

Definitions of independent directors and scope of responsibilities of the Company's Board of Directors and sub committees

Definition of Independent Directors

The Company defines "independent directors" in line with the regulations announced by Capital Market Supervisory Board. Independent directors must have the following qualifications:

- (1) Hold no more than one percent of the total voting shares of the Company, its parent company, subsidiary, associated companies, major shareholders, any person having controlling power over the Company. The number of shares held by any related person of such an independent director must also be counted.
- (2) Not be or had been a director participating in management role of the Company, or an employee or an officer of the Company, or an advisor of the Company which receives regular salary from the Company, and not be or had been a person having controlling power over the Company, subsidiary or associated company, unless, he/she did not be a person referred to above for not shorter than two years before being appointed as independent director. Such restriction or prohibition shall not apply to an independent director who has been a governmental officer or an advisor of a government authority, which is the major shareholder of the Company or the person having controlling power over the Company.
- (3) Not be a person having relationship either through blood or legal registration as a father, mother, spouse, sibling or child, including as a spouse of a child of any management person, major shareholder, or any person having power to control the Company or the Company's subsidiary, or of the person being nominated to be a management person of or a person having power to control the Company or the Company's subsidiary.
- (4) Not have or had not had any business relationship with the Company, subsidiary, associated company, or major shareholder, or with the person having power to control the Company that may have conflict of interest, in the manner in which their independent discretion might be affected, and not be and had not been a substantial shareholder of or a person having power to control the person that has business relationship with the Company, subsidiary, associated company major shareholder or the person having power to control the Company, unless, he/she did not be a person referred to above for not shorter than two years prior to being appointed as independent director.

Business relationships referred to in the first paragraph above shall include any ordinary course of business or trade for business engagement purpose, any lease taking or lease out of any property, any transaction relating to asset or service, any financial support or acceptance of financial support by way of either borrowing, lending, guaranteeing or collateral providing or any other manner similar thereto that could result to an obligation required to be performed by the applicant or the party thereto in an amount of three

percent or more of the net tangible asset value of the applicant, or twenty million baht or more, whichever is less. In light of this, the method for calculating the value of related party transactions pursuant to the Capital Market Supervisory Board's Notification, Re: Regulations in respect of an Entering into a Connected Transaction shall be applied mutatis mutandis for the purpose of calculation of such amount of debt of the applicant, provided that the amount of the debt incurred during the past one year prior to the date on which such a business relationship with such a business relationships with such person exists.

- (5) Not be or had been an auditor of the Company, subsidiary, associated company, major shareholder or any of the person having power to control the Company, and not be or had been a substantial shareholder of, a person having power to control over, or a partner of any auditing firm or office in which the auditor of the Company, or subsidiary, or major shareholder, or the person having power to control the Company, unless, he/she did not be a person referred to above for not shorter than two years prior to being appointed as independent director.
- (6) Not be or had been a professional advisor, including legal or financial advisor who obtains fee more than two million baht a year from the Company, subsidiary, associated company or major shareholder, or the person having power to control the Company, and not be and had not been a substantial shareholder of, a person having power to control over, or a partner of any of such professional service provider firm or office, unless he/she did not be a person referred to above for not shorter than two years prior to being appointed as independent director.
- (7) Not be a director appointed to serve a representative to protect the interest of a director of the Company, a major shareholder, or a shareholder which is a related person of a major shareholder.
- (8) Not engage in any business which is the same field with the Company or the Company's subsidiary and which, in any material respect, is competitive with the business of the Company or the Company's subsidiary, or not be a substantial partner in a partnership, a director participating in any management role, an employee or officer, an advisor obtaining regular salary from, or a shareholder holding more than one percent of the voting shares of a company engaging in any business which is the same field with the Company or the Company's subsidiary and which, in any material respect, is competitive with the business of the Company or the Company's subsidiary.
- (9) Not have any characteristics by which his/her independent comment or opinion on the Company's operation may be affected

After a person having qualifications stated in (1) to (9) above is appointed as an independent director, such appointed independent director may be assigned by the Board of Directors to make decision in respect of business operation of the Company, subsidiary, associated company, major shareholder, or the person

having controlling power over the Company, provided that such decision making by such appointed independent director must always be made on a collective decision basis.

