Corporate Governance Policy

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Introduction

Jaymart Group Holdings Public Company Limited and its subsidiaries (the "Group") place great importance on sound management processes, systems, and practices. The Board of Directors has established appropriate control mechanisms and checks and balances to ensure that the Group's operations are conducted efficiently, transparently, and in a manner that is auditable. The Group is led by a Board of Directors and management team with vision and accountability, who respect the rights and equitable treatment of shareholders and stakeholders, and are committed to conducting business in accordance with ethical standards and good corporate governance principles, alongside social, community, and environmental responsibility.

The Group has established this policy to ensure that all employees at every level are aware of and adhere to the prescribed practices, while also encouraging continuous participation in social responsibility activities. These efforts play a key role in strengthening confidence among investors, financial institutions, business partners, shareholders, customers, and other stakeholders.

The Board of Directors has formulated and regularly reviewed the Corporate Governance Policy to ensure that it remains up-to-date and appropriate in response to the evolving business environment, as well as aligned with the principles of good corporate governance for listed companies prescribed by the Stock Exchange of Thailand, which aim to elevate corporate governance practices to international standards. The policy is established in accordance with corporate governance principles, taking into account the following five key areas:

1. Board of Directors
2. Shareholders' Rights and Equitable Treatment of Shareholders
3. Roles of Stakeholders
4. Disclosure and Transparency
5. Risk Management and Internal Control

Definitions of Key Terms

Term	Definition
Company	: means Jaymart Group Holdings Public Company Limited.
Group	: means the Company and its subsidiaries of Jaymart Group Holdings Public Company Limited.
Board of Directors	: means the Board of Directors of Jaymart Group Holdings Public Company Limited.
Management	: means the management team of the Group of Jaymart Group Holdings Public Company Limited.
Senior Executives	: mean the Chief Executive Officer and Division Directors (or Heads of Divisions) of Jaymart Group Holdings Public Company Limited and its affiliated companies.
Employees	: mean all employees of the Group of Jaymart Group Holdings Public Company Limited.
Shareholders	: mean the shareholders of Jaymart Group Holdings Public Company Limited.
Corporate Governance	: means the system by which the Company is directed and controlled in an efficient, transparent, and accountable manner with due consideration to all stakeholders, and in accordance with good corporate governance principles.
Business Code of Conduct	: means ethical standards that establish rules and norms of behavior and conduct, serving as a reference framework for the organization and related stakeholders to ensure appropriate conduct in compliance with laws, regulations, and accepted practices, and to guide operations within the organization.

Section 1: Board of Directors

(1) Composition of the Board of Directors

The Board of Directors shall comprise qualified individuals possessing knowledge, capabilities, and extensive experience across diverse fields (Board Diversity), which are beneficial to the Company. The Board shall be of sufficient size to effectively oversee the Company's businesses.

The composition of the Board shall be appropriately determined and well-balanced, consisting of not fewer than five (5) directors. At least one-third of the total number of directors shall be independent directors, with a minimum of four (4) independent directors, in accordance with the requirements of the Capital Market Supervisory Board and the Securities and Exchange Commission. In addition, at least half of the Board shall be non-executive directors, and at least one (1) director shall have experience relevant to the Company's business.

This composition is intended to ensure an appropriate balance between non-executive directors and executive directors. Directors who are not independent should be proportionately aligned with the shareholding structure of each shareholder group.

The Company promotes and supports a Board composition in which independent directors constitute a majority, as this is considered appropriate to enable the Board to perform its duties effectively. Furthermore, each director shall hold directorships in no more than five (5) listed companies to ensure sufficient time and dedication to fulfill their responsibilities.

(2) Qualifications of Directors

1. Directors shall be individuals who possess knowledge, competence, integrity, and ethical standards in conducting business, and shall have sufficient time to devote their knowledge and capabilities to the performance of their duties for the Company.
2. Directors shall possess the qualifications and not be subject to any prohibitions as prescribed under the Public Limited Companies Act and other relevant laws. They must also not exhibit any characteristics indicating a lack of appropriateness to be entrusted with the management of a company with public shareholders, as stipulated in Section 89/3 of the Securities and Exchange Act B.E. 2551 (2008) (as amended).
3. Directors may hold directorships in other companies; however, such positions must not hinder the effective performance of their duties as directors of the Company and must be in compliance with the regulations and guidelines prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand.

(3) Qualifications of Independent Directors

Independent directors shall not be involved in management and shall be independent from management and controlling shareholders. They must have no business relationships with the Company in a manner that may impair their ability to exercise independent judgment. Independent directors shall also possess the qualifications as prescribed by the Capital Market Supervisory Board, as follows:

1. They shall hold no more than one percent (1%) of the total voting shares of the Company, its subsidiaries, associated companies, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company. The shareholding of related persons of such independent director shall also be included.
2. They shall not be, nor have previously been, involved in the management of the Company, and shall not be, nor have previously been, employees, staff members, salaried advisors, or controlling persons of the Company, its subsidiaries, associated companies, companies within the same group, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for a period of not less than two (2) years prior to the date of appointment.
3. They shall not have any familial relationship, whether by blood or legal registration, in the capacity of father, mother, spouse, siblings, or children, including spouses of children, with other directors, executives, major shareholders, controlling persons of the Company, or persons nominated to be directors, executives, or controlling persons of the Company or its subsidiaries.
4. They shall not have, nor have previously had, any business relationship with the Company, its subsidiaries, associated companies, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company, in a manner that may impair the exercise of their independent judgment. They shall also not be, nor have previously been, significant shareholders or controlling persons of entities having business relationships with the Company, its subsidiaries, associated companies, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for a period of not less than two (2) years prior to the date of appointment.

For the purpose of the foregoing, “business relationship” shall include normal commercial transactions for business operations, such as leasing or letting of immovable property, transactions relating to assets or services, or the provision or receipt of financial assistance, including borrowing or lending, guarantees, and the provision of assets as collateral for liabilities, as well as any similar arrangements that result in the Company or its counterparty having outstanding obligations to one another in an amount equal to or exceeding thirty percent (30%) of net tangible assets or twenty million Baht (THB 20 million), whichever is lower.

The calculation of such obligations shall be in accordance with the methods prescribed for connected transactions under the notifications of the Capital Market Supervisory Board, mutatis mutandis. In this regard, such obligations shall include those incurred within a period of one (1) year prior to the date on which the business relationship with the same person arises.

5. They shall not be, nor have previously been, the auditor of the Company, its subsidiaries, associated companies, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company. They shall not be significant shareholders, controlling persons, or partners of an audit firm to which the Company's auditor, its subsidiaries, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company belong, unless such characteristics have ceased for a period of not less than two (2) years prior to the date of appointment.
6. They shall not be, nor have previously been, any professional service provider, including but not limited to legal or financial advisors, who receives service fees exceeding Baht two million (THB 2,000,000) per year from the Company, its subsidiaries, associated companies, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company. They shall not be significant shareholders, controlling persons, or partners of such professional service providers, unless such characteristics have ceased for a period of not less than two (2) years prior to the date of appointment.
7. They shall not be appointed as representatives of directors, major shareholders, or shareholders who are related to major shareholders of the Company.
8. They shall not engage in any business of the same nature and in significant competition with the business of the Company or its subsidiaries, nor be a significant partner in a partnership, or a director with management involvement, employee, staff member, salaried advisor, or a shareholder holding more than one percent (1%) of the total voting shares of another company that conducts business of the same nature and in significant competition with the business of the Company or its subsidiaries.
9. They shall not possess any other characteristics that may impair their ability to express independent opinions regarding the Company's operations.

Independent directors shall serve for a maximum consecutive term of not more than nine (9) years from the date of their first appointment as independent directors. In the event that an independent director is to be reappointed, the Board of Directors shall carefully consider the necessity of such reappointment.

Upon appointment as independent directors who meet the qualifications specified in Items (1)–(9), independent directors may be assigned by the Board of Directors to participate in decision-making regarding the operations of the Company, its subsidiaries, associated companies, companies within the same group, related entities that may give rise to conflicts of interest, major shareholders, or controlling persons of the Company. Such decisions shall be made on a collective basis.

(4) Nomination and Appointment of Directors

The Company has established the following criteria for the qualifications of directors:

1. Directors shall possess the required qualifications and must not be subject to any prohibitions as prescribed under the Public Limited Companies Act, the Securities and Exchange Act, as well as the Company's regulations and those of relevant regulatory authorities.
2. Directors shall possess knowledge and capabilities that are essential to the Company's business, be able to fully devote their time and effort to the Company, and be able to attend Board of Directors' meetings and other Company activities on a regular basis.
3. Directors shall not hold directorships in more than five (5) listed companies, in accordance with the principles of good corporate governance for listed companies.

(5) Chairman of the Board and Chief Executive Officer

1. The Chairman of the Board shall be a non-executive director and shall serve as the leader of the Board of Directors. The Chairman shall be an independent director in accordance with the definition prescribed by the Stock Exchange of Thailand and shall have no relationship with management. The Chairman is responsible for presiding over meetings of the Board of Directors and shareholders' meetings.
2. The Company has clearly separated the roles of the Chairman of the Board and the Chief Executive Officer, and these positions shall not be held by the same individual, in order to ensure a clear division of responsibilities and an appropriate balance of power between policy leadership and executive management.
3. The Chief Executive Officer is responsible for reviewing and formulating policies, strategies, and the organizational structure, and reporting to the Board of Directors. The Chief Executive Officer also oversees and manages the Company's operations in accordance with the established charters to ensure that the business is conducted in alignment with economic conditions and competitive dynamics.
4. The Chief Executive Officer is responsible for determining business plans, budgets, and management authority, as well as monitoring and evaluating the implementation of policies and management practices to ensure efficiency. The Chief Executive Officer shall also monitor operating performance, review and screen investment projects, and perform other duties as assigned by the Board of Directors, and shall report the Company's performance to the Board of Directors on a quarterly basis.
5. The Board of Directors has established a policy regarding the holding of directorships in other companies by the Chief Executive Officer. Prior to accepting any such position, the Chief Executive Officer must notify the Board of Directors for consideration and approval. In this regard, the Chief Executive Officer shall not serve as a director in any company that engages in a business of the same nature as, or in competition with, the Company.

