



# ESG Performance Report for Listed Companies in 2024

SENADEVELOPMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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## ESG Performance

Company Name : SENADEVELOPMENT PUBLIC COMPANY LIMITED

Symbol : SENA

Market : SET

Industry Group : Property & Construction

Sector : Property Development

### Environmental management

#### Information on environmental policy and guidelines

##### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

The Company recognize the environmental impact of their operations and prioritize compliance with national and international standards and regulations. The Company is committed to implementing measures to minimize potential impacts on surrounding communities, which are key stakeholders in its projects. Furthermore, the Company acknowledges the challenges posed by climate change and its impact on business operations. As a result, it has established measures to control and reduce energy consumption to lower greenhouse gas emissions. This demonstrates the Company's clear commitment to environmentally friendly business practices, with a focus on continuous improvement. In light of this, the Board of Directors has formulated a policy to develop the Company and its affiliates into green and environmentally responsible businesses. This aligns with the Company's sustainability development policies, beginning within the organization at the executive and employee levels, extending to business partners and consumers, and ultimately contributing to broader social responsibility efforts. The Company's initiatives are designed to support its goal of conducting business based on sustainable development principles, in alignment with the Sustainable Development Goals (SDGs).

The Company also recognizes its role, duties, and responsibilities in developing businesses and projects that may impact ecosystems, supply chains, and the overall environment, including biodiversity, which is a fundamental pillar of sustainable development. Therefore, the Board of Directors has established a Biodiversity Policy to demonstrate a strong commitment to conserving, protecting, and enhancing the value of nature.

Reference link for environmental policy and guidelines : <https://www.sena.co.th/en/ir/corporate-governance>

#### Information on review of environmental policies, guidelines, and/or goals over the past year

##### Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : Yes  
over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

The company focuses on sustainable business operations by prioritizing social and environmental responsibility, in line with good corporate governance practices. The Board of Directors has established policies and practices for corporate governance, anti-corruption within the organization, and a business code of ethics that aligns with the requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant regulatory bodies or corporate governance guidelines. Additionally, the company has developed a sustainable business plan that addresses economic, social, and environmental factors. This is aimed at ensuring the company operates responsibly, transparently, and fairly, fostering long-term, sustainable growth.

#### Information on compliance with environmental management principles and standards

##### Compliance with environmental management principles and standards

## Compliance with energy management principles and standards

## Compliance with water management principles and standards

Water management principles and standards : ISO 14046 - Environmental management – Water footprint

## Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

## Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol

## Information on other environmental management

### Plans, performance, and outcomes related to other environmental management

The company recognizes the environmental impacts and emphasizes aligning its operations with both national and international standards and regulations. This includes implementing measures to minimize the impact on surrounding communities, which are considered key stakeholders. The company is committed to managing and reducing the environmental effects caused by its operations. Furthermore, the company acknowledges the challenges posed by climate change and its impact on business activities. In response, the company has established measures to control and reduce energy consumption, a major factor contributing to climate change. This demonstrates the company's clear commitment to environmentally friendly business practices, and it will continue to develop and improve its operations in the future.

## Information on incidents related to legal violations or negative environmental impacts

### Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	: Company
Total number of disclosure boundaries	: 1
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

The Company recognize the environmental impact of their operations and prioritize compliance with national and international standards and regulations. The Company is committed to implementing measures to minimize potential impacts on surrounding communities, which are key stakeholders in its projects. Furthermore, the Company acknowledges the challenges posed by climate change and its impact on business operations. As a result, it has established measures to control and reduce energy consumption to lower greenhouse gas emissions. This demonstrates the Company's clear commitment to environmentally friendly business practices, with a focus on continuous improvement. In light of this, the Board of Directors has formulated a policy to develop the Company and its affiliates into green and environmentally responsible businesses. This aligns with the Company's sustainability development policies, beginning within the organization at the executive and employee levels, extending to business partners and consumers, and ultimately contributing to broader social responsibility efforts. The Company's initiatives are designed to support its goal of conducting business based on sustainable development principles, in alignment with the Sustainable Development Goals (SDGs).

