to the General Meeting of Shareholders
3. The Company will make a letter of invitation to the General Meeting of Shareholders in both Thai and English.

#### 2. Protection of minority shareholders' rights

1. Shareholders have the right to propose matters to be included in the agenda of the shareholders' meeting in accordance with the Company's rules. Details are published on the Company's website at [http:// www.zengroup.co.th](http://www.zengroup.co.th) and shall be submitted to the Company by December 31 of each year.
2. Shareholders can nominate candidates to be elected as directors in accordance with the Company's rules. Details are published on the Company's website at [http:// www.zengroup.co.th](http://www.zengroup.co.th) and shall be submitted to the Company by December 31 of each year.
3. The shareholders who are executives will not add to the agenda or change important information without notifying the shareholders at least 21 days in advance of the date of the shareholders' meeting.

#### 3. Protection against the use of inside information

1. The Company will educate the directors. Executives of the Company, including executives in the accounting or finance field at the manager level or higher or equivalent (as defined by the Capital Market Supervisory Board and the Stock Exchange of Thailand) regarding the duty to report the Company's securities holdings in accordance with Section 100 of the Board of Directors of the Company. 59 and penalties under Section 275 of the Securities and Exchange Act, B.E. 2535

- ("Securities Act") including reporting on the acquisition or disposal of the Company's securities in accordance with Section 246 and penalties under Section 298 of the Securities Act.
2. Stipulate that (a) Directors and executives, including executives in the accounting or finance field at the manager level or higher or equivalent. It is responsible for preparing and disclosing reports on their securities holdings issued by the Company, including their spouses or cohabitants, their spouses, and minor children. and (b) a juristic person in which the persons under (a) hold more than 100% of the shares. 30 of the total number of voting rights of such juristic person and the combined shareholding is the largest proportion in that juristic person. According to the Notification of the Securities and Exchange Commission and Section 59 of the Securities Act within 7 working days from the date of the obligation to report according to the law. 3 The Company Secretary shall submit to the Office of the Securities and Exchange Commission (SEC) every time there is a change in the purchase, sale, transfer or transfer of securities by sending it to the Office of the Securities and Exchange Commission and the Company Secretary shall submit a summary report on the securities holdings and changes in securities holdings to the Board of Directors meeting for acknowledgement on a regular basis. 6 Directors and senior executives shall notify the Board of Directors or persons designated by the Board of Directors of the trading of their own shares at least 1 The day in advance before trading.
  3. Prohibits directors from and executives, including those who hold executive positions in the accounting or finance field at the manager level or higher or equivalent. and relevant employees who are informed of inside information about the financial statements. The Company's financial position or operating results, including other material internal information. buying, selling, offering or offering for sale, or soliciting any other person to buy, sell, offer for purchase or offer for sale any shares or other securities (if any) of the Company, whether directly or indirectly. Until the Company has disclosed the information to the public, the Company will notify the directors. and executives refrain from making the above transactions. in writing for at least 30 The day before the public disclosure and should wait at least 24 Hours after the information is disclosed to the public, the above transactions can be made.
  4. Prohibits directors from Executives, employees and employees of the Company and its subsidiaries, including persons who are presumed to know or possess inside information under the Securities Act. Use the inside information of the Company and its subsidiaries that has or may have an impact on the change in the price of the Company's securities which has not been

disclosed to the public which they have known in such position or position for the purpose of buying, selling, offering, offering for sale, or persuading other persons to buy, sell, offer for purchase or offer for sale the shares or other securities (if any) of the Company, whether directly or indirectly, and whether such actions are done for the benefit of themselves or others, or to disclose such facts for others to do so. Regardless of whether they receive benefits in return.

5. Prohibits directors from Executives, employees and employees of the Company and its subsidiaries, including persons who are presumed to know or possess inside information under the Securities Act. Disclose the internal or confidential information of the Company and its subsidiaries as well as confidential information of the Company's and its subsidiaries that they have learned from the performance of their duties to third parties, even if such disclosure does not cause damage to the Company. Regardless of whether it is a subsidiary or a business partner.
6. Designated as a director Executives, employees and employees of the Company and its subsidiaries, including persons who are presumed to know or possess inside information under the Securities Act. The Company is responsible for maintaining the confidentiality and/or internal information of the Company and its subsidiaries. Executives, employees and employees of the Company and its subsidiaries, including persons who are presumed to know or possess inside information under the Securities Act. Use the Company's and its subsidiaries' confidentiality and/or internal information for the benefit of other companies.
7. Designated as a director Executives, employees and employees of the Company and its subsidiaries, including persons who are presumed to know or possess inside information under the Securities Act. It is responsible for complying with the guidelines for the use of inside information of the Securities Act and the Public Limited Companies Act, as well as other relevant rules.