(6) Term of Office of Directors

Directors shall hold office for a term of three (3) years. Upon the expiration of their term, directors may be re-elected for another term.

At each Annual General Meeting of Shareholders, one-third (1/3) of the directors shall retire from office. If the number of directors cannot be equally divided into three parts, the number closest to one-third shall retire.

For the first and second years following the Company's registration, the directors who are required to retire shall be determined by drawing lots. In subsequent years, the directors who have held office for the longest period shall retire.

In addition to retirement by rotation as described above, a director shall vacate office upon:

1. Death
2. Resignation
3. Attaining the age of seventy-two (72) years, in which case the director shall retire at the end of the accounting period in which such age is reached
4. Loss of qualifications as a director or being subject to any prohibitions under the Public Limited Companies Act, or possessing characteristics indicating a lack of appropriateness to be entrusted with the management of a company with public shareholders, as prescribed in Section 89/3 of the Securities and Exchange Act.
5. Removal by a resolution of the shareholders' meeting, passed by not less than three-fourths (3/4) of the total votes of shareholders present and entitled to vote, representing not less than one-half of the total voting shares held by the shareholders present and entitled to vote.
6. A court order requiring such director to vacate office.

Any director wishing to resign shall submit a resignation letter to the Chairman of the Board.

In the event that a vacancy on the Board of Directors arises for reasons other than retirement by rotation, the Board of Directors may appoint a qualified person who is not subject to any legal prohibitions to fill such vacancy at the next Board meeting, unless the remaining term of the director is less than two (2) months, in which case the Board may choose not to appoint a replacement director. A director appointed as a replacement shall hold office only for the remaining term of the director whom he or she replaces.

(7) Roles, Duties, and Responsibilities of the Board of Directors

The Board of Directors is committed to overseeing the Company's business operations with the objective of establishing the Company as a leading player in the direct sales network, together with consumer credit and hire purchase services

in the domestic market, earning trust and confidence from the public. The Company conducts its business with strong management practices, focuses on enhancing the capabilities of its personnel, develops high-quality products, and delivers services that exceed customer expectations.

The Board of Directors, under the leadership of the Chairman of the Board, shall demonstrate strong leadership and independence in decision-making. The Board shall be capable of setting policies and effectively overseeing the performance of management. To ensure clarity in roles and responsibilities and to maintain an appropriate balance of authority, the positions of Chairman of the Board and Chief Executive Officer are clearly separated and shall not be held by the same individual.

Roles, Duties, and Responsibilities

The Board of Directors is responsible for defining the vision, policies, mission, strategies, objectives, and business direction of the Group. The Board shall oversee that management conducts operations in compliance with the Company's objectives, Articles of Association, applicable laws, and resolutions of shareholders' meetings, with responsibility, integrity, prudence, and transparency.

The Board is also responsible for overseeing and enhancing the Company's corporate governance to ensure it is recognized at both national and international levels. The Board shall review and consider business plans and strengthen the Group's capabilities to maintain competitiveness.

In addition, the Board shall monitor and supervise management to ensure that operations are carried out in accordance with the established plans in an efficient manner, with the objective of maximizing benefits for the Company, shareholders, and all stakeholders, while ensuring that such benefits are appropriately and fairly distributed among all stakeholders.

(8) Board of Directors' Meetings

8.1. The Board of Directors shall convene meetings at least once every quarter.

8.2. The Board of Directors has determined the quorum requirement for Board meetings. At the time of voting, there shall be not less than two-thirds (2/3) of the total number of directors present.

8.3. The Audit and Risk Management Committee shall oversee the Company's risk management processes, including reviewing and providing recommendations to enhance the effectiveness of management practices.

8.4. The Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee shall convene meetings at least once every quarter.

(9) Sub-Committees

The Board of Directors has established specific sub-committees to oversee and review matters requiring specialized expertise on its behalf. These include, among others, the Audit and Risk Management Committee, and the Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee.

Such sub-committees are responsible for overseeing and screening matters within their respective scopes of authority. They shall report their performance, as well as provide opinions and recommendations, to the Board of Directors in accordance with the prescribed schedule. In addition, each sub-committee shall have a written charter clearly defining its roles, duties, and responsibilities.

9.1. Audit and Risk Management Committee

The Audit and Risk Management Committee consists of three (3) independent directors. The Committee is responsible for establishing good corporate governance practices by reviewing the financial reporting process, as well as reviewing and approving the Company's quarterly and annual financial statements. The Committee also oversees the operations of the Company and the Group to ensure compliance with policies, rules, regulations, applicable laws, and regulatory requirements.

The Committee promotes the development of financial reporting and accounting systems in accordance with international standards and the requirements of the Stock Exchange of Thailand, in order to ensure reliability, transparency, and auditability. The Committee also reviews and ensures that the Group has adequate internal control systems, a standardized internal audit system, and an effective, appropriate, up-to-date, and efficient risk management framework. In addition, the Committee prepares its report for disclosure in the Company's annual report.

The Committee performs its duties with independence in both function and opinion. The Company's internal audit unit reports directly to the Audit and Risk Management Committee. The Committee has the authority to consider the appointment, transfer, and removal of the head of internal audit, approve the budget and manpower of the internal audit function, and engage external professional advisors where necessary. Furthermore, the Committee is responsible for evaluating the performance and effectiveness of the external auditor and determining the audit fees, which shall be proposed to the Board of Directors for approval prior to submission to the shareholders' meeting.

The Committee shall establish channels for receiving complaints from employees in order to encourage participation in monitoring the Company's operations and reporting any improper conduct that may cause damage to the Company. Such information shall be submitted directly to the Audit and Risk Management Committee. The identity of the reports

shall not be disclosed and shall be kept confidential to protect the employee providing such information. The identity of whistleblowers shall be kept confidential and protected.

The Audit and Risk Management Committee shall convene meetings at least once every quarter.

9.2. Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee

The Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee consists of three (3) directors. The Board of Directors shall consider and appoint a number of directors of the Company to serve on this Committee, with an independent director appointed as the Chairman of the Committee.

The Committee is responsible for establishing criteria, policies, and procedures for the nomination and selection of qualified individuals with knowledge, competence, good reputation, integrity, and relevant experience to be appointed as directors and executives to replace those who vacate office. The Committee shall provide its recommendations to the Board of Directors, which will subsequently submit such proposals to the shareholders' meeting for approval.

The Committee shall disclose the criteria and procedures for the nomination of directors and executives, and shall review the performance evaluation system of the Board of Directors. In addition, the Committee is responsible for studying, reviewing, and monitoring trends and developments relating to the remuneration of directors and senior executives, in order to propose appropriate remuneration policies that are commensurate with responsibilities and fair.

The Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee shall convene meetings at least once every quarter.

(10) Management Committees Reporting to the Board of Directors and Sub-Committees

To support the performance of management in comprehensively reviewing and screening various matters of the Company, the Company has established a management committee comprising executives, as follows:

10.1. Executive Committee

The Executive Committee is appointed by the Board of Directors and consists of the Chief Executive Officer and senior executives with knowledge and expertise. The Committee is responsible for supporting and screening information for the Board of Directors, as well as assisting the Chief Executive Officer in all aspects, including business operations, financial management, and other matters as assigned by the Board of Directors.

The scope of authority of the Executive Committee shall be in accordance with the Company's Delegation of Authority, and the Committee shall report to the Board of Directors.

(11) Remuneration of Directors and Executives

11.1. The Board of Directors has established and approved a clear framework and policy for the remuneration of directors and executives of the Company.

11.2. The remuneration of directors shall be commensurate with their duties and responsibilities, and benchmarked against companies within the same industry and of comparable size. Such remuneration shall be at an appropriate and competitive level to attract and retain qualified directors. Additional remuneration shall be provided to directors who undertake duties and responsibilities in sub-committees.

11.3. The remuneration of directors, as specified in the Company's Articles of Association, includes meeting allowances. The Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee shall review and propose the annual remuneration budget for directors for consideration and approval by the Board of Directors and the shareholders' meeting.

11.4. Directors who are executives, employees of the Company, employees of controlling persons of major shareholders, and directors representing shareholders who hold more than ten percent (10%) of the total shares, shall not be entitled to any remuneration (meeting allowances) in their capacity as directors of the Company.

11.5. The remuneration framework for executives has been developed based on the following fundamental principles:

- To ensure alignment between the interests of executives and those of the Company's shareholders
- To foster a performance-driven culture
- To attract, retain, and motivate high-quality personnel of the Company
- To reflect the Company's business cycle and strategic priorities

11.6. Executive remuneration consists of salary, bonus, provident fund, and other benefits. Such remuneration is linked to the Company's performance and the individual performance of executives.

11.7. The Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee is responsible for reviewing the remuneration policy framework on an annual basis.