The company is also committed to continuously improving energy efficiency and stability in various operational processes. As part of this effort, the company has invested in renewable energy businesses to increase the share of renewable energy production, which is one of the strategies to reduce greenhouse gas emissions that contribute to global warming. In addition, the company promotes the use of alternative energy to support policies aimed at reducing energy consumption, encouraging the use of clean energy, and conserving the environment.

Reference link for company's energy management plan : <https://www.sena.co.th/en/ir/corporate-governance>

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : Yes  
management

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2024	2025 : Reduced by 10%

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The projects/awards are summarized as follows:

- Zero Energy House: The company has designed homes that minimize reliance on external energy sources, bringing it as close to zero as possible. These houses utilize materials and construction techniques that reduce internal heat,



integrate solar cell systems for self-sufficient electricity generation, and feature well-ventilated structures. This design effectively reduces energy consumption from air conditioning and other electrical appliances.

- Condo Low Carbon: Sena has adopted the "Zero Energy House" concept from Hankyu Hanshin Properties Corp., Japan, and expanded it into Smart Tech, integrating various smart features within its developments. This includes Smart Energy, Smart Mobility, Smart Living, Smart Environment, Smart People, and Smart Governance, aligned with the Smart City concept.

- Sustainability Disclosure Recognition 2024: Awarded by the Thaipat Institute for the third consecutive year, recognizing transparency in sustainability disclosures.

- Carbon Footprint for Organization (CFO) Certification: Certified under ISO 14064-1:2018, reinforcing over 40 years of commitment to environmental responsibility in real estate development. Sena is the first company to install solar panels across all projects, including houses, townhomes, commercial buildings, and shared spaces in condominiums, reducing energy consumption, pollution, and environmental impact.

- Carbon Footprint for Organization (CFO) Certification: Awarded by the Thailand Greenhouse Gas Management Organization (Public Organization), reflecting the company's commitment to sustainable development under the SENA Low Carbon initiative. Sena is dedicated to socially, communally, and environmentally responsible business practices, developing sustainable housing to enhance quality of life.

- Investment Support Award for Charging Stations: Recognized by the Energy Policy and Planning Office, Ministry of Energy, for promoting the development of EV charging infrastructure.

## Diagram of performance and outcomes in energy management



## Information on electricity management

### Company's electricity consumption (\*)

	2022	2023	2024
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	866,201.00	1,035,438.94	2,531,192.01
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	866,201.00	1,035,438.94	2,531,192.01
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	710.58	668.89	2,286.53

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

## Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	N/A	N/A	2,282.41000000

## Electricity Expense <sup>(\*)</sup>

	2022	2023	2024
Total electricity expense (Baht)	4,398,360.74	4,866,563.02	10,580,382.60
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.13	0.14	0.34
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.10	0.13	0.29
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	3,608.17	3,143.77	9,557.71

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on fuel management

### Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	N/A	184,122.96	59,847.92
Gasoline (Litres)	N/A	N/A	52,637.37
LPG (Kilograms)	N/A	N/A	281.76

Additional explanation : Not include external fuel consumption

### Company's fuel expense <sup>(\*)</sup>

	2022	2023	2024
Total fuel expense (Baht)	N/A	6,046,870.62	3,219,107.29

	2022	2023	2024
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	N/A	0.18	0.10
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	N/A	0.16	0.09

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on total energy management (electricity + fuel)

### Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	1,219,561.90	2,643,959.06

### Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	N/A	0.31711032	0.72544389
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	N/A	N/A	2,384.09293100

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

Water is a valuable and essential resource for all life. The Company places great importance on efficient water usage and has established a water management policy to maximize its benefits. The Company is committed to operating efficiently throughout the supply chain by adhering to the 3Rs principles (Reduce, Reuse, Recycle) and implementing campaigns to encourage employees to use water responsibly and sustainably.

