

Corporate Governance Policy

Mcb Corporation Public Company Limited

Corporate Governance Policy

The company adheres to corporate governance principles in accordance with the Principles of Good Corporate Governance for Listed Companies as prescribed by the Stock Exchange of Thailand ("SET"). It has established a Good Corporate Governance Policy following the Corporate Governance Code for Listed Companies 2017 issued by the Securities and Exchange Commission ("SEC") as a guideline for conducting business and managing the organization to create sustainable value for the company. The company's good corporate governance practices are based on the following eight principles

Principle 1: Recognizing the Role and Responsibilities of the Board of Directors as Organizational Leaders to Create Sustainable Value for the Company

(1) The Board of Directors understands its role and recognizes its responsibility as leaders who oversee the company's management to ensure good governance. The company has established a Board of Directors Charter that clearly defines the authorities, duties, and responsibilities of the Board in carrying out its duties and overseeing the company's operations in accordance with the law, objectives, articles of association, board resolutions, and shareholder resolutions. This is done with responsibility, prudence, and integrity to protect the rights and interests of all shareholders. The Board is also responsible for defining the company's objectives, vision, mission, policies, key goals, and business strategies, as well as overseeing the company's management¹ to ensure operations align with the established policies, goals, plans, and budget for the best interests of the company and its shareholders.

(2) The Board of Directors has developed various policies, such as the Anti-Corruption Policy, Sustainability Management Policy, and Code of Business Conduct, to ensure ethical business operations that benefit society and the environment while enabling the company to adapt to changing factors and create sustainable value. The Board ensures that the company adheres to these policies by prominently displaying them within the company for executives and employees to acknowledge and implement. Additionally, the Board communicates these policies effectively to ensure practical application and is responsible for reviewing and revising policies to align with changing circumstances.

(3) The Board of Directors is responsible for establishing sufficient systems and mechanisms to ensure that the company operates in compliance with laws, objectives, articles of association, board resolutions, shareholder resolutions, and company policies.

(4) The company has established a Board of Directors Charter and sub-committee charters, ensuring that these documents are regularly updated to reflect current conditions, regulations, and evolving circumstances. The Board also reviews the Board of Directors Charter at least once a year.

¹ Management refers to the executives as defined by the Securities and Exchange Commission (SEC) announcement No. KorJor. 17/2551 regarding the definitions in the announcement on the issuance and offering of securities (including amendments). This definition excludes the Chief Executive Officer (CEO).

Principle 2: Defining Business Objectives and Key Goals for Sustainability

The Board of Directors has established the company's objectives and key goals to ensure sustainable business operations that align with value creation for the company, customers, all stakeholders, and society as a whole. These objectives and goals are communicated to all levels of personnel to be adopted as guidelines in performing their duties and to foster them as part of the corporate culture.

Additionally, the Board promotes the adoption of new technologies and innovations to enhance operational efficiency in line with established policies. The Board also ensures that objectives, goals, and strategic plans are periodically reviewed to align with economic conditions, the company's capabilities, and its key business objectives, while closely monitoring performance assessments.

Principle 3: Strengthening an Effective Board of Directors

The company has a policy to structure the Board of Directors appropriately in accordance with the nature and size of the business, as well as legal requirements, as follows:

- (1) The Board of Directors consists of individuals with diverse qualifications, knowledge, expertise, and experience beneficial to the company. The Board plays a crucial role in setting corporate policies and direction, as well as overseeing, auditing, and evaluating the company's operations to ensure alignment with established plans.
- (2) The Board of Directors consists of at least five (5) but no more than twelve (12) members. At least one-third (1/3) of the total Board members must be independent directors, with a minimum of three (3) independent directors. This structure ensures proper checks and balances in decision-making and voting. All independent directors meet the qualifications specified by the Securities and Exchange Commission (SEC), the Capital Market Supervisory Board, and the Stock Exchange of Thailand (SET), as well as other applicable regulations.
- (3) The Board of Directors is responsible for identifying and nominating individuals with appropriate knowledge, expertise, and experience beneficial to the company's business. These candidates are proposed to the Board and/or shareholders' meetings (as applicable) for appointment as company directors. After the company is listed on the Stock Exchange of Thailand, it will disclose information regarding its Board members and sub-committees, including age, gender, educational background, experience, shareholding structure, tenure, meeting attendance, remuneration (both financial and non-financial), directorships in other listed companies, roles and responsibilities, and performance reports in the company's annual report and/or on its website.
- (4) The term of office for each Board member is a maximum of three (3) years, in accordance with applicable laws. Independent directors may serve for a cumulative

period of up to nine (9) consecutive years unless the Board deems an extension necessary based on valid reasons.