Scope of responsibilities of the company's board of directors and sub committees

Scope of authority of the Board of Directors

The Board of Directors are authorized and required to set company policies and direction and ensure efficient and effective implementation of such policies, with the main focus being on increasing the value of the Company and creating maximum benefits for shareholders. It carries out its duties in accordance with the laws, company objectives and regulations, as well as shareholders' resolutions and with honesty.

Scope of authority of the Audit Committee

The Board of Audit Committee has the following duties and responsibilities and must report the following to the Board of Directors

- (1) Review the Company's financial reporting process to ensure that it is accurate and adequate.
- (2) Review the Company's internal control system and internal audit system to ensure that they are suitable and effective, determine an internal audit unit's independence, and approve the appointment, transfer and dismissal of the chief of an internal audit unit or any other unit in charge of internal audit
- (3) Review the Company's compliance with the law on securities and exchange, Stock Exchange of Thailand regulations, and the laws relating to the Company's business
- (4) Consider, select and nominate an independent person to be the Company's auditor, propose such person's remuneration, dismissal of the auditor and hold a meeting with the auditor, in which no members of management attend, at least once a year
- (5) Review related party transactions, or transactions that may lead to conflict of interests, to ensure that they are in compliance with the laws and Stock Exchange of Thailand regulations, reasonable and for the highest benefits of the company
- (6) Prepare, and disclose in the Company's Annual Report, the Board of Audit Committee report which must be signed by chairman of the Board of Audit Committee and include at least the following information
 - (a) An opinion on the accuracy, completeness and creditability of the Company's financial reports
 - (b) An opinion on the adequacy of the Company's internal control system
 - (c) An opinion on compliance with the law on securities and exchange, the Stock Exchange of Thailand regulations, or the laws relating to the Company's business
 - (d) An opinion on the suitability of the auditor

- (e) An opinion on the transactions that may lead to conflict of interests
 - (f) The number of the Board of Audit Committee's meetings, and attendance in such meetings by each committee member,
 - (g) An overall opinion or comment about the Board of Audit Committee's' implementation of its duties in accordance with the charter.
 - (h) Other transactions which should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Company's Board of Directors
- (7) Perform any other act as assigned by the Company's Board of Directors, with the approval of the Board of Audit Committee

When carrying out duties under this scope of authority, the Board of Audit Committee can call members of Management Officer, a department head, or relevant employees to attend a meeting and express opinions, or submit related documents. In addition, the Board of Audit Committee may seek external advice from independent advisors or other experts, as it deems necessary and appropriate. All the expenses incurred for this purpose will be borne by the Company.

Scope of authority of the Nomination and Remuneration Committee

- (1) Determine criteria and principles for the selection of company directors, and nominate suitably qualified persons and present them to the Board of Directors for appointment, or to a shareholders' meeting for election, as company directors, as the case may be.
- (2) Consider criteria and procedures for paying remuneration to company directors and subcommittee members, and present to the Board of Directors and then in a shareholders' meeting for approval.
- (3) Determine criteria and principles for the selection of executive officers, and nominate suitably qualified persons for the positions, and present to the Board of Directors for their consideration and approval.
- (4) Prepare criteria and procedures of annual performance reviews for the Chairman of the Executive Committee and the Chief Executive Officer and present them to the Board of Directors for approval.
- (5) Ensure that the qualifications of independent directors are suitable for the nature of the Company's business and in line with the criteria set by the Securities and Exchange Commission, Thailand.
- (6) Give advice about the preparation and review of succession plans for Executive Officers.
- (7) Appoint one (1) company employee to serve as Secretary to the Nomination and Remuneration Committee.
- (8) Carry out any other responsibilities as assigned by the Board of Directors.

Scope of authority of the Corporate Governance Committee

- (1) Formulate the Company's corporate governance policy and its code of conduct for business operations relevant to its business operations.

- (2) Revise the Company's corporate governance policy and its code of conduct for business operations to ensure relevance to its business operations and compliance with corporate governance principles for listed companies. Make changes to them to align with the guidelines provided by the Securities and Exchange Commission of Thailand, the Stock Exchange of Thailand, and any other regulatory body.
- (3) Give advice and recommendations as guidance for operations to be implemented by the Board of Directors and management, to ensure compliance with corporate governance principles.
- (4) When formulating, making changes to, revising, or reviewing the corporate governance policy, present it to the Board of Directors to consider.
- (5) Carry out any other responsibilities as assigned by the Board of Directors.