#### 4. Directors' Interests

The Company's Code of Conduct stipulates that the Executives and employees of the Company and its subsidiaries The Company has established an operational system to supervise connected transactions in accordance with the announcement of the Capital Market Supervisory Board. The directors and executives are required to disclose information about their own interests and those involved in the consideration of any

agenda in which the directors or executives have a stake, and must notify their interests before the consideration of the agenda and record it in the minutes of the meeting.

## Section 3

### The Role of Stakeholders

The Company and its subsidiaries attach importance to the treatment of all groups of stakeholders. Taking into account the rights under the law or agreement. The Company does not infringe on the rights of stakeholders, including customers, employees, shareholders or investors, business partners, creditors, society, communities in which the Company is located, and the government. For the sake of financial stability and sustainability of the business. Therefore, companies and subsidiaries take into account the participation of stakeholders. The Company and its subsidiaries will adequately disclose relevant important information to those stakeholders. There is a process for assessing and determining the expectations of stakeholders and determining the response to the expectations of each group of stakeholders, as well as a process and channels for receiving and handling complaints from stakeholders by disclosing the process and channels on the Company's website and the annual report for the mutual benefit of all parties. The Company's stakeholders are as follows:

#### 1.Customer

The Company and its subsidiaries will strive to achieve the highest customer satisfaction with the standards, quality and safety of products and services, as well as the development of quality products and services to meet the needs of customers as much as possible at fair, fair and appropriate prices. The Company also provides accurate information about the Company's and its subsidiaries' business operations and products, and strives to maintain contact channels with customers by regularly listening to customer opinions.

#### 2.Employee

The Company and its subsidiaries will attach importance to the development of employees' knowledge and abilities by providing opportunities to employees thoroughly and consistently, and consider employees as valuable resources of the organization and important for the growth and profitability of the Company and its subsidiaries, as well as providing care and providing a quality working environment for employees. It focuses on health and safety. Treat all employees fairly in accordance with the principles of human rights, non-discrimination and receive fair and fair remuneration compared to similar businesses.

#### 3.Shareholder

The Company and its subsidiaries will be committed to its operations and will perform its duties with integrity. The Company is transparent, fair, and uses knowledge, expertise, and experience in management



with the best interests of shareholders in mind, with good returns and continuous growth, as well as reporting on the situation of the Company and its subsidiaries continuously, completely, transparently, and reliably, and providing equal opportunities for all shareholders to exercise their rights.

#### **4.Business Partners and Creditors**

The Company and its subsidiaries shall be deemed to be the business partners and creditors of the Company. It is important to fully understand the company's business. In addition, to maintain a clear relationship. Sustainable and based on mutual trust. The Company and its subsidiaries will strictly comply with the terms and conditions of the contract, as well as provide complete and accurate financial information to the Company's business partners and creditors, as well as have a policy of not demanding, accepting or paying any dishonest benefits to the Company's business partners and creditors.

#### **5.Society, Community, and Environment**

The Company and its subsidiaries will pay attention to and prioritize social safety. The Company shall ensure that the Company strictly controls the compliance with laws and regulations in accordance with the intent of the laws and regulations of the agencies in charge. In addition, the company seeks to cultivate a sense of responsibility to the community. The Board of Directors of the Company, senior executives, employees and employees at all levels, as well as continuously evaluating and monitoring their operations.

#### **6.Competitors**

The Company and its subsidiaries will treat competitors in accordance with the framework of fair and ethical competition and conduct business with the goal of market development and advancement, which has a positive impact on the industry as a whole, without seeking confidential information of dishonest or inappropriate competitors.

#### **7.Partners**

The Company and its subsidiaries will abide by the terms of trade and contractual agreements. The Company aims to treat its suppliers on the basis of fairness and equality. Taking into account mutual interests and setting criteria for the selection of business partners. Detailed information is provided to all suppliers. There is a fair and transparent procurement process that does not exclude any supplier from participating in business competition, and a management and monitoring system is in place to ensure complete compliance with contracts. There is a process of paying the partner on time according to the agreed payment terms.