- (5) Directors and executives of the company may hold directorships or executive positions in subsidiary companies or other companies, provided that such positions do not interfere with their duties as directors of the company. Their appointments must also comply with the regulations of the Securities and Exchange Commission (SEC), the Capital Market Supervisory Board, the Stock Exchange of Thailand (SET), and other relevant laws and regulations. Directors should attend at least 75% of the total Board meetings held each year.
- (6) If the Chairman of the Board is not an independent director, one of the independent directors shall participate in setting the agenda for Board meetings.
- (7) The Board of Directors considers director and committee member remuneration based on recommendations from the Nomination and Remuneration Committee. Directors and committee members receive fixed meeting allowances, benchmarked against other companies in the same industry. Additionally, they may receive performance-based compensation in the form of bonuses, which are determined by their responsibilities, the company's dividend payout ratio, and overall company performance. However, directors and committee members who are also executives or employees of the company will not receive bonuses in their capacity as directors or committee members. The remuneration process must be transparent and approved by shareholders. Compensation levels should be appropriate to the responsibilities involved, sufficient to attract and retain qualified directors, and structured to incentivize performance toward both short-term and long-term corporate goals while avoiding excessive compensation.

For executives, remuneration consists of both fixed salaries—benchmarking against industry peers—and variable bonuses based on their roles, responsibilities, and the performance of the business areas under their management. The Chief Executive Officer (CEO) oversees the fair and transparent determination of executive compensation to ensure alignment with corporate objectives. Directors and committee members who are also company executives receive compensation in their executive capacity as well.

For directors and executives serving as directors in subsidiaries, their compensation is included as part of their overall remuneration from the company.

Remuneration may be provided in both monetary and non-monetary forms.

- (8) The Board of Directors has appointed subcommittees to support the Board's operations and the company's business activities, including the Audit Committee, the Executive Committee, and the Nomination and Remuneration Committee. Each subcommittee has a charter outlining its authority, duties, and responsibilities clearly. Additionally, periodic reviews of these charters are conducted to ensure their relevance to changing circumstances. The details of the subcommittees are as follows
- (8.1) The Audit Committee consists of at least three (3) members and is responsible for assisting the Board of Directors in overseeing and auditing company management, internal control, compliance with relevant laws, and reviewing financial reports. This ensures that the company's operations and information disclosure are transparent and credible. The composition, qualifications, authority, duties, and responsibilities of the Audit Committee are specified in its charter.
- (8.2) The Executive Committee consists of at least three (3) members and is responsible for assisting the Board of Directors in managing the company's operations in accordance with policies, work plans, regulations, directives, and defined objectives within the framework assigned by the Board of Directors. The composition, qualifications, authority, duties, and responsibilities of the Executive Committee are detailed in its charter.
- (8.3) The Nomination and Remuneration Committee consists of at least three (3) members and is responsible for identifying suitable candidates for positions as directors, subcommittee members, and the Chief Executive Officer (CEO). Additionally, it considers the structure and criteria for determining the remuneration of directors, subcommittee members, and the CEO, making recommendations to the Board of Directors and/or proposing them for shareholder approval. The composition, qualifications, authority, duties, and responsibilities of the Nomination and Remuneration Committee are outlined in its charter.
- (8.4) The Risk Management Committee consists of at least three (3) members and is responsible for formulating the company's risk management policy covering the entire organization. It follows the principles of Good Corporate Governance and the international risk management framework (COSO Enterprise Risk Management Framework: COSO ERM) to ensure that the company's risk management processes effectively minimize business risks. The composition, qualifications, authority, duties, and responsibilities of the Risk Management Committee are defined in its charter.

- (9) The Company has appointed a Corporate Secretary responsible for handling matters related to Board of Directors meetings and shareholder meetings. Additionally, the Corporate Secretary supports the work of the Board of Directors by providing advice on legal requirements and relevant regulations concerning the Board's duties, as well as coordinating the implementation of Board resolutions.
- (10) In overseeing the operations of subsidiaries or joint ventures, the company will consider appointing company representatives with the appropriate qualifications and experience relevant to the business in which the company has invested. These representatives will serve as directors in the company's subsidiaries and joint ventures (if any) to oversee their business management in accordance with the company's operational plans and policies. Furthermore, they will be responsible for ensuring that such directors report the subsidiaries' and joint ventures' operational results to the Board of Directors. The proportion of company representatives appointed as directors in subsidiaries and joint ventures must reflect the company's shareholding ratio and/or be in accordance with the shareholder agreements specific to each subsidiary and joint venture.
- (11) The Company has stipulated in the Board of Directors' and subcommittees' charters that each committee must conduct an annual performance evaluation of both the overall Board of Directors and subcommittees, as well as individual members. Additionally, subcommittees are required to report their evaluation results to the Board of Directors for review annually. The evaluation results of the subcommittees will be disclosed in the company's annual report.