(12) Directorship in Other Companies

12.1. Directors may hold directorships in other listed companies, provided that such positions shall not exceed five (5) companies. Such directorships must not hinder the effective performance of their duties as directors of the Company and must not give rise to any conflict of interest.

The Board of Directors has no policy permitting executive directors and the Chief Executive Officer to hold directorships in other listed companies (except for subsidiaries or associated companies of the Company), unless prior approval has been obtained from the Board of Directors.

(13) Performance Evaluation of the Board of Directors

13.1. The Board of Directors shall conduct an annual performance evaluation of the Board as a whole and on an individual basis. The results of such evaluation shall be used to improve the effectiveness of the Board's performance and to support the development of directors. The Company may consider engaging external advisors to conduct the evaluation, as appropriate, in order to ensure effectiveness and transparency.

13.2. All sub-committees shall conduct an annual self-assessment of their performance and report the results to the Board of Directors.

13.3. The Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee shall assign the Company Secretary Office to distribute self-assessment forms to the Board of Directors and all sub-committees for use in their performance evaluations. Such assessments serve as a framework for reviewing the performance of duties in various aspects over the past year and are aligned with the guidelines of the Stock Exchange of Thailand.

13.4. Upon receipt of the completed evaluation forms from the directors, the Company Secretary Office shall compile and summarize the evaluation results, and disclose the evaluation process and criteria. The results shall then be submitted to the Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee for consideration prior to further submission to the Board of Directors.

(14) Company Secretary Office

The Board of Directors shall appoint a Company Secretary in accordance with Section 89/15 of the Securities and Exchange Act B.E. 2551 (2008) (as amended), to perform duties as prescribed by law in preparing and maintaining the Company's key documents, including the register of directors, notices of meetings, minutes of the Board of Directors' meetings and shareholders' meetings, and the annual report, as well as maintaining reports of interests of directors and executives.

The Company Secretary shall be responsible for organizing meetings of the Board of Directors and shareholders' meetings, and for performing other duties as prescribed by the Capital Market Supervisory Board. The Company Secretary also provides advice on relevant rules and regulations that the Board of Directors should be aware of and comply with,

oversees Board activities, and coordinates to ensure that resolutions of the Board of Directors and shareholders' meetings are properly and fully implemented.

(15) Orientation and Continuous Development of Directors and Executives

15.1. All newly appointed directors and executives are required to attend the Company's orientation program to ensure that they are adequately informed of the Company's operations, rules and regulations, code of conduct, relevant policies, and business-related information prior to assuming their duties.

15.2. The Company has a policy to support directors and executives in receiving continuous training and development, particularly through programs organized by the Stock Exchange of Thailand (SET) and the Thai Institute of Directors (IOD), in order to enhance their ability to effectively perform their duties and oversee the Company's operations.

15.3. Orientation Topics for Newly Appointed Directors and Executives

The orientation program shall cover, at a minimum, the following topics:

- Legal reporting requirements and related documentation
- The Memorandum of Association and the Company's Articles of Association
- Roles, duties, and responsibilities of the Board of Directors and sub-committees
- Board meeting schedules and meeting agendas
- Corporate governance policy and code of conduct
- Legal disputes, if any
- Reports and recommendations from regulatory authorities requiring the Company's compliance and improvement

(16) Performance Evaluation of the Chief Executive Officer (CEO)

The Company assigns the Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee to conduct an annual performance evaluation of the Chief Executive Officer (CEO), based on pre-agreed and measurable criteria. Such evaluation shall include both financial performance and performance against the Company's strategic objectives.

CEO Performance Evaluation Criteria

The performance evaluation of the Chief Executive Officer (CEO) shall be based on the following criteria:

1. Leadership
2. Strategy Formulation
3. Strategy Execution

4. Financial Planning and Performance
5. Relationship with the Board of Directors
6. External Relations
7. Management and Employee Relations
8. Succession Planning
9. Knowledge of Products and Services
10. Personal Attributes
11. ESG Management

The results of such evaluation shall be used as a basis for determining the CEO's annual remuneration and shall be proposed to the Board of Directors for approval.

(17) Communication with Management and Access to Independent Advisors

17.1. Directors shall have the right to request and receive additional information as they deem necessary for decision-making and the proper discharge of their duties.

17.2. Directors may directly access and communicate with management and the Company Secretary, including receiving information and opinions from responsible executives. Such access and communication shall not interfere with or disrupt the normal course of the Company's business operations.

17.3. The Board of Directors encourages senior management to attend Board meetings.

17.4. The Board of Directors and sub-committees shall have the authority to engage independent experts or advisors, including legal advisors, at the Company's expense.

(18) Succession Planning for Executives

18.1. The Board of Directors shall establish a succession plan for the Chief Executive Officer (CEO) and senior executives to ensure business continuity and to maintain confidence among investors, the organization, and employees that the Company's operations will continue without disruption in the event of a vacancy in such positions.

18.2. The Board of Directors assigns the Nomination, Remuneration, Corporate Governance, and Sustainability Development Committee to establish criteria and succession plans, and to nominate candidates for the positions of Executive Chairman (if any), Chief Executive Officer, and senior executives reporting directly to the CEO. The Committee shall also review the succession plan on an annual basis and report the results to the Board of Directors.

Section 2: Rights and Equitable Treatment of Shareholders

The Board of Directors recognizes the importance of shareholders' rights and promotes the exercise of such rights by all shareholders. The Company shall not undertake any actions that may violate or infringe upon the rights of shareholders.

The Company places great importance on and respects the rights of all shareholders. The fundamental rights to which shareholders of the Company are entitled include the following:

1. **Right to Receive Share Certificates and to Buy, Sell, and Transfer Shares**

   The Company has appointed Thailand Securities Depository Co., Ltd. (TSD) as the Company's securities registrar to facilitate shareholders in matters relating to securities registration.

2. **Right to Propose Agenda Items and Submit Questions in Advance**

   The Company recognizes the rights and equitable treatment of shareholders in accordance with good corporate governance principles and applicable laws. The Company has established a policy to grant shareholders the right to propose agenda items for consideration by the Board of Directors for inclusion in the shareholders' meeting agenda, as well as to submit questions in advance of the Annual General Meeting of Shareholders (AGM). Shareholders must comply with the criteria prescribed by the Board of Directors for proposing agenda items until such time as the Capital Market Supervisory Board issues formal guidelines.

   The Company provides shareholders with the opportunity to propose agenda items or submit questions in advance of the shareholders' meeting at least three months prior to the end of the Company's fiscal year. In addition, shareholders are entitled to nominate qualified individuals for election as directors of the Company. The Company requires a minimum shareholding of not less than 5 percent of the total voting rights for proposing agenda items and nominating director candidates.

   The Company shall notify shareholders of the channels, submission periods, and procedures for proposing agenda items and nominating director candidates through the information disclosure system of the Stock Exchange of Thailand (SET). Details of such procedures, including the submission of questions in advance, are also disclosed on the Company's website (www.jaymart.co.th).

3. **Right to Attend Shareholders' Meetings**

   The Company recognizes the rights and equitable treatment of shareholders in attending shareholders' meetings, appointing proxies to attend and vote on their behalf, being informed of the rules and procedures for attending meetings, as well as expressing opinions and raising questions during the meetings.

In determining the date, time, and venue of the shareholders' meetings, the Company primarily considers the convenience of shareholders to ensure their ability to attend. Shareholders shall be entitled to the following rights in relation to participation in such meetings:

3.1. Prior to the Shareholders' Meeting

In organizing shareholders' meetings, the Company shall notify shareholders of the meeting schedule and agenda through the information disclosure system of the Stock Exchange of Thailand (SET) in advance, in accordance with SET requirements. The Company shall also publish the notice of the meeting together with supporting documents on the Company's website, in both Thai and English, at least 28 days prior to the meeting date, to allow shareholders sufficient time to review the information.

The Company has appointed Thailand Securities Depository Co., Ltd. (TSD), as the Company's securities registrar, to deliver the notice of the meeting in hard copy form, containing the same information as disclosed on the Company's website, to shareholders at least 7 days, or 14 days in certain cases, prior to the meeting date, in accordance with SET regulations. The notice of the meeting shall include factual information, the Board of Directors' opinions on each agenda item, rules and procedures for attending the meeting, as well as all relevant supporting documents with sufficient details for shareholders' consideration.

In addition, the Company shall publish the notice of the meeting in printed media or daily newspapers at least 3 days prior to the meeting date, for a consecutive period of not less than 3 days, in compliance with applicable laws.

3.2. On the Date of the Shareholders' Meeting

The Company shall conduct shareholders' meetings in accordance with applicable laws, with due regard to the convenience, rights, and equitable treatment of shareholders. The Company shall provide adequate staff and appropriate technology to facilitate the registration process, including document verification, which shall be available at least one hour prior to the commencement of the meeting.

At the shareholders' meeting, members of the Board of Directors, sub-committees, senior management, and the external auditor shall attend the meeting to provide shareholders with the opportunity to raise questions. The Chairman of the Board shall act as the Chairman of the meeting and shall introduce the directors and executives attending the meeting.

The Company shall clearly explain the voting procedures and vote counting methods to shareholders prior to the meeting and shall conduct the meeting in accordance with the agenda specified in the notice of the meeting, without adding any additional agenda items.

The Company shall provide ballots for shareholders to vote on each agenda item, and shall conduct vote counting and disclose the voting results for each agenda item, including votes for, against, and abstentions.

