

Stakeholder Engagement Strategy and Practices

1. Practices on Employees

All employees are important to the Company's business operations. The Company thus places great importance on treating all employees fairly without discrimination. The Company supports harmony among employees, creates a safe and conducive work environment, offers appropriate compensation, and provides good employee benefits.

Good Practices

- 1) The Company is committed to treating all employees equally and fairly, without discrimination based on origin, nationality, gender, age, color, religion, disability, status, background, education or any other characteristics deemed irrelevant to their work.
- 2) The Company provides all its personnel with the opportunity to perform to their best ability with reasonable and fair compensation. The Company shall motivate personnel by determining salaries, bonuses and operating expenses. In addition, the Company shall provide its personnel with opportunities for university education, as well as short-term and long-term training to enhance its personnel's knowledge and skills.
- 3) The Company should conduct employee engagement surveys to assess the engagement levels of employees. The results should be then used to develop a plan for improving, adapting and meeting employees' evolving expectations, which are crucial for long-term employee retention.
- 4) The Company supports employees' rights in accordance with the Labour Protection Act.

2. Practices on Customers and Tenants

The Company values the optimal satisfaction of customers and tenants. The Company conducts its business with a strong sense of responsibility for customers and tenants by providing prompt, friendly, and non-discriminatory services to foster sustainable and positive relationships.

Good Practices

- 1) The Company is committed to developing quality and safe products and services to meet the needs of customers and tenants with reasonable price and with fair conditions.

- 2) Information about products and services must be disclosed in a complete, accurate and timely manner and does not distort the facts. So, customers and tenants can make the right decision.
- 3) The Company must conduct satisfaction and engagement surveys for customers and tenants. The Company must establish a grievance mechanism that allows customers and tenants to raise complaints about products and services. This channel will enable the Company to respond promptly to customers and tenants and address their problems.
- 4) The Company must respect the human rights of customers and tenants, such as ensuring fair treatment, protecting their personal information, and maintaining respectful and courteous interactions.

3. Practices on Investors and Shareholders

The Company is committed to being a good representative of shareholders by conducting responsible business with integrity. Moreover, the Company is dedicated to nurturing shareholders' satisfaction through sustainable growth that delivers transparent, fair, and reliable returns to the Company.

Good Practices

- 1) The Company must operate its business with honesty, integrity and fairness towards all shareholders. The Company must equally respect their human rights, regardless of gender, age, nationality, ethnicity, religion, belief, political opinions, or disability.
- 2) The Company will apply knowledge, operational skills and management to the full capacity.
- 3) The Company must establish sufficient and effective communication channels to ensure that shareholders can access the Company's information without any undue restrictions. For example, shareholders must be provided with information, processes, board meeting agendas, and any other relevant details necessary for comprehensive consideration.
- 4) The Company must avoid taking any actions that may lead to conflict of interests. In this regard, directors, executives, and employees must not use the Company's inside information that are material to the changes in price of securities which have not yet been disclosed to the public or the Stock Exchange of Thailand for trading of the Company's securities which brings interests for oneself and others.

4. Practices on Suppliers and Contractors

To build business partnerships and foster social responsibilities among suppliers, the Company places great importance on treating suppliers with equity and based on fair, transparent and equitable competitive practices.

Good Practices

- 1) The Company encourages transparent and fair operations and does not discriminate against trade partners of the Company and its subsidiaries or associated companies.
- 2) The Company personnel must remain neutral, refrain from any request for, or acceptance of benefit from trade partners, and strictly comply with the good practices in the Ethics for Stockholding and Conflict of Interest.
- 3) The Company personnel must retain documents relating to trade partners, as supporting evidence, for an appropriate period.
- 4) The Company must strictly adhere to contractual agreements. If either the Company or the trade partner should fail to comply with the agreed terms and conditions or circumstances arise that render compliance impossible, the Company personnel shall immediately report to their supervisor to seek corrective action.
- 5) The Company shall support and collaborate with suppliers to enhance their competencies and skills, enabling them to develop new products, services or innovations that continually meet the needs of customers and adapt to current conditions or situations
- 6) The Company shall encourage suppliers to adhere to the Corporate Governance Policy, ensure responsibility for environment/society and respect human rights principles.
- 7) The Company shall keep suppliers' information confidential and must not use it for personal and others' gains without consent.

5. Practices on Regulators and Non-Government Organizations (NGOs)

Regulators and NGOs refer to entities with duties for governing, controlling and establishing laws, regulations, and rules related to business operations. These include governmental agencies and nonprofit organizations.

Good Practices

- 1) Throughout its business operations, the Company shall strictly comply with relevant national laws, regulations and rules.
- 2) The Company shall not engage in any actions that would encourage or support inappropriate behaviors by governmental personnel, such as bribery.

6. Practices on Creditors and Financial Institutions

The Company places great importance on creditors and financial institutions by operating business with and responsibility, transparency, fairness and confidentiality. The Company must avoid exploitation and personal gain that aligns with the Company's commitment to fairly safeguard the interests of creditors and financial institutions without discrimination.

Good Practices

- 1) The Company shall comply strictly with the debt agreement and treat all creditors transparently and equally in financial management, mitigation measures to prevent default on debt payments, and terms and conditions of guarantees and payment.
- 2) The Company shall consistently report its financial status with integrity, accuracy and timeliness to creditors.
- 3) If terms and conditions in the contracts/agreements cannot be observed, the Company shall inform creditors in advance to find solutions together.

7. Practices on Societies and Communities

The Company prioritizes activities focused on communities, societies, environment, and environmental conservation. The Company supports efforts to create positive social and environmental impacts, as well as initiatives related to education and public interests for communities.

Good Practices

- 1) The Company shall strive to fulfill its social responsibilities regarding quality, safety and health and environmental protection by using natural resources efficiently with due regard to the security and environmental awareness of its stakeholders.

- 2) The Company shall consider alternative use of natural resources to alleviate adverse effects on the community, environment and quality of life. The Company supports the reduction in consumption of energy and resources.

The Company shall embed awareness of individual social and environmental responsibilities in all the Company employees at all levels, suppliers and customers. The Company fully collaborates with governmental officers and relevant agencies.

- 3) The Company will support the development and enhancement of communities to ensure a good and sustainable quality of life. The Company will promote engagement in collective social responsibility activities and encourage volunteering activities for the Company's employees and stakeholders.
- 4) The Company will annually disclose, communicate and publicize its performance related to community development to stakeholders.

8. Practices on Landlords and Agents

The Company considers the importance of landlords and agents, who are upstream stakeholders and may include private companies, governmental agencies and individuals. They are responsible for sourcing lands for the Company, which are then used in the project development process.

Good Practices

- 1) The Company will treat landlords and agents fairly without discrimination. The Company will ensure equal opportunities for proposing land prices, based on fair, transparent and equitable competitive practices.
- 2) The Company shall establish sufficient and clear communication channels.

9. Practices on Media

The Company places great importance on activities and initiatives related to media, such as marketing campaigns, public disclosures through media, press releases, and the launch events for the Company's new projects or activities.

Good Practices

- 1) The Company will appoint responsible individuals with the appropriate knowledge and experience to coordinate and cultivate positive relationships with the media.
- 2) The Company will treat the media equally, without discrimination and harassment, to support ethical business conduct and maintain good relationships between the Company and the media.
- 3) The Company will disclose information and news to the media in an appropriate, precise, accurate, and timely manner.
- 4) The Company will provide opportunities for the media to inquire or submit questions to executives or their representatives for clarifications on existing situations through the established grievance mechanism, communication channels or the Company's designated function as appropriate.