Principle 4: Recruitment and Development of Executives and Personnel Management

(1) The Board of Directors is responsible for defining the qualifications and criteria for selecting suitable candidates for the position of Chief Executive Officer, including appointing such individuals. Additionally, the Board establishes the framework and processes for executive development to align with the company's business and prevailing circumstances, such as training programs for skill enhancement and performance evaluations. The Board also considers policies and structures for the compensation of the Chief Executive Officer and other executives in an appropriate manner.

(2) Regarding management personnel, the Chief Executive Officer has the authority and responsibility to oversee the determination of compensation and the evaluation of their performance

(3) The Board of Directors mandates the implementation of a Succession Plan to prepare for the succession of the Chief Executive Officer and key executives, ensuring the company's business operations continue seamlessly.

(4) The Board of Directors oversees the establishment of an appropriate compensation structure and performance evaluation system. It ensures the management and development of personnel to possess the necessary knowledge, skills, experience, and motivation. Additionally, the Board ensures that human resource management aligns with the company's direction and strategy, encourages employees to participate in training programs to enhance their competencies, and ensures fair treatment of employees to retain talented personnel.

(5) The Board of Directors ensures that the company maintains a Provident Fund to help employees save adequately for retirement. The Board also promotes financial literacy among employees to support their financial well-being, enabling them to enjoy a good quality of life and work with the company in the long term.

Principle 5: Promoting Innovation and Responsible Business Conduct

The Board of Directors places great importance on and actively supports the creation of innovations that generate value for the business while simultaneously benefiting customers and stakeholders, with a strong commitment to social and environmental responsibility. The Board ensures that management allocates and utilizes resources efficiently and effectively, taking into account their impact and sustainable development, to achieve the company's key objectives and long-term goals.

The Board of Directors establishes a governance framework for corporate-level Information Technology (IT) Management that aligns with the company's needs. Additionally, the Board oversees the implementation of IT to enhance business opportunities, improve operational efficiency, and strengthen risk management, ensuring the company achieves its strategic objectives and primary goals.

Furthermore, the company considers the rights of all Interested Persons (stakeholders) by establishing a Code of Business Conduct in written form. This serves as a guideline for the company's directors, executives, and employees in performing their duties as company representatives. The company also expects its subsidiaries to adhere to these principles as applicable.

<p>1. Shareholders</p>	<p>:</p> <p>The company and its personnel will conduct business with transparency, caution, integrity, fairness, and efficiency to create value for the business. The company is committed to achieving good performance and sustainable growth to provide long-term benefits to shareholders. It will also disclose accurate and complete information in a timely manner as required by law or relevant regulations, ensuring transparency and reliability for shareholders. The company will not engage in any actions that are illegal, violate shareholders' rights, or undermine shareholder rights, and will treat all shareholders fairly and equally.</p> <p>Employees of the company must not seek personal gain from undisclosed inside information they have gained due to their position and responsibilities, as this would exploit shareholders.</p>
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2. Government	:	The company and its personnel must strictly comply with relevant laws and regulations and support and cooperate in government activities. They must also listen to the opinions or suggestions from the government.
3. Employees	:	<p>The company will have a recruitment and selection process that considers knowledge, capability, suitability for the position, and fit for the organization, without bias, and with fairness and equality.</p> <p>The company will evaluate employee performance and determine remuneration and benefits for all employees equally and fairly, based on their knowledge, ability, and performance. The company will also ensure a working environment that considers quality of life and safety, strictly adhering to labor laws. Additionally, the company values employee skill development, knowledge, ability, and potential, offering regular training and seminars, and providing equal opportunities for all employees. This will motivate high-performing employees to remain with the company and contribute to the organization's growth.</p> <p>The company will establish channels for employees to file complaints if they feel they have not been treated fairly, following the processes set by the company, and will protect employees from bullying or retaliation for making good faith complaints.</p>
4. Partners	:	<p>The company has a process for selecting partners by ensuring equal information and competition, selecting partners fairly according to the company's transparent criteria for partner evaluation and selection. In addition, the company has established appropriate, legally compliant contracts that are fair to all parties involved and has a monitoring system to ensure that contract terms are fully adhered to, preventing fraud and misconduct throughout the procurement process.</p> <p>The company buys products from partners according to trade terms and strictly adheres to contracts with partners, without demanding or accepting assets from them.</p> <p>The company will not engage in business with individuals or entities involved in illegal activities, corruption, or violations of human rights.</p>
5. Customers	:	The company is responsible for customers by maintaining the quality and standards of products and services and setting reasonable prices. It also focuses on developing and maintaining long-term relationships with customers by fully meeting their needs. The company aims to create long-term customer satisfaction. Furthermore, the company provides accurate and complete information about its products and services and encourages the use of innovation and research to develop products and services that are of high quality, environmentally friendly, resource-efficient, energy-saving, recyclable, and durable. To address customer satisfaction, the company provides channels for customers to report issues with products and services, ensuring swift resolution. The company also ensures customer confidentiality, not using it for personal or inappropriate gain, and refrains from accepting or offering any bribes or corrupt practices.
6. Creditors	:	The company will adhere to all terms in its contracts and financial obligations with creditors, including repayment of principal, interest, and securing any collateral as outlined in the relevant agreements. The company will also consider fairness in its dealings with creditors.
7. Competitors	:	The company operates within the framework of fair competition, adhering to ethical standards and legal boundaries. It supports free and fair competition policies and does not infringe on the intellectual property, trade secrets, or confidential information of its competitors through fraudulent means.