The Board of Directors shall allocate sufficient time and ensure that shareholders are given equal opportunity to express their opinions and raise questions on matters related to the meeting agenda and the Company's operations.

All significant questions, comments, and clarifications raised during the meeting shall be recorded and included in the minutes of the meeting.

3.3. After the Shareholders' Meeting

Following the shareholders' meeting, the Company shall disclose the resolutions of the meeting through the information disclosure system of the Stock Exchange of Thailand (SET) within the next business day. Such disclosure shall include the voting results for each agenda item, specifying votes for, against, and abstentions.

The Company shall prepare minutes of the meeting, including the names of directors and executives who attended and did not attend the meeting, key clarifications, as well as a complete summary of questions, answers, and comments. The minutes shall be prepared in both Thai and English and submitted to the SET and relevant authorities within 14 days from the date of the meeting, and shall also be published on the Company's website (www.jaymart.co.th) to allow shareholders to review such information.

3.4. Right to Elect and Remove Directors and to Approve Directors' Remuneration

In accordance with the Company's Articles of Association, at each Annual General Meeting of Shareholders (AGM), one-third (1/3) of the directors shall retire by rotation, and an election shall be held to replace those who retire. Directors who retire by rotation may be re-elected for another term.

Shareholders shall have the right to vote for the election of directors in accordance with the following criteria:

a) Each shareholder shall have one vote per share.
b) Each shareholder must exercise all votes held to elect one or more persons as directors, and may not allocate votes unequally among candidates.

c) The persons receiving the highest number of votes in descending order shall be elected as directors up to the number of directors required or to be elected at that meeting. In the event of a tie that results in the number of elected directors exceeding the required number, the Chairman of the meeting shall have a casting vote.

In addition to the appointment of directors, shareholders shall have the right to remove any director prior to the expiration of his or her term by a vote of not less than three-fourths (3/4) of the total number of shareholders present and entitled to vote, representing not less than one-half of the total voting shares held by shareholders attending the meeting and entitled to vote.

Furthermore, at each AGM, shareholders shall have the right to consider and approve the remuneration of the Board of Directors and sub-committees.

The Company shall provide details of each director nominated for election, as well as information relating to the remuneration of the Board of Directors and sub-committees, with sufficient information to support shareholders' consideration.

3.5. Right to Approve the Appointment of the External Auditor and Determine the Auditor's Remuneration

The Company shall include the appointment of the external auditor and the determination of the auditor's remuneration as agenda items for consideration and approval at each Annual General Meeting of Shareholders (AGM).

The Company shall provide details of the proposed auditor, together with information relating to the auditor's remuneration, with sufficient information to enable shareholders to make informed decisions.

3.6. Right to Receive Information, News, Operating Results, and Management Policies in a Timely and Regular Manner

The Company has a policy to disclose information by disseminating relevant information through the information disclosure system of the Stock Exchange of Thailand (SET). Material information, the Company's operating results, and other up-to-date news are also made available on the Company's website (www.jaymart.co.th).

3.7. Right to Receive Dividends

The Company allocates profits to shareholders in the form of dividends. The Company has a dividend policy to pay dividends at a rate of not exceeding 50 percent of net profit based on the consolidated financial statements, after deduction of all required reserves as stipulated in the Company's Articles of Association and applicable laws.

However, such dividend payments are subject to the Company's investment plans, business expansion, as well as other necessities and appropriateness in the future.

3.8. Equitable Treatment of Shareholders

The Board of Directors recognizes and places importance on the equitable treatment of all shareholders, including major shareholders, minority shareholders, institutional investors, and foreign shareholders. The Company supports shareholders in exercising their rights to protect their interests, including the right to attend shareholders' meetings, express opinions, provide recommendations, and vote on matters at such meetings, as well as the right to participate in decision-making on significant matters and to elect members of the Board of Directors.

The Company also provides shareholders who are unable to attend the meeting in person with the opportunity to exercise their voting rights by appointing proxies to attend and vote on their behalf.

Furthermore, the Company ensures that shareholders are provided with accurate, sufficient, timely, and equitable access to information. The Company also places importance on the following matters:

3.8.1. Use of Information Prior to Shareholders' Meetings and Protection of Minority Shareholders' Rights

The Company recognizes its duty to protect the interests of all shareholders in a fair and equitable manner. The Company has established a policy to treat all shareholders equally with respect to attending shareholders' meetings and exercising voting rights, receiving dividends, and accessing information, operating results, and management policies in a regular and timely manner.

At shareholders' meetings, the Company grants shareholders voting rights on a one share, one vote basis. In cases where shareholders appoint proxies to attend and vote on their behalf, the Company provides proxy forms that allow shareholders to specify their voting intentions (approve, disapprove, or abstain) for each agenda item. The Company also provides details, including names and profiles, of at least two independent directors (excluding those due to retire by rotation at that meeting) as alternative proxy holders for shareholders, together with clear instructions and required documentation for proxy appointment, which are enclosed with the notice of the meeting.

In addition, the Company provides ballots for voting on all agenda items. For the election of directors, shareholders are entitled to vote for each director individually.

The Company conducts the meeting strictly in accordance with the agenda specified in the notice of the meeting, without adding any additional agenda items or distributing supplementary documents during the meeting, as such actions may infringe upon the rights of shareholders who are unable to attend the meeting in person.

3.8.2. Prevention of Insider Trading and Misuse of Inside Information

The Company has established measures to prevent the misuse of inside information for personal benefit. Access to inside information is restricted to authorized persons only, and appropriate access rights are assigned to employees based on their roles and responsibilities. In addition, all employees are required to acknowledge and sign confidentiality agreements, including undertakings on non-disclosure of confidential information, compliance with the Computer Crime Act, and non-infringement of intellectual property rights. New employees are required to sign such agreements upon commencement of employment.

The Company's corporate governance policy strictly prohibits directors, executives, and employees who have access to inside information from using such information for personal gain or for the benefit of others. They are also required to refrain from trading the Company's securities during the period of 30 days prior to the disclosure of financial statements or any material information that may affect the Company's share price.

The Company requires directors and executives to report their holdings of the Company's securities, including those held by their spouses and minor children, and to report any changes in such holdings resulting from purchases, sales, transfers, or receipt of transfers within 3 business days from the date of the transaction, in accordance with the Securities and Exchange Act B.E. 2535 (1992). Directors and executives must notify the Company Secretary Office of such changes to facilitate and coordinate the submission of reports to the Securities and Exchange Commission (SEC).

Furthermore, updates on directors' securities holdings are reported at Board of Directors' meetings whenever there are changes.

3.8.3. Blackout Period for Trading of Securities

1) Persons designated by the Company are prohibited from trading the securities of the Group during the period of 30 days prior to the disclosure of quarterly and annual financial statements, as well as during any other periods as may be designated by the Company from time to time.

2) In exceptional circumstances, designated persons may trade the Company's securities during the blackout period if they are subject to conditions such as severe financial hardship, legal obligations, or court orders. In such cases, a written request stating the reasons must be submitted for approval to:

- The Chairman of the Board (in the case where the seller is a director and/or the Chief Executive Officer)
- The Chairman of the Audit and Risk Management Committee (in the case where the seller is the Chairman of the Board)
- The Chief Executive Officer (in the case where the seller is a designated person who is not a director)

The applicant must execute the transaction within 3 business days from the date of receiving written approval and must submit a copy of the approval request to the Investor Relations function for record and coordination purposes.

3) The Investor Relations function shall announce the blackout period in advance to ensure that designated persons are informed and able to comply with the relevant requirements.

3.8.4. Advance Notification Prior to Trading of Securities

1) The Company requires all directors and executives who intend to trade the securities of the Group to notify the Company Secretary or a person designated by the Board of Directors at least 1 day in advance prior to executing such transaction.

3.8.5. Prevention of Conflict of Interest and Disclosure of Directors' Interests

1) In the event of any transaction that may give rise to a conflict of interest, the Company requires directors, executives, employees, and related persons to disclose their interests to the Audit and Risk Management Committee for consideration of the appropriateness of the transaction, transaction size, and compliance with the requirements of the Stock Exchange of Thailand (SET) and relevant regulatory authorities.
2) The Audit and Risk Management Committee shall review and propose such transactions to the Board of Directors and/or the shareholders' meeting for approval prior to execution. Directors who have an interest in the matter shall abstain from participating in the consideration and decision-making process for such agenda items. The Company shall disclose related party transactions undertaken by the Company or its subsidiaries with persons who may have conflicts of interest in accordance with the criteria prescribed by the SET in the annual registration statement (Form 56-1 One Report).
3) The Company has established guidelines to prevent conflicts of interest in its Code of Conduct, which are communicated to all personnel for strict compliance. The management is responsible for monitoring and ensuring adherence to the Company's rules, regulations, corporate governance policies, and code of conduct on a regular and consistent basis.

Section 3: Roles of Stakeholders

Principle: The Company recognizes the importance of support from all stakeholders in enhancing competitiveness and profitability, which contributes to the Company's long-term success.

The Company places importance on the rights of all stakeholder groups, including shareholders, employees, customers, competitors, business partners, creditors, as well as society and the environment. The Company has established guidelines to ensure that stakeholders' rights and benefits are appropriately protected and fairly treated.

The Company also provides channels for stakeholders to express opinions and submit suggestions that are beneficial and contribute to value creation for the Company. Such practices are outlined in the Company's Code of Conduct, which serves as a guideline for directors, executives, and employees. The Code of Conduct is also published on the Company's website (www.jaymart.co.th).