Scope of authority of the Risk Management and Sustainability Committee

- (1) Determine the risk management policy as framework for risk management.
- (2) Assess risks by considering possible risks, both external and internal, which may occur and affect the Company's conduct of business, in order to establish measures to prevent and manage risks such as business risk, financial risk, strategic risk and operational risks. i.e. procedures in conducting business such as construction methods, contractor problems, fluctuations in the price of materials, etc.
- (3) Analyze the impact of risks on the Company and the possibility of such risks materializing, by analyzing each risk individually and the severity of the impact should the risk materialize.
- (4) Formulate measures to follow up on operations that are causes of risk factors, to prevent and/or reduce the possibility of the risks materializing, and set levels of risks that can be accepted.
- (5) Monitor and evaluate risk management and report the risk assessment results to the Board of Directors.
- (6) Determine policies, goals, strategies and operational guidelines of sustainability development of the organization to be consistent with the Company's main strategy and set up the Company's sustainability management system.
- (7) Supervise, monitor, evaluate performance and give suggestions and recommendations for operations in terms of economic, society and environment for long-term sustainable business expansion.
- (8) Provide advice on preparing or reviewing policies related to organizational sustainability.
- (9) Encourage employees' understanding and participation in sustainability including promoting the sustainability policy to be part of the organization's culture.
- (10) Follow up on the performance regarding sustainability policy against various sustainability performance indicators according to the Company's policy and give advices on reporting sustainability information to the Board of Directors and/or related agencies.

Scope of authority of the Executive Committee

- (1) Conduct management in the ordinary course of business and ensure compliance with Board of Directors's policies, relevant laws, conditions, and rules, memorandums of association, and company regulations.
- (2) Review annual budget allocation to present to the Board of Directors for approval.
- (3) Review investment projects to present to the Board of Directors.
- (4) Review and approve the purchase of land and/or other assets for the Company and its subsidiary, and register such purchase at the Department of Lands, and approve temporary investment funds for use in the development of the land and/or other assets purchased, per the scope of authority and within the financial limit given to them by the Board of Directors.

In light of this, approval of subsidiary transactions can only be done for a subsidiary in which the Company holds at least 90 percent of shares, and the transactions must not be related party transactions per Capital Market Supervisory Board's Notification or relevant laws.

- (5) Review and approve the sale of land and/or other assets of the Company or its subsidiary at no less than market value as at the date when the Board of Executive Committee passed a resolution approving the sale, per the scope of authority and within the financial limit given to them by the Board of Directors, and register such sale at the Department of Lands.
- (6) Review and approve transactions that were not in the work plan, that did not exceed a limit of 100 million baht.
- (7) Review and approve the Company's request for loan or credit from a financial institution or a person or a juristic person and register such loan or credit at the Department of Lands, including making payment and using the fund obtained for the Company's ordinary course of business per the scope of authority and within the financial limit given to them by the Board of Directors.
- (8) Review and approve opening and closing of an account and use of Banking services, and assign a person authorized to make payment from the Company's accounts.
- (9) Review and approve legal transactions and corporate legal documents concerning asking for permission on project plan modification, method of project land allocation, land titling, subdivision and co-ownership of land, land survey, for instance, cadastral survey, subdivision in same ownership or in co-ownership, joint title deed, land allocation, and public use.
- (10) Prepare, make recommendations for, and formulate business policies and strategies and present to the Board of Directors.
- (11) Review and approve marketing, advertising, and public relations plans.
- (12) Evaluate the Company's operation results in terms of asset and financial management to ensure efficiency and effectiveness.
- (13) Carry out other duties assigned by the Board of Directors.

Assignment of authority, duties, and responsibilities to the Board of Executive Committee will be done in manners that will prevent executive director or persons assigned by them from approving transactions that may cause conflict of interest, as defined in Capital Market Supervisory Board's Notification. Exceptions are made in case of approval of transactions made in the ordinary course of business, in line with policies and regulations issued by the Board of Directors. The Board of Executive Committee will present such transactions to the Board of Directors and/or in a shareholders' meeting for approval of such transactions pursuant to laws governing securities and exchange and Capital Market Supervisory Board's Notification.

Scope of authority of the Management Committee

- (1) Set company objectives, policies and strategies.
- (2) Set operation plans and overall company direction.
- (3) Ensure all objectives are met.
- (4) Review issues to be presented to the Board of Directors and the Board of Executive Committee.