8. Society and the Public	:	<p>The company is committed to social responsibility, environmental safety, and the quality of life for those impacted by its operations. It encourages employees to be conscious of their environmental and social responsibilities and complies strictly with all relevant laws and regulations. The company participates in activities that promote environmental and social welfare and fosters local cultural development where it operates. Furthermore, the company will adapt its operations to reduce environmental, community, and societal impacts as conditions change.</p>
9. Anti-Corruption	:	<p>The company recognizes the importance of combating corruption and is committed to conducting business with integrity, following good governance principles. The company strives to operate ethically, responsibly, and transparently, ensuring compliance with regulations and laws. The company has established an “anti-corruption policy” to guide its operations and contribute to building a sustainable organization.</p>
10. The Company		
10.1 Responsibility for Assets	:	<p>Directors, executives, and employees must handle company assets with care, using them efficiently and responsibly for business purposes to maximize benefits for the company.</p>
10.2 Intellectual Property and Information Technology	:	<p>The Company values its intellectual property, including its name, logo, copyrights, patents, trademarks, trade secrets, innovations, and technological information. The directors, executives, and employees must</p> <ul style="list-style-type: none"> - Comply with intellectual property laws in all countries where the company operates, including relevant regulations set by the company. - Protect and preserve the company's intellectual property, trade secrets, and information from damage or loss, ensuring their optimal use for the company's benefit. - Use the company-provided information technology solely to enhance business and competitiveness. - Do not share system access passwords with unauthorized individuals. - Do not distribute, copy, or use illegal software within the Company. - Do not use the company's email or computer systems to send inappropriate, offensive, threatening, or harmful messages, and avoid accessing illegal websites. - Respect the intellectual property rights of others, avoiding infringement of copyrights, trademarks, or the unauthorized use of others' work for personal or company gain, which could harm the company.
11. Conflicts of Interest	:	<p>Employees of the Company must avoid and prevent any personal, family, or relative interests from conflicting with the interests of the company or its subsidiaries. If such conflicts are unavoidable, employees must inform the relevant parties within the company, ensuring that they are not involved in any decision-making processes or approvals related to the matter. The giving of gifts, hosting of entertainment, providing discounts, or offering business terms to individuals connected as customers, business partners, or any other business relations with the company must be conducted in accordance with standard business practices. Employees must adhere to the following guidelines</p> <ul style="list-style-type: none"> - It must not violate the company's existing policies or any future policies. - It must comply with applicable laws.