Policies and Practices toward Stakeholder Groups

Policies and Practices toward Shareholders

The Company places the highest importance on shareholders as the owners of the business. The Board of Directors, as representatives of shareholders, together with executives and employees, are required to conduct the Company's business in accordance with the principles of good corporate governance and ethical standards, with the objective of maximizing shareholders' benefits and enhancing long-term shareholder value.

The Company has established the following practices:

1) To manage the Company in accordance with its vision and principles of good corporate governance, with integrity, due care, and without conflicts of interest, in order to generate sustainable returns for all shareholders.
2) To respect the rights of shareholders and treat all shareholders fairly and equitably, without any action that may violate or infringe upon their rights.
3) To provide shareholders with the opportunity to propose agenda items for the Annual General Meeting of Shareholders and to nominate director candidates in advance within an appropriate timeframe.
4) To provide clear and comprehensive information regarding shareholders' meetings, including all relevant information required for shareholders' decision-making, in a timely manner prior to the meeting.
5) To prohibit directors, executives, and relevant employees, including their spouses and minor children, from using undisclosed inside information for personal gain or for the benefit of others in an improper manner that may disadvantage shareholders.

6) To appoint independent directors to represent minority shareholders and to receive complaints or suggestions from shareholders through accessible and appropriate channels.
7) To establish effective internal control, internal audit, and risk management systems.
8) To disclose the Company's information, financial reports, and operating results accurately, completely, in a timely manner, and with transparency and reliability, through channels that are easily accessible to shareholders.

Policies and Practices toward Employees

The Group believes that employees are valuable resources and a key driver of success. The Company treats employees fairly in accordance with human rights principles, taking into account their needs in order to foster positive relationships between employees and the organization. The Company also promotes continuous development and enhancement of employees' capabilities, while providing job security and career advancement opportunities.

The Company has established the following practices:

1) To recruit employees through efficient and fair selection processes and employment conditions, in order to attract high-quality, capable, and ethical individuals to join the organization.
2) To treat employees fairly and equitably, and to respect and protect their individual rights and freedoms from any form of violation, while supporting their right to freely express opinions.
3) To establish channels for complaints and whistleblowing regarding unethical conduct, including measures to protect employees from retaliation or unfair treatment, and to promote discipline and accountability in the workplace.
4) To provide appropriate, sufficient, and continuous development for employees at all levels and across all professions, in accordance with their roles and responsibilities, while fostering ethical awareness among all employees.
5) To promote teamwork and collaboration in order to foster unity within the organization, while instilling discipline in employees in the performance of their duties.
6) To conduct performance evaluations and manage compensation based on appropriateness and individual performance, while encouraging employees' capabilities, promoting discipline, and providing fair and competitive employee benefits, benchmarked against industry standards and regularly reviewed.
7) To promote awareness of workplace health and safety, and to provide a positive working environment and atmosphere where employees feel valued and supported as part of one organization.
8) To manage operations in accordance with internationally recognized occupational health, safety, and environmental management standards.
9) To support employees in achieving a healthy work-life balance and overall well-being.

10) To provide channels for communicating important information to employees, enabling them to better understand the Group's business operations and performance.

Policies and Practices toward Customers

The Group is committed to ensuring that customers receive maximum benefits and satisfaction from its products and services, in terms of both quality and fair pricing. The Company also aims to develop and maintain sustainable relationships with customers.

The Company has established the following practices:

1) To deliver products and services that meet the needs of customers and surrounding communities, while contributing to an improved quality of life and supporting sustainable social development.
2) To continuously innovate and improve products and services in order to deliver high value, quality, and the ability to meet diverse customer needs.
3) To develop environmentally friendly products and services by minimizing resource consumption, promoting energy efficiency, enabling reuse and recycling, and extending product life cycles.
4) To provide products and services that are safe, meet quality standards, and do not pose risks to consumers' health, as well as to provide accurate and sufficient information to customers.
5) To systematically collect, store, and protect customer data, ensuring data security and preventing any misuse or unauthorized use of such information.
6) To set fair and reasonable pricing for products and services.
7) To implement quality management systems in accordance with international standards.
8) To establish responsible units to handle customer feedback, provide advice and solutions, and manage complaints effectively, in order to ensure the highest level of customer satisfaction.

Policies and Practices toward Suppliers / Business Partners

The Group conducts its business in accordance with fair trade practices and strictly adheres to contractual obligations, ethical standards, and commitments made to its suppliers and business partners.

The Company has established the following practices:

1) To consider procurement pricing that is appropriate and fair, taking into account reasonableness in price, quality, and service, and ensuring that justifiable explanations can be provided when required.

2) To make accurate and timely payments to suppliers.
3) To establish clear procurement policies and procedures.
4) To conduct business in a sustainable and transparent manner by complying with agreed commercial terms and contractual conditions, and ensuring fairness to all related parties.
5) To refrain from demanding or accepting any assets or benefits from suppliers.
6) To engage with suppliers appropriately, including visits and discussions, in order to exchange views and receive feedback for continuous improvement.
7) To support environmentally friendly procurement and products that contribute to community development.
8) To avoid procurement of goods that violate human rights or intellectual property rights.
9) To maintain confidentiality of suppliers' information and not disclose such information without prior consent.
10) To refrain from conducting business with suppliers that engage in illegal activities or lack transparency in a manner inconsistent with good corporate governance.

Policies and Practices toward Creditors

The Group is committed to treating creditors fairly, equitably, and transparently, while strictly complying with all applicable terms and contractual obligations.

The Company has established the following practices:

1) To enter into agreements with all types of creditors in a lawful, fair, and transparent manner, without taking advantage of any contracting party.
2) To refrain from any fraudulent actions or concealment of material information that may cause damage to creditors.
3) To strictly comply with all terms and conditions stipulated in agreements with creditors in an accurate and straightforward manner.
4) To repay loans, including interest, in full and in accordance with agreed terms and schedules.

Policies and Practices toward Government Agencies

The Group recognizes government agencies as key stakeholders and places importance on conducting transactions with the public sector in a lawful, transparent, and ethical manner. The Company has established guidelines within its Code of Conduct to ensure that employees perform their duties appropriately, while also promoting cooperation with government agencies in both academic and social activities.

The Company has established the following practices:

1) To strictly comply with all applicable laws, regulations, and requirements, while recognizing that laws, rules, and customary practices may vary across different jurisdictions.
2) To refrain from any actions that may improperly influence government officials to act in an unethical or inappropriate manner.
3) To contribute knowledge and support community development initiatives in collaboration with government agencies, such as local administrative organizations.
4) To support government-related activities as appropriate.
5) To cooperate with government authorities during inspections or official visits.
6) To listen to feedback, suggestions, and complaints from government agencies and respond appropriately.

Policies and Practices toward the Media

The Group recognizes the importance of disclosing information to the media to ensure accurate, timely, and effective communication with the public. The Company has therefore established the following practices:

1) To disclose information to the media on an equitable basis, ensuring that such information is accurate, clear, and relevant.
2) To communicate information in a timely and responsive manner.
3) To provide opportunities for the media to engage directly with the Company's executives.
4) To facilitate and support media representatives in their interactions with the Company.
5) To foster positive relationships with the media, including organizing company visits and meetings with executives at the Company's headquarters, as well as providing accurate and comprehensive information about the Company.

Policies and Practices toward Competitors

The Group conducts its business with a commitment to fair competition under the framework of applicable competition laws and ethical standards. The Company upholds integrity, fairness, and transparency in its dealings with competitors, while adhering to all relevant laws and business ethics.

The Company has established the following practices:

1) To operate within the framework of fair competition and applicable laws with integrity, transparency, and ethical conduct, and to refrain from taking unfair advantage of competitors through unlawful means.
2) To refrain from obtaining competitors' confidential information through dishonest or inappropriate methods.
3) To respect competitors' intellectual property rights and avoid any infringement thereof.
4) To refrain from damaging competitors' reputations through false or unsubstantiated allegations.

5) To support free and fair trade, and to avoid any agreements or conduct with competitors that may restrict or reduce market competition.

Policies and Practices toward Community and Environment

The Group conducts its business with integrity and responsibility toward all stakeholders, while upholding its commitment to social responsibility. The Company aims to support initiatives that enhance quality of life and promote the well-being of communities and society in all areas where it operates, both domestically and across ASEAN. The Company also encourages employees and relevant parties to actively participate as responsible citizens contributing to community and social development.

The Company has established the following practices:

1) To provide appropriate support and assistance to society and local communities, particularly those surrounding the Company's operations.
2) To promote and support activities and projects aimed at developing the potential and capabilities of youth in areas such as education, sports, and arts, while instilling ethical values and integrity to nurture well-rounded individuals.
3) To support initiatives that provide urgent relief to disaster-affected individuals, as well as to enhance the quality of life and capacity of communities through initiatives such as career development and strengthening community resilience, enabling sustainable self-reliance.
4) To support initiatives and projects related to healthcare and public health, with the aim of improving the health and quality of life of people in communities and society.
5) To promote and support activities related to arts, cultural preservation, and religious support, as appropriate.
6) To support foundations and charitable organizations in order to assist and provide opportunities for underprivileged individuals to improve their quality of life, as well as to support organizations that contribute to human capital development.
7) To encourage participation from communities and all stakeholder groups in relevant activities and projects, and to provide channels for feedback, suggestions, or complaints arising from the Company's operations, with the aim of fostering sustainable coexistence between the Company and the community.