Reference link for company's water management plan : <https://www.sena.co.th/en/ir/56-1-one-report>

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024	2025 : Reduced by 10%

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

Promoting water conservation to prevent future water shortages by emphasizing the value of water. This involves using tap water only as necessary and not wasting water unnecessarily. The company has launched a campaign to raise employee awareness and encourage consistent efforts to reduce water resource usage through internal communication channels within the company.

### Information on water management

#### Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	12,090.00	16,047.61	52,857.00
Water withdrawal by third-party water (cubic meters)	12,090.00	16,047.61	52,857.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	9.92	10.37	47.75

	2022	2023	2024
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00	0.00	0.01

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

### Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	12,090.00	16,047.61	52,857.00

### Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00288404	0.00417270	0.01450279
Intensity of total water consumption (Cubic meters / Person (employee))	N/A	N/A	987.73000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	17,634.78	208,618.93	1,095,392.00
Total water withdrawal expense from third-party water (Baht)	17,634.78	208,618.93	1,095,392.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.01	0.04
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.01	0.03
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	14.47	134.77	989.51

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The company places great importance on systematic waste and disposal management to reduce environmental impact and promote the efficient use of resources in line with the principles of the Circular Economy and the 3Rs (Reduce, Reuse, Recycle). The company is committed to continuously improving its waste management processes to minimize environmental impact and ensure long-term sustainability for both the business and society.

Reference link for company's waste management plan : <https://www.sena.co.th/en/ir/56-1-one-report>

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2024	2025 : Increased by 10%	<ul style="list-style-type: none"><li>• Reuse</li><li>• Recycle</li></ul>

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

Apply the 3Rs principles to manage waste in daily life as follows:

- Reduce: Minimize the creation of new waste.
- Reuse: Reuse items such as plastic bags that can be used multiple times and glass bottles that can be cleaned and reused.
- Recycle: Sort out recyclables, clean them, and send them back into the recycling system, such as cans, plastic bottles, and milk cartons, so that these wastes are not disposed of in landfills unnecessarily.

### Information on waste management

#### Waste Generation<sup>(\*)</sup>

	2022	2023	2024
Total waste generated (Kilograms)	22,781.37	51,087.55	110,559.48

	2022	2023	2024
<b>Total non-hazardous waste (kilograms)</b>	22,781.37	51,087.55	110,559.48
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.01	0.01	0.03
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.01	0.01	0.03

Additional explanation : <sup>(\*)</sup> Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste reuse and recycling

	2022	2023	2024
<b>Total reused/recycled waste (Kilograms)</b>	22,781.37	51,087.55	110,559.48
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	22,781.37	51,087.55	110,559.48
Percentage of total reused/recycled waste to total waste generated (%)	100.00	100.00	100.00
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	100.00	100.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

For goal setting and policy determination in 2024, the Company, under Sena Development Public Company Limited, has established a policy on "Corporate Carbon Reduction." The Company is committed to reducing greenhouse gas emissions, aiming to achieve Net Zero Emissions by 2050 in accordance with Science-Based Targets. This goal aligns with the Company's business strategy, targeting a 5% annual reduction in emissions. The initiative contributes to the global effort to limit the increase in average global temperature to no more than 2°C and strives to further restrict it to 1.5°C.

Reference link for company's greenhouse gas management plan : <https://www.sena.co.th/en/ir/56-1-one-report>

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Carbon Neutrality, Other Greenhouse Gas Emission Reduction Target

#### Setting net-zero greenhouse gas emissions targets

##### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2024 : Greenhouse gas emissions 1,872.00 tCO <sub>2</sub> e	2025 : Reduced by 5% in comparison to the base year	2050 : Reduced by 5% in comparison to the base year	<ul style="list-style-type: none"><li>Thailand Greenhouse Gas Management Organization (TGO) : Net zero</li><li>Science-based Targets (SBTi) : Commit</li></ul>

#### Setting carbon neutrality targets

##### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1	2024 : Greenhouse gas emissions 1,872.00 tCO <sub>2</sub> e	2050 : Reduced by 5%	<ul style="list-style-type: none"><li>Thailand Greenhouse Gas Management Organization (TGO)</li></ul>