	<ul style="list-style-type: none"> - It must be reported to the relevant authority within the company for approval prior to any such action.
12. Compliance and Monitoring	<p>Employees must be aware of, understand, and strictly follow the code of ethics in business operations.</p> <p>Employees are responsible for promoting and adhering to the business ethics standards. Any employee who violates or breaches the code of ethics will face disciplinary actions as per the company's regulations. Additionally, they may face legal penalties if the violation constitutes illegal conduct.</p> <p>The Company should provide channels for complaints, whistleblowing, and reports in cases of suspected violations of the business ethics code, including avenues for stakeholders to provide feedback, comments, or suggestions.</p> <p>The Company has designated the Audit Committee or the Chief Executive Officer (depending on the case) to be responsible for receiving complaints and investigating any suspected breaches of Code of Conduct.</p> <p>The Company will regularly review the business ethics code to ensure it is relevant, up-to-date, and aligned with any changes in the business environment.</p>

Furthermore, stakeholders may inquire about details, file complaints, or report any legal violations, inaccuracies in financial reports, deficiencies in internal control systems, or breaches of the company's business ethics through the designated channels provided by the Company. All complaints and reports will be kept confidential. The designated personnel within the Company will investigate the information, determine appropriate corrective actions (if any), and/or submit significant complaints along with their recommendations to the Board of Directors for further consideration and action.

Principle 6: Ensure the Establishment of an Appropriate Risk Management and Internal Control System

(1) To ensure that the Company has an effective risk management system, the Board of Directors has appointed the Risk Management Committee to support the Board in establishing a comprehensive and appropriate risk management policy across the organization. The committee is responsible for ensuring the implementation of an effective and efficient overall risk management process to maintain risks at an acceptable level. The Risk Management Committee has the following authorities and duties

(1.1) Assessing and reviewing the nature of risks that the Company is currently facing or is expected to encounter, as well as their potential impact on the company (Identification of Risk), and determining the company's acceptable risk level (Risk Appetite).

(1.2) Establishing risk management policies for both external and internal risks, ensuring they are comprehensive and aligned with the Company's business strategy and direction, and submitting them to the Board of Directors for approval. These policies must cover at least the following types of risks

- (a) Financial and Liquidity Risk
- (b) Operational Risk
- (c) Strategic Risk
- (d) Compliance Risk
- (e) Fraud and Corruption Risk
- (f) Technology Risk

(1.3) Establish strategies and operational guidelines for risk management that align with the risk management policy, ensuring that risks can be assessed, monitored, and controlled to remain at an acceptable level.

(1.4) Determine the budget for risk management and establish methods for responding to existing and potential risks faced by the company. These guidelines will serve as a framework for handling different risk scenarios and will be proposed to the Board of Directors for approval.

(1.5) Report to the Board of Directors on risk-related issues and risk management activities.

The authority, duties, and responsibilities of the Risk Management Committee are outlined in the Risk Management Committee Charter.

(2) The Board of Directors has appointed an Audit Committee with the qualifications required by law and relevant regulations. The committee's responsibilities include reviewing and/or considering financial reports, the adequacy of internal control systems, legal compliance, the independence of the internal audit unit, auditor selection, and the Company's disclosure of information.

(3) In addition to the Audit Committee's role in overseeing conflicts of interest, the company has established a Conflict of Interest Prevention Policy. This policy outlines procedures for handling situations where conflicts of interest arise.

(4) The Company has implemented a Code of Conducts and an Prevent Misuse of Insider Information Policy to prevent improper use of the Company assets, information, and business opportunities. It has also established a policy on related-party transactions to ensure that such transactions are conducted fairly and in compliance with relevant regulations.

(5) The Board of Directors has set a clear Anti-Corruption Policy, which is communicated to employees at all levels and external stakeholders to ensure practical implementation.

The Board will establish anti-corruption programs and initiatives to promote compliance with laws and regulations. The Company has also implemented a whistleblowing mechanism and defined clear procedures for handling reports. Multiple reporting channels are available, allowing employees and stakeholders to submit complaints or report misconduct conveniently and appropriately. Additionally, the company has established measures to protect whistleblowers, complainants, witnesses, and those providing investigative information from retaliation, harm, or any unfair treatment resulting from their disclosures.

(6) The Company's directors and executives must report any personal or related party interests that may be relevant to the Company's management. The obligation to report conflicts of interest is outlined in the Board of Directors' Charter, which requires directors to promptly notify the company of any transactions in which they have a vested interest or any changes in their shareholding in the company.

Principle 7: Maintaining Financial Credibility and Disclosure

(1) The Board of Directors oversees the company's accounting system, financial reporting, and financial statement reviews to ensure compliance with relevant regulations and best practices. The company must disclose accurate, sufficient, and timely information, including corporate, financial, and general material information, in accordance with applicable laws, rules, and regulations.

