

Self-Evaluation and Performance Appraisal (for the Board & CEO)

Performance Appraisal of the Board of Directors, Sub-Committees and Senior Executives

The Company conducts the performance appraisal of the Board of Directors and its sub-committees, both collectively and individually, at least once a year. The evaluation results serve as a framework to verify the Board of Directors' performance over the past year, whether it is completed and appropriate within the defined scope of authorities and in accordance with the principle of good corporate governance.

Performance Appraisal of the Board of Directors

Criteria

The performance appraisal of the Board of Directors follows guidelines from the Stock Exchange of Thailand and Thai Institute of Directors Association. These guidelines are adjusted to suit the characteristics and structure of the Board. The evaluation results serve as key factors for the enhancement of Directors' performance and related duties.

Overall self-assessment of the Board of Directors covers 6 areas, which are 1) Board structure and qualifications, 2) Roles, duties and responsibilities of the Board, 3) The Board meeting, 4) The performance of the committee 5) Relationship with management, and 6) The Board development.

Self-assessment of the Board of Directors on an individual basis covers 3 areas, which are 1) Structure and Qualification of the Board 2) The Board meetings, and 3) Roles, duties, and responsibilities of the Board.

Rating is indicated based on each Director's opinion by ticking (/) in the score box, from 0 - 4 with only 1 slot in the evaluation form, with the following meanings:

0 = Absolutely disagree, or no actions taken on that matter

1 = Disagree, or few actions taken on that matter

2 = Agree, or fair actions taken on that matter

3 = Rather agree, or adequate actions taken on that matter

4 = Absolutely agree, or excellent actions on that matter

All scores are evaluated through a percentage calculation of full score under the following criteria:

Equivalent or over	90 percent	= Excellent
Equivalent of over	80 percent	= Very Good
Equivalent or over	70 percent	= Good
Equivalent of over	60 percent	= Fair
Less than	60 percent	= Need improvement

Procedures

The Company Secretary submits the assessment form to each Director at the year-end. After completion, each Director shall return the evaluation form to the Company Secretary to gather and report to the Board in the next meeting in order to set standards for further efficiency improvement of the Board.

Performance Appraisal of Sub-Committees

The Company's sub-committees comprise 1) The Audit Committee, 2) The Compensation and Nomination Committee, 3) The Risk Management and Sustainability Committee¹, and 4) The Executive Committee. The Company conducts a self-assessment of the sub-committees at least once a year. The evaluation results contributed to performance improvement of the sub-committees to support the Board of Directors and the Company's business operations.

Criteria

The performance appraisal of the sub-committees follows guidelines from the Stock Exchange of Thailand and the Thai Institute of Directors Association. These guidelines are adjusted to suit the characteristics and structure of the sub-committees. The evaluation results serve as key factors for the enhancement of sub-committees' performance and related duties.

Self-assessment of the sub-committees, both on a collective and individual basis, covers 3 areas, which are 1) Structure and qualifications of the sub-committees, 2) The sub-committees' meetings, and 3) Roles, duties, and responsibilities of the sub-committees.

The scoring methodology, evaluation process, and procedure of the sub-committees are similar to the Board of Directors as specified above.

Results of the year 2024

Assessment results of the Board of Directors

- Overall assessment results of the Board of Directors showed an average score of 93.98%, rated 'Excellent'.
- Assessment results of the Board of Directors on an individual basis showed an average score of 93.00%, rated 'Excellent'.

Assessment results of the Executive Committee

- Overall assessment results of the Executive Committee showed an average score of 91.32%, rated 'Excellent'.
- Assessment results of the Executive Committee on an individual basis showed an average score of 95.00%, rated 'Excellent'.

¹ The structure of the subcommittee has changed in 2024.

Assessment results of the Audit Committee

- Overall assessment results of the Audit Committee showed an average score of 91.32%, rated 'Excellent'
- Assessment results of the Audit Committee on an individual basis showed an average score of 95.00%, rated 'Excellent'

An overview of the Audit Committee's performance report is presented in the 56-1 One Report under the section titled 'Audit Committee Report for the Year 2024'.

Assessment results of the Risk Management and Sustainability Committee

- Overall assessment results of the Corporate Governance and Sustainable Development Committee showed an average score of 100%, rated 'Excellent'.
- Assessment results of the Corporate Governance and Sustainable Development Committee on an individual basis showed an average score of 100%, rated 'Excellent'.

An overview of the performance report of the Sustainability and Risk Management Committee is presented in the 56-1 One Report under the section titled 'Sustainability and Risk Management Committee Report for the Year 2024'.

Assessment results of the Compensation and Nomination Committee

- Overall assessment results of the Compensation and Nomination Committee showed an average score of 97.30%, rated 'Excellent'.
- Assessment results of the Compensation and Nomination Committee on an individual basis showed an average score of 99.17%, rated 'Excellent'.

An overview of the performance report of the Compensation and Nomination Committee is presented in the 56-1 One Report under the section titled Compensation and Nomination Committee Report for the Year 2024'.

Support and Enhancement of the Board's Performance

The Board has considered implementing an improvement plan to enhance the efficiency and effectiveness of its operations. This plan is based on the results of the most recent board self-assessment and aims to support comprehensive development of the Board in the following areas:

- Business direction and strategy
- Composition, structure, and both short-term and long-term remuneration
- Nomination and selection of directors and senior executives
- Support and facilitation of the Board's duties in a complete and efficient manner, in line with any newly issued guidelines
- Continuing development programs for directors

In addition, both the Board of Directors and sub-committees have reviewed their performance against their respective charters to ensure that their duties were fully and effectively carried out during the year, as detailed in the reports of the Board of Directors and the sub-committees.

Performance Appraisal of Top Executive / Chief Executive Officer (CEO)

The Board of Directors has assigned the Compensation and Nomination Committee to evaluate the performance of the Chief Executive Officer or top executive annually. The assessment considers the Company's policies, the overall economic and societal situation, and a comparison with similar businesses or industries. The Committee uses this information to determine the compensation of the senior management for the upcoming year.

Performance Measurement Criteria

The Company uses the Balanced Scorecard (BSC) as a tool to measure the CEO's performance based on the objectives, goals, and plans set by the Company. This includes leadership in areas such as formulating strategies for sustainable development, implementing strategies, financial planning and performance, employee development, and building brand awareness. The evaluation is based on both financial and non-financial performance, as well as the creation of sustainability across various dimensions of the organization, aligned with the policies set by the Board of Directors. The performance indicators include:

1. Financial performance, such as revenue, return on equity, net profit, return on investment, etc.
2. Operational performance, such as business flexibility, responsible investment, efficiency improvement in operational processes, development in technology, digitalization, innovation, risk management, etc.
3. Human resources and organizational culture performance, such as measuring employee engagement, promoting employee learning, and developing talent management systems.
4. Other sustainability performance:
 - Goals to promote good corporate governance, such as anti-corruption efforts, cybersecurity and personal data management, climate change risk and opportunity management, governance and reporting, etc.
 - Goals to promote environmental impact management, such as reducing greenhouse gas emissions, supply chain management, efficient resource utilization, etc.
 - Goals to promote community and social impact management, such as customer satisfaction, community and social development, equality and human rights, well-being and safety, etc.