

# Stakeholder Engagement Policy

## Stakeholder Engagement Policy

Fraser's Property (Thailand) Public Company Limited and the group ("the Company") have established the Stakeholder Engagement Policy and Practices ("the Policy") to achieve the Company's business philosophy and align with its vision of becoming a leading provider of an integrated real estate platform. To deliver exceptional and memorable experiences for all stakeholders and drive sustainable growth (Integrated Real Estate Platform for Sustainable Growth), the Company believes that the expectations, concerns, suggestions, and issues of stakeholders across the value chain are highly crucial. Therefore, stakeholders of the Company may include individuals, groups of individuals, and agencies and/or organizations associated with its business operations.

### Scope

The Policy applies to stakeholder engagement activities and programs of the Company, the group<sup>1</sup> and suppliers under operations, where the Company has management control. These operations cover the residential property business, commercial property business, industrial property business, and investment in related business.

### Objectives

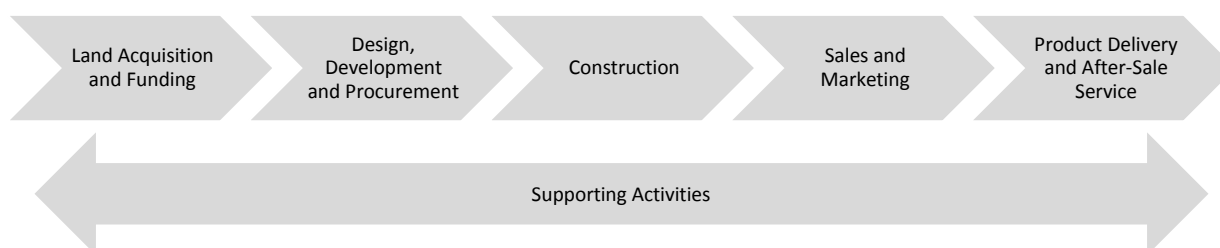
The Policy is developed to ensure transparency in business operations and practices, establish effective stakeholder engagement procedures, facilitate efficient dissemination of direct and indirect stakeholder engagement practices, and enhance the ability to respond to expectations, concerns, suggestions and issues of stakeholders across the value chain that may change over time. It also aims to strengthen the Company's ability to protect and address negative impacts while leveraging positive impacts for optimal benefits. These elements are foundational for sustainable business growth.

The stakeholder engagement processes of the Company begin with identifying the business value chain and relevant stakeholders, as shown below.

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<sup>1</sup> The group under operations where the Company has management control and in accordance with the reporting boundary of the Company's Sustainability Report.

## Business Value Chain and Stakeholders



Value Chain	Business Activity	Stakeholders
Land Acquisition and Funding	<ul style="list-style-type: none"> <li>Land procurement to develop projects</li> <li>Competitor and competition rate analysis</li> <li>Fundings and business partnership development to develop projects</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Landlords &amp; Agents</li> <li>Investors &amp; Shareholders</li> <li>Creditors &amp; Financial Institutions</li> </ul>
Design, Development and Procurement	<ul style="list-style-type: none"> <li>Project design and development that integrate responsible business conducts and meet the demands of customers and tenants</li> <li>Selection of suppliers and contractors who conduct business in accordance with principles of good corporate governance</li> <li>Sourcing high quality, socially and environmentally friendly raw materials in the construction process</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Customers &amp; Tenants</li> <li>Suppliers &amp; Contractors</li> <li>Regulators &amp; Non-Government Organizations (NGOs)</li> <li>Societies &amp; Communities</li> </ul>
Construction	<ul style="list-style-type: none"> <li>Construction management and quality control</li> <li>Consideration of safety, and direct and indirect impacts on communities throughout the development process</li> <li>Management of environmental impacts</li> <li>Compliance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Suppliers &amp; Contractors</li> <li>Societies &amp; Communities</li> <li>Regulators &amp; NGOs</li> </ul>

Value Chain	Business Activity	Stakeholders
Sales and Marketing	<ul style="list-style-type: none"> <li>Reasonable pricing</li> <li>Comprehensive and accurate communication on project information</li> <li>Effective use of marketing media and branding</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Customers &amp; Tenants</li> <li>Investors &amp; Shareholders</li> <li>Media</li> </ul>
Product Delivery and After-Sale Service	<ul style="list-style-type: none"> <li>Efficient and timely product delivery</li> <li>Property and asset management</li> <li>After-sale services, such as surveillance, maintenance, conveyance, contract management, and insurance/warranty</li> <li>Juristic person appointment and management</li> <li>Good society and community relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Customers &amp; Tenants</li> <li>Societies &amp; Communities</li> <li>Regulators &amp; NGOs</li> </ul>
Supporting Activities	<ul style="list-style-type: none"> <li>Internal managements</li> <li>Improvement of internal infrastructure and structure</li> <li>Human resources management</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Investors &amp; Shareholders</li> <li>Creditors &amp; Financial Institutions</li> </ul>

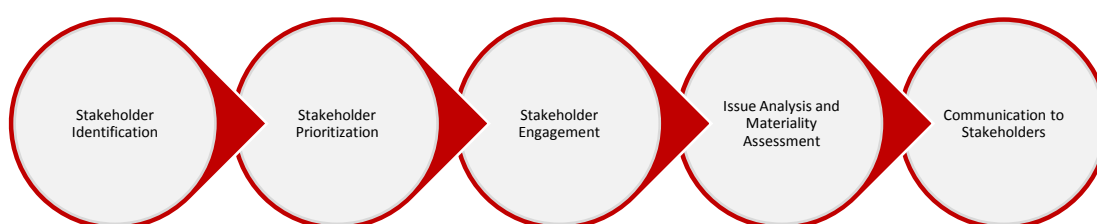
The Company has categorized stakeholders, who are related to and influential in their business operations, into 9 groups, as follows.