In addition, the Company and its subsidiaries will conduct an annual evaluation of suppliers and notify the results of the assessment and feedback so that suppliers can continuously improve the quality of products and services. At the same time, it provides an opportunity for suppliers to file complaints.

## Section 4

### Disclosure and Transparency

The Board of Directors is committed to ensuring the accurate disclosure of important information related to the Company and its subsidiaries, both financial and non-financial information. Complete, timely, transparent through channels that easily access information. Equality and credibility Comply with applicable laws, regulations, and regulations. Strict disclosure and transparency. It sets out the main principles of information disclosure. as follows

1. The information disclosed must be accurate, adequate, clear, timely, and not mislead in the materiality of the information.
2. Comply with regulations related to information disclosure accurately and completely.
3. The Company will only require the designated person to have the right to disclose material information that has not been made available to the public.
4. Information that will affect the trading price of securities which is important for investment decisions. The Company will proceed to the public without delay through the Stock Exchange of Thailand.
5. Disclosure of information will be made through various channels, such as reporting to the Stock Exchange and/or the Office of the Securities and Exchange Commission or on the Company's website, etc.

## Section 5

### Responsibilities of the Board of Directors

#### 1. Structure of the Board of Directors

1. Company The Board of Directors is composed of: The Board of Directors shall consist of at least 1/3 of the total number of directors but not less than 3 independent directors, the remaining number of executive directors and non-executive directors, and the structure of the Board of Directors shall consist of various qualifications in terms of skills, experience, gender, and specific abilities that are beneficial to the Company.
2. Directors must be qualified and not have any characteristics prohibited under the Public Limited Companies Act and must not have characteristics that indicate a lack of suitability to be entrusted to manage a business with the public as a shareholder according to the law. and the Announcement of the Securities and Exchange Commission, and the nomination of new directors will be considered from the director's database. (Director Pool)
3. To strengthen the Board of Directors and to be able to devote sufficient time to performing their duties in the Company. The Company requires that directors can hold the position of directors in listed companies not more than 5 companies.
4. In order to achieve effective results in the management of the Company's business. The Company has guidelines in the case that the Chief Executive Officer and Senior Executive Officer of the Company will serve as directors in companies other than the company in which the Company invests. However, before going to serve as a director in another company, it will be proposed to the Board of Directors for acknowledgement, and must not work in any company other than the company in which the Company invests.
5. Company Determine the qualifications of independent directors in accordance with the Notification of the Capital Market Supervisory Board, except for the shareholding which the Company further stipulates to be stricter, which must hold no more than 0.5% of the Company's paid-up registered capital.
6. The Company designates the Chairman of the Board of Directors and the Chief Executive Officer as different persons so that the balance of the work of the management can be independently checked. By separating duties and responsibilities. as follows
  - (1) The Chairman of the Board of Directors is responsible for supervising the Board of Directors meetings to ensure that they are effective. It ensures that there is an important and necessary agenda for the Company's business operations, especially the strategic

- (2) plan. The minutes of the meeting are recorded accurately, as well as ensuring that the Company's corporate governance is in accordance with the policies laid down. He also serves as the chairman of the shareholders' meeting.
  - (3) The Chief Executive Officer is responsible for supervising and supervising the administration as assigned by the Board of Directors, including the formulation of policies. The Company's and its subsidiaries' annual business strategic guidelines, targets, plans, and annual budgets shall be submitted to the Board of Directors for approval, as well as to comply with the Company's and its subsidiaries' annual business strategic guidelines, targets, plans, and budgets as approved by the Board of Directors.
7. The company provides a company secretary to provide legal advice. Rules and Regulations that the Board of Directors should know and perform duties to supervise the activities of directors As well as coordinating the implementation of the resolutions of the Board of Directors. The Company Secretary must have a bachelor's degree in law or accounting or have passed a training course related to the performance of the duties of the Company Secretary.

## 2. Establishment of thematic subcommittees

The Board of Directors has appointed 5 sub-committees as follows:

1. Audit and Governance Committee
2. Risk Management Committee
3. Marketing and Sustainability Committee
4. Nomination and Remuneration Committee
5. Executive Committee

Each sub-committee shall perform its duties as assigned by the Board of Directors with the authority to notify the management to attend the meeting. Clarify or prepare a presentation report as he deems appropriate.