(2) The Board of Directors is responsible for preparing the annual report, the Annual Information Disclosure Form (Form 56-1), and the company's financial statements. These reports must comply with generally accepted accounting standards, applying careful judgment. The Board must ensure that significant information is adequately disclosed in the financial statement notes. The Audit Committee is responsible for reviewing the quality of financial reports and providing recommendations to the Board.

(3) The Board prioritizes the company's financial liquidity and debt repayment ability. It requires management to regularly monitor and assess the company's financial position and liquidity, reporting to the Board quarterly. In case of financial issues, management must present corrective plans or mechanisms.

(4) The Company will establish an Investor Relations unit or designate responsible personnel to communicate with shareholders, investors, securities analysts, and relevant entities. This ensures fair, appropriate, and timely communication.

(5) The Board encourages the use of information technology for data dissemination beyond the mandatory channels required by the Stock Exchange of Thailand. The company will disclose information in both Thai and English via additional channels, such as the company's website, ensuring information remains current and accessible.

Principle 8 :Shareholder Participation and Communication

The Board of Directors acknowledges and prioritizes the fundamental rights of shareholders, both as investors in securities and as owners of the company. These rights include: the ability to buy, sell, and transfer shares; the right to receive dividends; access to sufficient information; and participation in shareholder meetings to exercise voting rights on matters such as appointing or removing directors, appointing auditors, approving significant transactions, and making decisions that impact the company, such as dividend distribution, amendments to the company's Articles of Association, capital increases or reductions, and approvals of special transactions.

The Company is committed to promoting and facilitating the exercise of shareholder rights while ensuring equitable treatment of all shareholders through the following measures

- (1) The Company provides details of the date, time, venue, and agenda of shareholder meetings, along with explanations, justifications, and the Board's recommendations for each agenda item. This information is included in the meeting notice and its attachments to help shareholders make informed decisions. The Company distributes the meeting notice to shareholders, submits it to the Stock Exchange of Thailand, and publishes it on the company's website in compliance with relevant laws and regulations. Additionally, the company refrains from any actions that may limit shareholders' access to company information.
- (2) The Company ensures that all shareholder groups can fully exercise their rights to attend meetings and vote. It avoids any actions that may restrict shareholder participation, such as holding meetings in inconvenient locations. The meeting notice includes a map of the venue, and meetings are scheduled at appropriate times with sufficient duration to ensure accessibility and minimize costs or inconvenience.
- (3) Prior to shareholder meetings, the Company allows shareholders to submit opinions, suggestions, questions, or propose additional agenda items in advance. Clear guidelines for submitting questions or proposing agenda items are provided and communicated to shareholders along with the meeting notice. These guidelines are also published on the company's website. However, executive shareholders should avoid adding last-minute agenda items, particularly those requiring extensive study, to ensure shareholders have sufficient time for consideration.
- (4) The Company establishes clear criteria and procedures for minority shareholders to nominate candidates for the Board of Directors. Relevant information, including the nominee's qualifications and consent, is published on the company's website to ensure transparency and informed decision-making.

- (5) The Company encourages shareholders to use proxy forms that allow them to specify voting directions. Additionally, at least one independent director will be nominated as an alternative for shareholders to designate as their proxy.
- (6) Before the start of shareholder meetings, the meeting chair will explain the rules governing the meeting, the voting rights for different share types, and the voting procedures for each agenda item.
- (7) During shareholder meetings, the chair will allocate sufficient time and ensure all shareholders have an equal opportunity to express opinions, provide suggestions, or ask questions freely before voting on each agenda item.
- (8) The Company promotes full attendance of the Board of Directors and senior executives at shareholder meetings to address shareholder inquiries.
- (9) If an agenda item includes multiple matters (e.g., board director appointments), separate votes will be conducted for each item.
- (10) The Company encourages the use of voting ballots to ensure transparency and verifiability of the voting process.
- (11) An independent party will be appointed to count and verify shareholder votes in each agenda item, and the results will be disclosed during the meeting and recorded in the meeting minutes.
- (12) After the shareholder meeting, the Company will prepare an accurate and complete report, including key questions, opinions, and suggestions raised by shareholders. Voting results and meeting minutes will be published on the company's website for shareholder review.
- (13) A copy of the shareholder meeting minutes will be submitted to the Stock Exchange of Thailand within 14 days from the meeting date.
- (14) The Company will adopt technology for shareholder meetings, including registration, vote counting, and result display, to enhance efficiency, accuracy, and transparency.

Additionally, the Company will periodically review its corporate governance policies to align with changing business conditions and industry standards.

This Corporate Governance Policy shall be effective from 18 April 2022, onward.