1. Employees
2. Customers & Tenants
3. Investors & Shareholders
4. Suppliers & Contractors
5. Regulators & Non-Government Organizations (NGOs)
6. Creditors & Financial Institutions
7. Societies & Communities
8. Landlords & Agents
9. Media

## Stakeholder Management

The Company has developed a systematic approach for managing all stakeholder groups of the Company, which are detailed in the following section on Stakeholder Management Procedures, to ensure effective implementation of stakeholder engagement activities. The procedures include the responsibilities of executives and relevant management for stakeholder management.

### Stakeholder Management Procedures



1. **Stakeholder Identification:** The Company conducts a meeting to identify stakeholders, including stakeholders in surrounding communities of construction sites and vulnerable groups, by analyzing activities across the value chain.
2. **Stakeholder Prioritization:** The Company prioritizes stakeholder groups by analyzing each group's dependency on and influence over the Company.
3. **Stakeholder Engagement:** The Company ensures appropriate stakeholder engagement practices by requiring relevant functions to communicate the purposes of stakeholder engagement and provide sufficient information to stakeholders before stakeholder engagement activities. This approach aims to ensure that stakeholders are ready and able to participate meaningfully in the activities (Meaningful Engagement). Moreover, the Company ensures the continuous planning and implementation of stakeholder engagement through adequate communication channels, which are two-way (2 Ways Communications) and accessible to stakeholders. These channels are, for example, appointments for in-person meetings, interviews, discussions, surveys, letters, emails, hotlines, website, whistleblowing mechanism, or other channels that align with stakeholders' expectations and are suitable with them. In addition, the Company should establish guidance for handling stakeholder engagement risks with a focus on information security and the protection of

stakeholders' personal, and with oversight by an internal or external independent party. This is to prevent conflicts, risks, issues and problems that stakeholders may encounter while participating in the Company's stakeholder engagement activities.

#### 4. Issue Analysis and Materiality Assessment

**4.1. Issue Analysis and Identification of Materiality Topics:** The Company conducts stakeholder engagement activities to analyze and identify materiality topics and related issues, covering environmental, social and governance (ESG) dimensions. This includes the consideration of positive and negative impacts caused by the Company, as well as its opportunities and risks associated with materiality topics. Stakeholders' interests and expectations regarding each topic across the value chain are also considered and gathered through surveys and interviews.

**4.2. Assessment and Prioritization of Materiality Topics:** The Company prioritizes materiality topics across ESG dimensions by assessing the severity and likelihood of the positive and negative impacts, as well as opportunities and risks. Information on these impacts, risks and opportunities is obtained during stakeholder engagement activities. External experts are then involved to prioritize and review the materiality topics.

**4.3. Verification of Materiality Topics:** The Board of Directors, relevant sub-committees or executives review the appropriateness of prioritized materiality topics by evaluating the cohesion between these topics and business operations. They thereafter verify and approve the prioritized materiality topics.

#### 5. Communication to Stakeholders:

The Company will evaluate stakeholder engagement activities and relevant performances to provide stakeholders with an overview information based on their interests and information gathered during stakeholder engagement activities. Moreover, the Company will develop improvement and monitoring plans to address stakeholders' expectations and interests. For communication with stakeholders, the Company uses a variety of channels, such as an annual report, sustainability report and public disclosures on the Company's website.

#### 6. Stakeholder Engagement Strategy and Practices

The senior management team is responsible for determining and reviewing the strategy and practices for engaging with stakeholders, and the review should be conducted regularly at least once a year.

The company will disclose its stakeholder engagement strategy and practices through the company's website.

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(Mr. Chainoi Puankosoom)

Chairman of Sustainability and Risk Management Committee,  
Fraser's Property (Thailand) Public Company Limited

<p><b>Emergency Contacts</b></p> <ul style="list-style-type: none"><li>- Stakeholder Engagement Channel: <a href="mailto:fpt.rm.cgs@frasersproperty.com">fpt.rm.cgs@frasersproperty.com</a></li><li>- Whistleblowing Channel: <a href="mailto:FPT_AC_Chairman@frasersproperty.com">FPT_AC_Chairman@frasersproperty.com</a></li><li>- Tel: +66 (0) 2483-0000</li></ul>
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## 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.

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## 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**

- 3) The Company will appoint responsible individuals with the appropriate knowledge and experience to coordinate and cultivate positive relationships with the media.
- 4) 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.
- 5) The Company will disclose information and news to the media in an appropriate, precise, accurate, and timely manner.
- 6) 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. 1