Section 4: Disclosures and Transparency

The Company has established a policy on disclosure of information and transparency, covering both financial and non-financial information, including material business information and operating results. Such information is disclosed accurately, completely, adequately, regularly, and in a timely manner, on an equitable basis to all stakeholders.

The disclosed information reflects the Company's actual operating performance, financial position, and future business direction of the Group. The Company ensures that shareholders, investors, and relevant stakeholders are able to access such information through various communication channels, including electronic disclosure systems, the Company's website (www.jaymart.co.th), the Annual Registration Statement/Annual Report (56-1 One Report), press releases, and investor relations activities.

The Board of Directors oversees and ensures that the Company strictly complies with all applicable laws, regulations, and requirements relating to disclosure and transparency.

In this regard, the Board of Directors has undertaken the following actions in relation to disclosure practices:

1. Provision of Multiple Disclosure Channels Beyond the SET Electronic System

1.1. Annual Registration Statement/Annual Report (56-1 One Report)

The Board of Directors ensures the preparation of the Annual Registration Statement/Annual Report (56-1 One Report), which contains accurate and complete information in accordance with the requirements of the Stock Exchange of Thailand (SET). The report is presented in a clear and comprehensive manner, adequately reflecting the Company's operations over the past year, including vision and mission, key factors, organizational structure, nature of business, financial position and operating results, board structure, as well as the performance of the Board of Directors and its sub-committees.

1.2. Company Website

The Board of Directors recognizes that the Company's website serves as a convenient, fast, and reliable channel for information disclosure, allowing shareholders and stakeholders to access information easily and equitably. Therefore, the Board ensures that relevant information is disclosed on the Company's website in both Thai and English, in addition to the Annual Report. Such information includes, for example, corporate governance policies, corporate news, financial statements, and the Annual Report, all of which are available for download.

1.3. Investor Relations

The Company has established an Investor Relations (IR) function to provide information and communicate corporate developments to investors, shareholders, analysts, and the general public through various channels, including the Company's website, roadshows, analyst meetings, and conference calls. Investors may contact the Investor Relations function via telephone at +66 2 308 8196 or through the Company's website (www.jaymart.co.th).

In addition to disclosures required by applicable laws and regulatory authorities, the Company regularly organizes quarterly analyst and investor briefings to present its operating results. These sessions are attended by the Chief Executive Officer and senior management, who provide clarification and respond to inquiries from participants.

1.4. Disclosure of Information on the Board of Directors and Sub-Committees

The Company discloses information regarding the Board of Directors and its sub-committees, including directors' remuneration on an individual basis, in the Annual Registration Statement/Annual Report (56-1 One Report). The details are as follows:

1.4.1. Board Structure, Roles, Duties, and Responsibilities

Information on the structure of the Board of Directors, including roles, duties, responsibilities, and the performance of the Board and each sub-committee, is clearly disclosed.

1.4.2. Remuneration of Directors and Executives

The Company has established a clear and transparent remuneration policy for directors. Remuneration is set at an appropriate level, benchmarked against comparable industries, and is sufficiently competitive to attract and retain qualified directors. Directors who are assigned additional roles and responsibilities in sub-committees are entitled to additional remuneration as appropriate.

The Nomination and Remuneration, Corporate Governance and Sustainability Development Committee is responsible for reviewing and proposing directors' remuneration on an annual basis for consideration by the Board of Directors, prior to seeking approval from the shareholders' meeting.

1.5. Responsibility of the Board of Directors for Financial Reporting

1.5.1. The Board of Directors is responsible for the Company's financial statements and consolidated financial statements of the Company and its subsidiaries, as well as financial information disclosed in the Annual Registration Statement/Annual Report (56-1 One Report). Such financial statements are prepared in accordance with generally accepted accounting standards in Thailand.

The Company adopts appropriate accounting policies and applies them consistently, exercises prudent judgment, and uses the best estimates in the preparation of financial statements. In addition, material information is adequately disclosed in the notes to the financial statements.

The financial statements are reviewed and audited by independent external auditors, who are qualified, recognized, and approved by the Securities and Exchange Commission (SEC), and are able to express their opinions in an independent and objective manner, thereby enhancing the reliability and credibility of the financial reports.

1.5.2. The Board of Directors ensures that the Company maintains an effective internal control system to provide reasonable assurance that accounting records are accurate, complete, and sufficient to safeguard the Company's assets. The system is also designed to identify weaknesses and prevent material fraud or irregularities.

1.5.3. The Board of Directors has appointed the Audit and Risk Management Committee, comprising independent directors, to oversee the quality of financial reporting and the effectiveness of the internal

control system. The Committee's opinions on these matters are disclosed in the Audit and Risk Management Committee Report included in the Annual Report.

In addition, the Board of Directors has prepared a Statement of Responsibility for Financial Reporting, which is disclosed in the Annual Registration Statement/Annual Report (56-1 One Report).

1.6. Disclosure and Reporting on Social Responsibility

1.6.1. The Board of Directors promotes activities and mechanisms that encourage employee participation in implementing the Company's policies. The Company also prepares sustainability and corporate social responsibility reports, which are disclosed in the Annual Registration Statement/Annual Report (56-1 One Report) and the Sustainability Report.

1.6.2. The Board of Directors has established a corporate social responsibility policy that is integrated with the Company's business operations. The Company is committed to environmental stewardship and the well-being of communities and society, in alignment with ethical principles and good corporate governance. The Company refrains from any actions that may have adverse impacts on society, whether directly or indirectly, and strives to achieve sustainable business success while continuously improving its integrity, quality, and operational efficiency, as well as contributing positively to society as a whole.

1.6.3. All executives and employees are encouraged to actively participate in corporate social responsibility activities with strong collaboration. The Company ensures continuous monitoring and evaluation of such activities to support long-term sustainable social development.

1.7. Intellectual Property Policy and Practices

The Group conducts its business and promotes employee compliance with all applicable laws and regulations relating to intellectual property rights, including trademarks, patents, copyrights, trade secrets, and other forms of intellectual property as prescribed by law.

The Company requires that all computer software used within the organization be properly licensed. All software installations must be reviewed and approved by the Information Technology and Systems Development Department.

In addition, the Company has established policies in compliance with the Computer Crime Act B.E. 2560 (2017), and has communicated such policies to employees in writing to ensure awareness and adherence.

1.8. Policy and Practices on Legal Compliance and Human Rights

1.8.1. The Board of Directors supports and respects the protection of human rights and ensures that the Company's business operations, employees, and related parties are not involved in any human rights violations. The Company strictly prohibits forced labor and child labor, as well as the employment of illegal migrant workers.

The Company treats all stakeholders with fairness and respect for human dignity, without discrimination based on origin, race, gender, age, skin color, religion, physical condition, social status, or any other personal attributes.

1.8.2. The Group respects the dignity of all employees and is committed to ensuring their rights to personal safety, as well as providing a clean, safe, and hygienic working environment. The workplace is maintained free from all forms of harassment, abuse, or intimidation.

The Company also applies principles of fairness in managing wages, compensation, and employee benefits, and ensures non-discriminatory practices in all aspects of employment.

1.9. Policy on Occupational Health, Safety, and Environment

1.9.1. The Board of Directors recognizes the importance of occupational health, safety, and working conditions for employees at all levels. The Company is committed to ensuring that all employees operate in a safe environment, with good health and well-being under appropriate working conditions and a supportive workplace environment.

1.9.2. The Board of Directors ensures the provision of safe tools and equipment, as well as promoting awareness and knowledge among employees to comply with safety regulations and procedures. The Company recognizes that its personnel are its most valuable asset and places the highest priority on their safety and well-being.

1.10. Anti-Corruption Policy and Practices

The Board of Directors recognizes the importance of preventing and combating corruption, and supports the Company's participation in the Private Sector Collective Action Coalition Against Corruption (CAC). The Board has approved the Anti-Corruption Policy, which serves as a guideline for the Group.

The Company is committed to ensuring that directors, executives, employees, and all stakeholders cooperate in preventing and combating corruption in all forms. The Company actively promotes and instills an anti-corruption culture throughout the organization, aiming to prevent misconduct and ensure that business operations are conducted with transparency, integrity, and in the best interests of all stakeholders.

2. Risk Management

The Board of Directors places significant importance on risk assessment and risk management. The Company has established a risk management system and processes in accordance with internationally recognized standards.

The Audit and Risk Management Committee is responsible for evaluating the effectiveness of risk management, reviewing risk assessment results, and overseeing the risk control processes across all business units. The Committee also reviews and proposes policies related to risk management.

The Company emphasizes the identification of early warning signals and unusual transactions, and ensures that such matters are appropriately disclosed in the Annual Registration Statement/Annual Report (56-1 One Report).

3. Internal Control and Internal Audit

The Board of Directors places importance on establishing and maintaining effective internal control and internal audit systems. The Company promotes awareness among employees at all levels regarding the importance of internal controls and adherence to appropriate procedures aligned with business operations.

The Company also enhances employee capabilities to enable effective supervision, control, review, and self-assessment of performance. The Internal Audit function reports directly to the Audit and Risk Management Committee and is responsible for evaluating the internal control system and conducting audits of management, financial, and operational processes to ensure compliance with policies, plans, delegated authorities, resolutions, regulations, and applicable laws.

The Internal Audit function is also responsible for assessing audit performance to ensure that audit activities effectively support organizational objectives. In addition, the Audit and Risk Management Committee provides its opinion on the adequacy of the internal control system and risk management, which is disclosed in the Annual Registration Statement/Annual Report (56-1 One Report).