#### Setting other greenhouse gas reduction targets



## Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2024 : Greenhouse gas emissions 1,872.00 tCO <sub>2</sub> e	2025 : Reduced by 5% in comparison to the base year	2050 : Reduced by 5% in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

### Summary of the Company's Greenhouse Gas Management Performance:

#### 1. Forest Planting Projects on Private Land and Mangrove Forests

The company has been carrying out tree planting projects in various locations, particularly in Pattaya and Saraburi, and is in the early stages of planting along some coastal areas. Collaborating with local authorities, the company plants suitable tree species for each ecosystem. These efforts not only increase green spaces and absorb carbon dioxide but are also part of a plan to develop carbon credits for private sectors and other organizations to support, creating income and benefits for local communities. The company has already registered approximately 600 rai of forested land in Pattaya and Saraburi for carbon credit under the Tver standard. Additionally, a mangrove forest planting project covering 888 rai is being developed in collaboration with the Department of Marine and Coastal Resources, with plans for further expansion in the coming years. This will allow the company to register carbon credits and offset direct greenhouse gas emissions (Scope 1), aligning with the company's goal of becoming Carbon Neutral and achieving Net Zero Emissions in the future.

#### 2. Clean Energy

The company emphasizes the use of renewable energy, installing solar rooftops on residential projects and buildings. The company has also initiated a Perovskite Demonstration Project to study the efficiency of new solar panels, which could be a game-changer for clean energy in the future. Additionally, there are plans to install battery storage systems in select pilot projects to explore opportunities to reduce electricity costs and improve system stability, with ongoing monitoring of the results. In 2024, the company reduced greenhouse gas emissions by 3,781.33 tCO<sub>2</sub>e/year through the installation of solar rooftops both within and outside of its projects.

#### 3. Carbon Footprint (CFO) Assessment and Reduction

The company participates regularly in measuring its organizational carbon footprint, with external verification (VVB) to ensure accurate, transparent data and certification. This process identifies sources of greenhouse gas emissions across departments and scopes, providing a roadmap for improving processes, reducing energy usage, and minimizing waste, all aimed at achieving long-term greenhouse gas emission reduction goals.

#### 4. Development of New Businesses for Society and the Environment

The company remains committed to expanding its environmental initiatives by extending the operations of SENA Green Automotive to promote electric vehicle (EV) use. This is a key strategy in reducing air pollution and fossil fuel consumption. The company also supports EV infrastructure and after-sales services to benefit residents within its projects.

#### 5. Developing New Businesses for Society and the Environment

Caring for nature is not just a supplementary "activity" but an integral part of the company's business approach. Whether through tree planting, mangrove restoration, renewable energy development, EV promotion, or carbon footprint reduction, all initiatives aim to create a balanced future for the economy, society, and the environment.

## Diagram of performance and outcomes in greenhouse gas management



## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2022	2023	2024
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalents)</b>	340.02	1,589.00	1,872.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	21.35	912.00	323.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	301.82	518.00	1,265.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	16.85	159.00	284.00

### Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.000081	0.000413	0.000514
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.28	1.03	1.69
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	N/A	0.78420000	1.69000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on verification of the company's greenhouse gas emissions over the past year

### Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2022	2023	2024
<b>Total reduced GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

### Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

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## ESG Performance

Company Name : SENADEVELOPMENT PUBLIC COMPANY LIMITED

Symbol : SENA

Market : SET

Industry Group : Property & Construction

Sector : Property Development

### Human rights

#### Information on social and human rights policies and guidelines

##### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination

The company acknowledges the role of stakeholders and places importance on the rights of all its stakeholders, including shareholders, customers, employees, partners, competitors, creditors, society, and local communities. The company ensures that each group of stakeholders is treated appropriately, equally, and fairly. This is reflected in the corporate governance policy, with clear guidelines outlined in the company's business code of ethics. Additionally, the company is committed to corporate social responsibility, respecting and promoting human rights and children's rights according to international principles, while considering the interests of all stakeholders in line with the company's corporate governance and ethical standards.