Each sub-committee has its composition, term of office, and duties in accordance with the charter of each committee. It can be summarized as follows:

- 1) **The Audit and Governance Committee** consists of all independent directors appointed by the Board of Directors of not less than 3 members, at least one of whom must have knowledge of financial accounting and must have qualifications related to independence as announced by the Capital Market Supervisory Board. The Audit Committee is responsible for overseeing the Company. Financial reports are prepared accurately and adequately. Review the internal control system and internal audit to be effective. Review compliance with relevant laws. Propose the

Appointment and dismissal of the auditor. Consider connected transactions or transactions that may have a conflict of interest to meet the criteria. As well as good corporate governance.

- 2) **The Risk Management Committee** consists of directors and executives of the Company. The number of not less than 3 persons must be appointed by the Board of Directors.
- 3) **The Marketing and Sustainability Committee** consists of the Company's directors and independent directors, appointed by the Board of Directors of the Company, with no less than 3 independent directors as the Chairman of the Marketing and Sustainable Development Committee.
- 4) **Nomination and Remuneration Committee** The Board of Directors consists of not less than 3 directors appointed by the Board of Directors and an independent director as the Chairman of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee is required to consist of more than half of the independent directors.
- 5) **The Executive Committee** consists of a number of directors of the Company and may consist of one or more other persons as the Board of Directors deems appropriate and appointed by the Board of Directors.

### 3. Roles, Duties and Responsibilities of the Board of Directors

1. The duties and responsibilities of the Board of Directors are as prescribed by law. Memorandum of Association, Articles of Association and Resolutions of the Shareholders' Meeting, including the following actions:
  - (1) Determine the vision, mission, policies, strategies, and financial targets for the Company and its subsidiaries, as well as consider and approve the policies and operational directions proposed by the management, and supervise the management to implement them in accordance with the vision, mission, policies, strategies, and financial targets, with the goal of increasing economic value for shareholders, taking into account all relevant stakeholders.
  - (2) Review the Charter of the Board of Directors at least once a year .
  - (3) Establish the structure and determine the processes of the Company and its subsidiaries to ensure that the implementation is in accordance with regulations. rule Resolution of the Board of Directors Resolution of the shareholders' meeting in good faith and prudence.

- (4) Establish a structure and determine the processes of the Company and its subsidiaries to have a risk management system. Appropriate supervision and auditing and internal controls.
- (5) Monitor and evaluate the management performance of the Company and its subsidiaries in order to achieve the strategic plan under the budget approved by the Board of Directors.
- (6) Supervise the preparation and preservation of accounts and related documents, including the disclosure of appropriate information to shareholders and the general public.
- (7) Inspect and ensure that the Company and its subsidiaries have complied with the Code of Conduct and Anti-Corruption Policy set forth by the Board of Directors. In addition, the Company and its subsidiaries have established policies on corporate governance for social and environmental responsibility.
- (8) The Company has the authority to appoint persons to serve as directors or executives of the subsidiary company at least in proportion to its shareholding in the subsidiary and clearly defines the scope of duties and responsibilities of the appointed directors and executives. This includes setting a clear framework for exercising discretion and allowing voting at meetings of the Board of Directors of subsidiaries on important matters to be approved by the Board of Directors. Prior to and with administrative control in accordance with the Company's policies and the legalization of transactions, including the disclosure of financial position information. Performance Transactions between parties and the acquisition or disposal of significant assets to be complete and accurate.

However, The delegation of authority, duties and responsibilities of the Board of Directors shall not be in the nature of delegation or delegation of authority to enable the Board of Directors or its delegates from the Board of Directors to approve transactions in which they or persons who may have conflicts (as defined in the Notification of the Securities and Exchange Commission or the Notification of the Capital Market Supervisory Board) may have an interest or may benefit in any manner or may have any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions in accordance

with the policies and rules set forth at the shareholders' meeting or the Board of Directors.

Consider and approve it.

2. In Corporate Governance In addition to conducting business in accordance with the law. The objectives and articles of association as well as the resolution of the shareholders' meeting. The Board of Directors also defines the powers, duties and responsibilities of the Board of Directors as shown in the Charter of the Board of Directors.