4. Corporate Governance Policy

The Board of Directors recognizes the importance of good corporate governance practices for listed companies. The Board has therefore assigned management to establish and continuously improve governance practices in alignment with the guidelines of the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and international standards.

The Board of Directors is responsible for overseeing, monitoring, and evaluating the Company's performance and financial position on a regular basis, in order to consider and recommend improvements that enhance operational efficiency and support sustainable business growth. This includes the development of human resources in line with modern management practices.

The Board also ensures transparency through appropriate oversight and disclosure of information that is accurate, sufficient, and beneficial to all stakeholders. In addition, the Company regularly reviews and updates its corporate governance policies and practices to ensure their continued relevance and effectiveness.

5. Code of Business Conduct for Directors, Executives, and Employees

The Board of Directors is responsible for overseeing management in establishing a Code of Business Conduct and ensuring its effective communication throughout the organization. The Code serves as a framework to promote ethical awareness and consistent standards of conduct among directors, executives, and employees.

The Company expects all personnel to adhere to the Code as a guiding principle in performing their duties with integrity, honesty, and transparency, thereby supporting the achievement of the Company's objectives on an ethical and sustainable basis.

6. Board of Directors' Meetings

1. The Board of Directors holds meetings on a quarterly basis and may convene additional meetings as necessary. The Company Secretary is responsible for preparing and notifying the meeting schedule in advance to all directors, enabling them to allocate time appropriately to attend the meetings. The notice of meeting clearly specifies the agenda, which includes regular agenda items for monitoring the Company's performance.
2. The Company Secretary distributes the notice of meeting, together with the agenda and supporting documents, in advance to allow directors sufficient time to review the information prior to the meeting. The Company's Articles of Association require that the notice of meeting be delivered to directors at least seven days prior to the meeting date, except in urgent cases.

In addition, each director may propose agenda items by notifying the Company in advance for inclusion in the meeting agenda, or may raise additional matters under "Other Matters" during the meeting, as appropriate.

7. Performance Evaluation of the Board of Directors and Senior Management

The Company conducts an annual self-assessment of the Board of Directors and senior management to serve as a framework for regularly reviewing their performance and responsibilities. The evaluation also enables the Company to assess whether the Board of Directors has operated in accordance with the approved corporate governance policy and/or recognized good governance practices.

The results of the evaluation are used to improve the performance of the Board of Directors to ensure alignment with the established policies. In addition, the Board collectively considers performance outcomes, identifies key issues, and determines appropriate improvement measures. The evaluation results are presented at the Board of Directors' meeting for further consideration.

8. Directors' Remuneration

The Company has established a clear and transparent policy on directors' remuneration. The remuneration is set at an appropriate level, benchmarked against comparable industries, and is sufficient to attract and retain qualified directors. Directors who are assigned additional roles and responsibilities in sub-committees receive additional remuneration in accordance with their increased responsibilities.

The Nomination and Remuneration, Corporate Governance and Sustainability Development Committee is responsible for initially reviewing directors' remuneration and submitting its recommendations to the Board of Directors for consideration, prior to seeking approval from the shareholders' meeting.

9. Development of Directors and Executives

The Company discloses the criteria and directors' remuneration on an individual basis in the Annual Registration Statement/Annual Report (56-1 One Report).

The Company provides orientation programs for newly appointed directors whenever there are changes to the Board. This includes the provision of a directors' handbook and relevant materials to support their duties, as well as briefings on the Company's business nature and operational practices. The objective is to ensure that new directors gain a clear understanding of the Company's business operations, policies, and corporate governance practices.

In addition, the Company supports the continuous development of knowledge, understanding, and skills of directors and executives, both in relation to the Company's business and other areas essential to their roles. Directors are encouraged to attend training programs organized by the Thai Institute of Directors Association (IOD) or other relevant institutions, as appropriate.

Furthermore, the Company has established various development approaches, including orientation programs and the provision of relevant information, updates, and knowledge necessary for the performance of duties. These initiatives are extended to directors, newly appointed directors, executives, and relevant personnel involved in the Company's corporate governance framework, to ensure continuous improvement and effective governance practices.

10. Communication between the Board of Directors and Management

The Board of Directors may communicate directly with all members of management to inquire, consult, and provide opinions on matters relating to policies and resolutions of the Board. This ensures that management can implement such matters accurately, completely, and in a timely manner, for the benefit of the Company's business operations.

However, such communication shall not constitute interference with, involvement in, or encroachment upon the management's duties and responsibilities, whether directly or indirectly.

11. Report of the Board of Directors

The Board of Directors has prepared the Board's report and included it in the Annual Registration Statement (Form 56-1 One Report), which is presented to shareholders. The report outlines the responsibilities of the Board of Directors in conjunction with the financial statements, covering key matters in accordance with the requirements of the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and other relevant laws and regulations.

In addition, the Company has established various policies in accordance with good corporate governance principles and has disclosed such policies on the Company's website (www.jaymart.co.th).

Section 5: Risk Management and Internal Control

The Board of Directors places great importance on effective governance and internal control at both the management and operational levels. The internal control system serves as a key mechanism in providing assurance to management by helping to mitigate business risks and enhance operational efficiency. It supports the appropriate allocation of resources and enables the Company to achieve its established objectives.

In addition, the internal control system plays a vital role in safeguarding the Company's assets against loss, leakage, or fraudulent activities, ensuring the accuracy and reliability of financial reporting, promoting compliance with applicable laws and regulations, and protecting shareholders' investments.

To this end, the Company has clearly defined duties, authorities, and responsibilities of employees and management in writing. It has also established proper controls over the use of corporate assets to ensure optimal utilization. Furthermore, duties are appropriately segregated among operating personnel, supervisory functions, and evaluation roles in order to ensure effective checks and balances.

The Board of Directors has assigned the Audit and Risk Management Committee to be responsible for reviewing the adequacy and effectiveness of the internal control system established by management. The Committee also oversees the establishment and periodic review of internal control systems covering operational processes, financial reporting, compliance with applicable laws, regulations, and policies, as well as corporate governance practices and risk management. In addition, emphasis is placed on early warning signals and the monitoring of unusual transactions.

The Company has established its own in-house Internal Audit Function, which is responsible for examining and evaluating the internal control system of the Company and its group companies. The Internal Audit Function reports directly to the Audit and Risk Management Committee to ensure independence from Management.

Furthermore, the Company conducts ongoing monitoring and evaluation on a regular basis. An assessment of the adequacy of the internal control system is performed at least annually to ensure that the established system continues to operate effectively.

Risk Management

The Board of Directors places importance on risk management and is responsible for establishing the overall risk management policy at the enterprise level. The Company assigns management to identify and analyze potential risks, which are then reported to the Board of Directors for acknowledgment and recommendations, in order to mitigate or manage such risks within an acceptable level.

If any risks are identified that may hinder the achievement of the Company's business objectives, appropriate risk management measures shall be implemented. The Company also promotes and encourages all personnel to foster a risk-aware culture, emphasizing the importance of understanding the root causes of risks and taking corrective actions. Such actions include improving operational processes, optimizing the use of resources, and utilizing appropriate tools to prevent or reduce potential risks.

These efforts aim to prevent and minimize potential losses. At the same time, a systematic approach to risk management enables the Company to capitalize on new business opportunities and create added value for the organization.

Anti-Corruption Policy

In recent years, corruption has shown an increasing trend, coupled with a growing perception in society that such practices are commonplace. In reality, corruption is a serious issue that significantly impacts society. Therefore, the Company places great importance on the prevention and suppression of corruption.

The Board of Directors has established a written Anti-Corruption Policy, including clear guidelines for implementation, which has been duly approved by the Board. This policy reflects the Company's commitment to combating all forms of corruption and aims to ensure that all personnel within the organization have a consistent understanding of anti-corruption practices under a unified policy. In addition, the Company communicates its commitment to anti-corruption to all relevant stakeholders to ensure that they are aware of and aligned with the Company's stance against corruption.

The Company strictly prohibits directors, executives, and employees from engaging in any form engaging in any from of corruption, whether directly or indirectly, for the benefit of themselves, their families, friends, or associates. This includes acting as a recipient, provider, or proposer of bribes, whether in monetary or non-monetary forms, to government agencies or private entities with which the Company conducts business or has dealings. All personnel are required to strictly comply with the Company's Anti-Corruption Policy.

Roles and Responsibilities of Each Function

1. Board of Directors

The Board of Directors is responsible for considering and approving the Anti-Corruption Policy, as well as promoting and supporting anti-corruption practices within the Company to ensure that all personnel understand and recognize the importance and impact of corruption.

In cases where the Audit and Risk Management Committee reports incidents of corruption that may affect the Company, the Board of Directors shall provide guidance and recommendations, consider appropriate disciplinary actions, and work jointly with the Chief Executive Officer to determine appropriate remedial measures.

2. Audit and Risk Management Committee

The Audit and Risk Management Committee has the following duties and responsibilities:

2.1. To review the Anti-Corruption Policy proposed by the Chief Executive Officer to ensure its appropriateness in relation to the Company's business nature, operating environment, and corporate culture, and to propose the policy to the Board of Directors for approval.

2.2. To review the appropriateness of any revisions to the Anti-Corruption Policy proposed by the Chief Executive Officer and to submit such revisions to the Board of Directors for consideration and approval.

2.3. To review internal audit reports, risk management reports, internal control systems, and fraud risk assessments as proposed by the internal audit function, in order to ensure that such systems effectively minimize the risk of fraud that may have a material impact on the Company's financial position and operating results, and are appropriate for the Company's business nature.