Reference link for social and human rights policy and guidelines : <https://www.sena.co.th/en/ir/corporate-governance/guidelines>

#### Information on review of social and human rights policies, guidelines, and/or goals over the past year

##### Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

SENA Public Company Limited and its subsidiaries ("the Company") recognize the importance of stakeholders and are committed to respecting the rights of all stakeholders, including shareholders, customers, employees, business partners, competitors, creditors, society, and local communities. The Company ensures that all stakeholders are treated appropriately, equally, and fairly. This commitment is outlined in the corporate governance policy and documented in the company's business ethics, along with social responsibility principles, respect for human rights, and the rights of children based on international standards. The Company considers all stakeholders in line with corporate governance principles and its code of ethics, which are publicly available on the company's website. These principles include:

- Respecting and not violating human rights
- Fair treatment of labor
- Respecting the right to work
- Social protection and working conditions
- Exercising social and political rights
- Communication and grievance mechanisms
- Workplace safety
- Promoting employment opportunities for people with disabilities
- Contributing to social responsibility and the collective good

#### Information on compliance with human rights principles and standards

##### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

**Sena Public Company Limited** and its subsidiaries ("the Company") recognize the importance of stakeholders and are committed to respecting the rights of all stakeholders, including shareholders, customers, employees, business partners, competitors, creditors, society, and local communities. The Company ensures that all stakeholders are treated appropriately, equally, and fairly. This commitment is outlined in the corporate governance policy and documented in the company's business ethics, along with social responsibility principles, respect for human rights, and the rights of children based on international standards. The Company considers all stakeholders in line with corporate governance principles and its code of ethics, which are publicly available on the company's website. These principles include:

1. A Statement of Policy Commitment to Respect Human Rights
2. Assessment of Actual and Potential Human Rights Impacts of Company Activities and Relationship Relationship
3. Incorporating into Company Procedures and Addressing Impacts Impacts
4. Tracking and Reporting Performance Performance
5. Remediation and Remedy

Reference link for the information and an HRDD process : <https://www.sena.co.th/en/ir/corporate-governance/>