#### 4. Board of Directors Meetings and Receipt of Information Documents

The Board of Directors operates through the meetings of the Board of Directors as follows:

1. The Company shall arrange a schedule of Board of Directors meetings in advance for the whole year and the Company Secretary shall notify each director of such schedule.
2. The Board of Directors is required to hold at least 6 meetings per year and must meet at least once every 3 months .
3. The Chairman of the Board of Directors and the Chief Executive Officer jointly consider and select matters for the agenda of the Board of Directors by giving each director the opportunity to propose matters that are beneficial to the Company. Enter the agenda
4. Each Board of Directors Meeting There is a clear agenda. Have sufficient supporting documents for the meeting and send the supporting documents to the directors at least 7 days before the meeting date.
5. All directors must attend every meeting of the Board of Directors and shareholders' meetings, except for necessary reasons.
6. The Chairman of the Board of Directors shall allocate sufficient time for the management to propose matters and enough for the directors to discuss important issues carefully. The Chairman of the Board of Directors will encourage the use of prudent discretion. All directors pay attention to all issues brought to the meeting, including corporate governance issues.
7. The minimum quorum at the time the Board of Directors will vote at the Board of Directors meeting must be at least two-thirds of the total number of directors.
8. In the event that the Chairman of the Board of Directors is not an independent director. The Board of Directors will appoint one of the Independent Directors. Participate in the consideration and determination of the agenda of the Board of Directors meeting. In order to comply with the principles of good corporate governance for listed companies.



9. The Company has a policy for non-executive directors. There is an opportunity to meet with each other as necessary to discuss various issues related to management of interest without the participation of management, and to inform the Chief Executive Officer of the results of the meeting.
10. The Company has a policy to encourage senior executives to attend the Board of Directors meeting.
11. All directors have access to additional necessary information from the Chief Executive Officer. Company Secretary or other assigned executives within the scope of the prescribed policy and if necessary, may provide an independent opinion from the consultant.
12. The Board of Directors assigns the Company Secretary to record the meeting completely and accurately, and must have a clear record of both the results of the meeting and the opinion of the Board of Directors for reference.

#### **5. Self-Assessment of the Board of Directors**

The Board of Directors shall conduct an annual evaluation of the performance of the Board of Directors to consider the performance and problems for further improvement.

The Company has the following evaluation process of the Board of Directors:

1. The Board of Directors conducts an annual self-performance evaluation for the directors to jointly consider the results and problems for further improvement. The performance evaluation of the Board of Directors will be based on the evaluation recommended by the Stock Exchange of Thailand and make additional adjustments to be suitable for the Company's business operations.
2. The Board of Directors conducts an evaluation of the performance of the Chief Executive Officer to compare with the performance of the Board of Directors and the Board of Directors assigns the Chairman of the Board of Directors to report the results of the evaluation to the Chief Executive Officer and the Board of Directors.

#### **6. Remuneration of Directors**

In order to prevent conflicts of interest, the Company is required to the Nomination and Remuneration Committee to consider and propose to the Board of Directors for approval. The rules of practice are as follows:

1. Consideration of remuneration of the Board of Directors The committee will consider the comparison with companies in the same industry. The Company's performance and

2. Responsibilities of directors The consideration and determination of the remuneration of directors is under the approval authority of the shareholders' meeting. The Board of Directors shall propose the remuneration of directors to shareholders for consideration, which shall be set as an agenda at the Annual General Meeting of Shareholders.
3. Executive remuneration is in accordance with the principles and policies set by the Board of Directors, which are linked to the Company's operating results and the performance of each executive.
4. The Board of Directors and senior executives are required to report on the remuneration of directors. Rationale in the Company's Annual Report and Financial Statements

#### 7. Development of Directors and Executives

1. The Company and its subsidiaries will promote and facilitate training and education for those involved in the good corporate governance system of the Company and its subsidiaries, such as directors, Audit and Governance Committee, executives, company secretaries, etc., to continuously improve operations.
2. The Company and its subsidiaries will arrange orientations and provide documents and information that are useful for the performance of the duties of the new directors.
3. The Company encourages directors to continuously develop their knowledge in serving as directors. All directors are encouraged to participate in the training course according to the recommendations of the Securities and Exchange Commission. The Stock Exchange of Thailand (SEC) The Thai Institute of Directors Association (IOD) and other relevant agencies.
4. The Board of Directors will determine a plan to develop the capacity of executives at the level of Chief Executive Officer up to the level of Director. The management is assigned to prepare a succession plan and report to the Board of Directors.

This policy is effective from December 22, 2023 with the approval of the Board of Directors at the 8th meeting of 2023.

Mr. Paitoon Taveebhol

Chairman of the Board of Directors