The Committee is also responsible for receiving whistleblowing reports relating to fraudulent acts involving personnel within the organization, conducting investigations into the facts, and submitting such matters to the Board of Directors for consideration of appropriate disciplinary actions or remedial measures.

3. Internal Audit Function

The Internal Audit Function has the following duties and responsibilities:

3.1. To perform duties in accordance with the approved internal audit plan, and to report on the results of internal control system audits and fraud risk assessments arising from such audits to the Audit and Risk Management Committee.

3.2. To carry out assignments as directed by the Audit and Risk Management Committee in relation to investigations of fraud involving the organization, in addition to the approved internal audit plan.

4. Chief Executive Officer

The Chief Executive Officer has the following duties and responsibilities:

4.1. To establish the Anti-Corruption Policy and submit it to the Audit and Risk Management Committee for consideration.

4.2. To communicate the Anti-Corruption Policy to all personnel within the organization and relevant stakeholders.

4.3. To review the appropriateness of the Anti-Corruption Policy in light of changes in the business environment or legal requirements, and to propose any revisions to the Audit and Risk Management Committee.

4.4. To support the Audit and Risk Management Committee in investigating reported cases or assignments related to fraud, including delegating responsibilities to the management team, as deemed appropriate, to assist in fact-finding processes.

Anti-Corruption Practices

Directors, executives, employees, and staff of the Company are required to strictly comply with the Anti-Corruption Policy as well as the Code of Conduct. They must not be involved in any form of corruption, whether directly or indirectly.

1. Prohibition on Bribery

No actions shall be taken that may be construed as offering or accepting bribes from stakeholders in relation to duties and responsibilities, whether directly or indirectly, in order to obtain improper benefits. The following practices shall be observed:

1.1. No acceptance or provision of gifts or tokens in the form of cash, checks, bonds, shares, gold, gemstones, real estate, or other items of a similar nature to or from any parties with whom the Company has business dealings, whether in the public or private sectors.

1.2. No acceptance of any assets, gifts, or benefits that may influence or induce improper performance or omission of duties. Prior to accepting any token of appreciation, it must be ensured that such acceptance complies

with applicable laws and the Company's regulations. Gifts exchanged in the normal course of business should be of nominal value and appropriate for the occasion.

1.3. No provision of assets, gifts, or any other benefits to influence decision-making or to cause the recipient to deviate from standard business practices applicable to other business partners. Any gifts given on customary occasions must be of nominal value and not excessive beyond normal practice.

1.4. No acting as an intermediary in offering money, assets, gifts, or any other benefits to persons related to business dealings, government agencies, or any organizations in exchange for undue advantages or to induce government officials to refrain from complying with applicable laws, regulations, or established procedures.

2. Procurement Procedures

Procurement activities must be conducted in accordance with the Company's established procedures, ensuring transparency and auditability.

3. Business Hospitality and Related Expenses

Expenses for business hospitality and other costs related to the execution of business agreements are permitted, provided that such expenses are reasonable, appropriate, and verifiable.

4. Charitable Donations

Charitable donations must be carried out in accordance with the following practices:

4.1. The use of the Company's funds or assets for charitable donations must be made in the name of the Company only. Donations must be made to foundations, charitable organizations, temples, hospitals, healthcare institutions, or other social benefit organizations that are certified, reputable, and verifiable, and must be conducted in accordance with the Company's established procedures.

4.2. Personal charitable donations are permitted, provided that they are not related to the Company's business and do not create any suspicion of corruption or improper benefits.

5. Sponsorships

The use of the Company's funds or assets for sponsorship purposes must be made in the name of the Company only. Such sponsorships must aim to promote the Company's business, image, and reputation. All disbursements must clearly state their objectives, be supported by verifiable documentation, and comply with the Company's established procedures.

6. Political Activities

No actions related to political activities shall be undertaken within the Company, and no Company resources shall be used for such purposes. The Company maintains a position of political neutrality, supports compliance with the law

and the democratic system, and has no policy to provide financial or other support to any political party, whether directly or indirectly.

7. Reporting of Suspected Misconduct

Any person who becomes aware of actions that may constitute or suggest corruption, whether directly or indirectly related to the Company, must not ignore such conduct and should promptly report it to the Chief Executive Officer or through the whistleblowing channels specified in this Policy.

8. Responsibilities of Directors and Executives

Directors and executives must recognize the importance of promoting awareness, providing guidance, and fostering understanding among subordinates regarding anti-corruption practices to ensure compliance with this Policy. They are also expected to serve as role models in upholding integrity, ethics, and the Code of Conduct.

Whistleblowing and Complaint Channels

The Audit and Risk Management Committee is responsible for receiving and considering whistleblowing reports or complaints regarding any actions that may give rise to suspicion of corruption involving the Company. Such reports or complaints may be submitted through the following channels:

1. Via the Company's website: https://www.jaymart.co.th/th/investor-relations/whistleblowing; or
2. By post, addressed to the "Audit and Risk Management Committee" at 187, 189 Jaymart Building, Ramkhamhaeng Road, Rat Phatthana Subdistrict, Saphan Sung District, Bangkok 10240; or
3. Through the whistleblowing and complaint drop box located at Jaymart Building, Building A, L Floor.

Complainants are required to provide details of the matter to be reported or complained of, together with their name, address, and contact telephone number.

Eligible whistleblowers or complainants include all stakeholder groups of the Company, namely shareholders, customers, competitors, creditors, government agencies, communities, society, as well as the Company's executives and employees.

Regardless of the reporting channel used, the Company shall treat the information of whistleblowers or complainants with strict confidentiality in accordance with the Company's protection and confidentiality measures.

Protection and Confidentiality Measures

In order to protect the rights of whistleblowers and informants acting in good faith, the Company shall conceal the name, address, or any information that may identify such persons and shall keep their information strictly confidential. Access to such information shall be limited only to persons responsible for investigating the complaint.

In the event that a complaint involves the Chief Executive Officer, the Audit and Risk Management Committee shall be responsible for protecting whistleblowers, complainants, witnesses, and informants from any harm, retaliation, or unfair treatment arising from the reporting, provision of information, or participation as witnesses. In such cases, complainants are encouraged to submit their complaints directly to the Audit and Risk Management Committee.

The Chief Executive Officer shall have the authority to exercise discretion in issuing orders as deemed appropriate to protect whistleblowers, complainants, witnesses, and informants involved in the investigation process from any harm, danger, or unfair treatment resulting from their actions.

The Chief Executive Officer may delegate such authority to another executive to act on his/her behalf in ensuring the protection and safety of whistleblowers, complainants, witnesses, and informants. The assigned executive must not have any direct or indirect involvement in the matter being reported (for example, where the accused person is under their direct supervision).

Any person who obtains information in the course of performing duties related to a complaint shall have the duty to maintain the confidentiality of such information, including all related documents and evidence concerning whistleblowers and informants, and must not disclose such information to unauthorized persons, except where disclosure is required by law.

Communication and Dissemination of the Anti-Corruption Policy

To ensure that all personnel are aware of the Anti-Corruption Policy, the Company shall undertake the following actions:

1. The Company shall prominently display the Anti-Corruption Policy in visible areas accessible to all personnel within the organization.
2. The Company shall disseminate the Anti-Corruption Policy through various communication channels, such as electronic mail (e-mail), the Company's website, public relations materials (e.g., posters), and the Annual Registration Statement (56-1 One Report).
3. The Company shall provide ongoing training on the Anti-Corruption Policy to both new and existing employees on a continuous basis.

4. The Company shall review the Anti-Corruption Policy at least once a year.
5. The Company shall disclose the Anti-Corruption Policy on its website in both Thai and English to ensure that all stakeholder groups can access and understand the policy in a transparent and verifiable manner. The Company shall update the information on the website whenever there are revisions or reviews of the policy.

This policy shall be effective from 11 November 2025 onwards.

Approved by:

Mr. Pisnu Pong-acha

Chairman of the Board of Directors

Revision History

Revision No.	Responsible Department	Review Date	Effective Date	Description of Changes
REV02	Investor Relations	As approved at the Board of Directors' Meeting No. 10/2023 on 7 December 2023	8 December 2023	Revised content to align with current practices
REV03	Investor Relations	As approved at the Board of Directors' Meeting No. 6/2024 on 8 November 2024	11 November 2024	Revised content to align with the requirements of the Stock Exchange of Thailand (SET), as follows: 1) (Added) Maximum tenure of independent directors not exceeding 9 years (Page 8) 2) (Added) Minimum quorum requirement for Board meetings at the time of resolution must be at least two-thirds (Page 11) 3) (Added) Appointment of a person responsible for orientation of new directors and executives (No. 15.3, Page 16) 4) (Added) Performance evaluation criteria for the Chief Executive Officer regarding ESG management (Criterion No. 11, Page 17) 5) (Added) Securities trading blackout period (Section 3.8.3, Page 23-24) 6) (Added) Advance notification requirement prior to securities trading (Section 3.8.4, Page 24) 7) (Revised) Renamed the Nomination and Remuneration Committee to the Nomination, Remuneration and Corporate Governance for Sustainability Development Committee to reflect the updated committee name referenced throughout the policy

Revision No.	Responsible Department	Review Date	Effective Date	Description of Changes
REV04	Investor Relations	As approved at the Board of Directors' Meeting No. 7/2025 on 11 November 2025	11 November 2025	(Revised) Section 3.8.4: Advance notification prior to securities trading. Directors and executives are required to report their intention to trade securities to the Company Secretary at least 1 day in advance (Page 24)