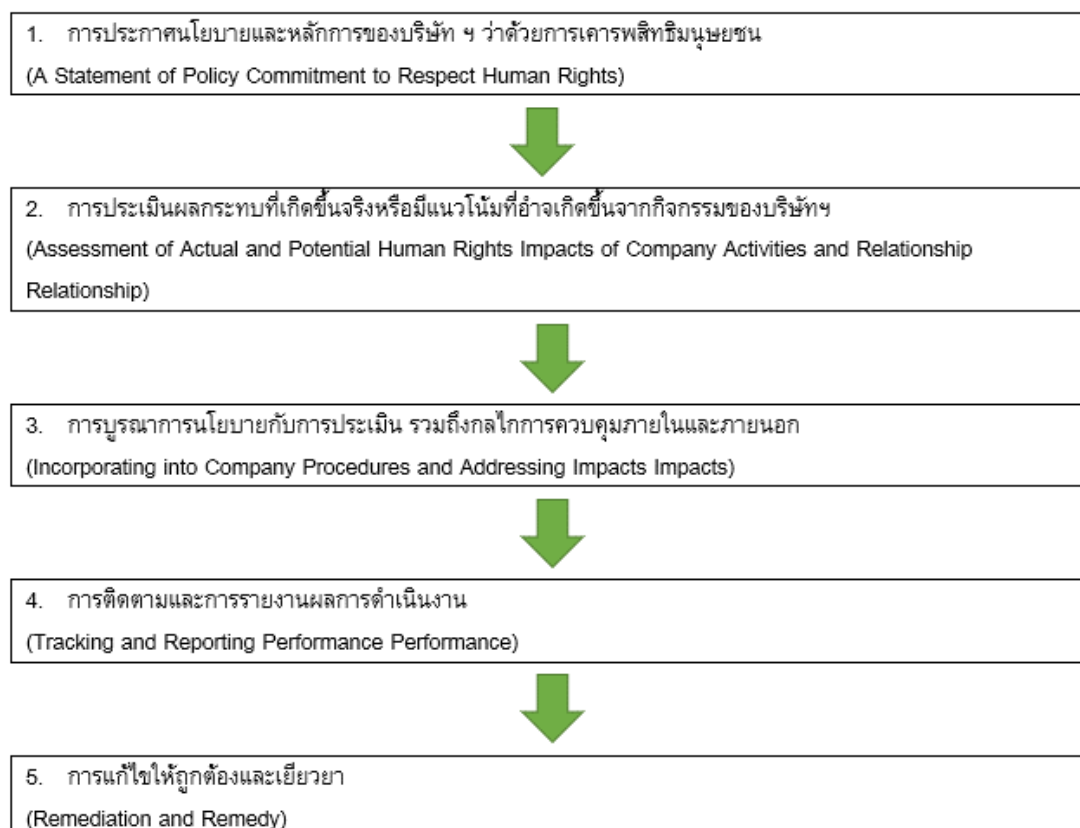
### HRDD process diagram

บริษัท ฯ ได้ดำเนินการตรวจสอบสถานะด้านสิทธิมนุษยชนโดยเป็นกระบวนการบริหารความเสี่ยงที่มีการดำเนินงานอย่างต่อเนื่อง โดยมีจุดประสงค์เพื่อระบุการป้องกันบรรเทาและพิจารณาถึงวิธีที่บริษัท ฯ จัดการกับผลกระทบด้านสิทธิมนุษยชนที่เกิดขึ้นตลอดกิจกรรมทางธุรกิจ โดยอ้างอิงกระบวนการตรวจสอบสถานะด้านสิทธิมนุษยชนซึ่งประกอบด้วย 5 ขั้นตอนตามหลักการชี้แนะของ UN Guiding Principles on Business and Human Rights (UNGP)

The Company has conducted a human rights due diligence process as part of its ongoing risk management activities. The purpose of this process is to identify, prevent, mitigate, and assess how the Company manages human rights impacts that occur throughout its business activities. These human rights due diligence process is based on the five steps outlined in the UN Guiding Principles on Business and Human Rights (UNGP), which include:

### กระบวนการตรวจสอบสิทธิมนุษยชนอย่างรอบด้าน

#### Comprehensive Human Rights Due Diligence Process



HRDD process diagram

## Information on other social management

### Plans, performance, and outcomes related to other social management

The Company has conducted a comprehensive assessment of human rights issues to evaluate the potential human rights impacts on stakeholders or individuals involved in the company's operations, following established procedures. This includes assessing past, present, and future human rights risks or impacts, as well as the risk mitigation measures currently in place. The purpose is to develop a systematic and comprehensive approach to preventing, correcting, and improving any identified issues.

Additionally, the Company has provided training to employees on human rights-related topics and established communication channels for reporting concerns. The Company places significant importance on addressing and remedying any damage caused by human rights violations. Furthermore, the Company has developed various practices to prevent human rights violations

from occurring. The Company has set a target of zero human rights violation complaints, and in the part year, no complaints or human rights violations were reported or occurred.

## Information on incidents related to legal or social and human rights violations

### Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0



## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	0.00

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Occupational health and safety in workplace

Sena Public Company Limited (and its subsidiaries) ("the Company") recognizes the importance of stakeholders and respects the rights of all stakeholders, including shareholders, customers, employees, business partners, competitors, creditors, and the wider community. The Company ensures that all stakeholders are treated fairly, equally, and appropriately. This is guided by policies outlined in the Corporate Governance Policy, and the practices are documented in the Company's Code of Conduct, alongside its social responsibility commitments. The Company is committed to respecting and promoting human rights and children's rights based on international principles. It ensures the consideration of all stakeholders in line with corporate governance principles and the company's ethical standards.

The Company has policies and practices in place to prevent human rights violations, requiring directors, executives, and all employees to comply. The Company places high importance on respecting human rights, promoting equality and fairness. It does not tolerate any discrimination based on race, religion, gender, marital status, physical abilities, education, socio-economic status, or any other status unrelated to work performance. Furthermore, the Company respects individual privacy and human dignity in all its operations.

Reference link for employee and labor management plan : <https://www.sena.co.th/en/ir/corporate-governance/>

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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#### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Training Hours for Employees	2024: -	2025: 6 hours/person/year
• Occupational health and safety in workplace	Work-Related Fatal Accidents	2024: There have been no fatalities resulting from work-related accidents.	2025: None

### Information on performance and outcomes for employee and labor management

#### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	Yes
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The company recognizes the importance of human resources as the most valuable asset in business operations and an essential factor in achieving the company's goals. The company has made progress in managing employees and labor in the following areas:

1. Conducting employee engagement surveys to assess the level of employee commitment to the organization.
2. Ensuring workplace safety and continuously improving the work environment to ensure safety.
3. Providing development and training programs to enhance employees' skills and knowledge in their respective roles.
4. Maintaining fairness and equality, with no violations of labor rights.
5. Promoting communication and maintaining good relationships with labor.

### **Diagram of performance and outcomes for employee and labor management**



Diagram of performance and outcomes for employee and labor management

Information on employment

Employment

	2022	2023	2024
<b>Total Employment (Person)</b>	1,219	1,548	1,107
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1,219	1,548	1,107
Male employees (persons)	586	758	552
Percentage of male employees (%)	48.07	48.97	49.86
Female employees (persons)	633	790	555
Percentage of female employees (%)	51.93	51.03	50.14

#### Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	206	314	160
Percentage of employees under 30 years old (%)	16.90	20.28	14.45
Total number of employees 30-50 years old (Persons)	883	1,078	803
Percentage of employees 30-50 years old (%)	72.44	69.64	72.54
Total number of employees over 50 years old (Persons)	130	156	144
Percentage of employees over 50 years old (%)	10.66	10.08	13.01

#### Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	90	127	62
Percentage of male employees under 30 years old (%)	15.36	16.75	11.23
Total number of male employees 30-50 years old (Persons)	420	533	405
Percentage of male employees 30-50 years old (%)	71.67	70.32	73.37
Total number of male employees over 50 years old (Persons)	76	98	85
Percentage of male employees over 50 years old (%)	12.97	12.93	15.40

#### Number of female employees categorized by age

	2022	2023	2024
--	------	------	------

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	116	187	98
Percentage of female employees under 30 years old (%)	18.33	23.67	17.66
Total number of female employees 30-50 years old (Persons)	463	545	398
Percentage of female employees 30-50 years old (%)	73.14	68.99	71.71
Total number of female employees over 50 years old (Persons)	54	58	59
Percentage of female employees over 50 years old (%)	8.53	7.34	10.63

#### Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	764	1,259	861
Percentage of employees in operational level (%)	62.67	81.33	77.78
Total number of employees in management level (Persons)	375	210	229
Percentage of employees in management level (%)	30.76	13.57	20.69
Total number of employees in executive level (Persons)	80	79	17
Percentage of employees in executive level (%)	6.56	5.10	1.54

#### Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	344	605	415
Percentage of male employees in operational level (%)	58.70	79.82	75.18
Total number of male employees in management level (Persons)	190	93	127
Percentage of male employees in management level (%)	32.42	12.27	23.01
Total number of male employees in executive level (Persons)	52	60	10
Percentage of male employees in executive level (%)	8.87	7.92	1.81

#### Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	420	654	446
Percentage of female employees in operational level (%)	66.35	82.78	80.36
Total number of female employees in management level (Persons)	185	117	102
Percentage of female employees in management level (%)	29.23	14.81	18.38
Total number of female employees in executive level (Persons)	28	19	7
Percentage of female employees in executive level (%)	4.42	2.41	1.26

### Significant changes in the number of employees

Significant changes in number of employees over the past 3 : Yes  
Years

In the past 3 years, the number of employees in the company has increased/decreased, which is a result of the company's organizational restructuring.

### Employment of workers with disabilities

	2022	2023	2024
<b>Total employment of workers with disabilities (persons)</b>	0	0	11
Percentage of disabled workers to total employment (%)	0.00	0.00	0.99
<b>Total number of employees with disabilities (Persons)</b>	0	0	11
Percentage of disabled employees to total employees (%)	0.00	0.00	0.99

### Information on compensation of employees

#### Employee remuneration by gender

	2022	2023	2024
<b>Total employee remuneration (baht)</b>	653,377,218.00	871,599,457.00	859,211,102.00
Average remuneration of employees (Baht / Person)	535,994.44	563,048.74	776,161.79

### Provident fund management policy

Provident fund management policy : Have

The company has established a provident fund to promote savings and provide financial security for employees and their families in the future. This applies in cases of resignation, disability, retirement, or death. Employees may voluntarily

choose to enroll in the provident fund.

Reference link for provident fund management policy : <https://www.sena.co.th/en/ir/56-1-one-report>

### Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	529	633	603
Proportion of employees who are PVD members (%)	43.40	40.89	54.47
Total amount of provident fund contributed by the company (baht)	8,819,232.78	13,586,307.00	17,250,720.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	1.35	1.56	2.01

### Information on employee development

#### Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	6.00	3.94	6.00
Total amount spent on employee training and development (Baht)	474,749.67	868,650.00	2,019,869.08
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000145	0.000256	0.000648
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000113	0.000226	0.000554

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on safety, occupational health, and work environment

#### Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	N/A	N/A	2,277,099.00
Total number of hours worked by employees (Hours)	288.00	3,715,310.00	2,277,099.00

#### Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	1	5	2

	2022	2023	2024
Total number of employees that lost time injuries for 1 day or more (Persons)	1	5	2
Percentage of employees that lost time injuries for 1 day or more (%)	0.08	0.32	0.18
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) <sup>(*)</sup>	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) <sup>(**)</sup>	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> The company with the total number of employees over 100 or more

<sup>(\*\*)</sup> The company with the total number of employees less than or equal to 100

## Information on promoting employee relations and participation

### Employee engagement

	2022	2023	2024
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	361	419	216
Total number of male employee turnover leaving the company voluntarily (persons)	144	190	92
Total number of female employee turnover leaving the company voluntarily (persons)	217	229	124
Proportion of voluntary resignations (%)	29.61	27.07	19.51
Percentage of male employee turnover leaving the Company voluntarily (%)	11.81	12.27	8.31
Percentage of female employee turnover leaving the Company voluntarily (%)	17.80	14.79	11.20

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Labor Relation Committee



## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	<a href="https://www.sena.co.th/en/ir/56-1-one-report">https://www.sena.co.th/en/ir/56-1-one-report</a>

#### Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	:	<a href="https://www.sena.co.th/en/ir/56-1-one-report">https://www.sena.co.th/en/ir/56-1-one-report</a>

#### Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	<a href="https://www.sena.co.th/en/ir/56-1-one-report">https://www.sena.co.th/en/ir/56-1-one-report</a>

### Information on customer management plan

#### Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company places great importance on customers and consumers, starting with understanding their needs and expectations. It has established various channels to gather customer feedback, ensuring that the input from all consumer groups is considered. This information is then analyzed to develop strategic plans that effectively address the diverse needs and expectations of each customer group. The company ensures that all business units manage customer relationships in a consistent manner. This includes conducting annual satisfaction surveys and receiving customer feedback through various communication channels such as complaint management, the 1775 hotline, and opportunities for customers to visit projects. Additionally, the company monitors performance against key performance indicators (KPIs) and uses the results to inform improvements in product and service development, aligning them with customer needs moving forward.

Reference link for company's customer management plan : <https://www.sena.co.th/en/ir/56-1-one-report>

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : No

### Details of setting customer management goals

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The results of the 2024 annual customer satisfaction survey showed an average evaluation score of 88.94%. The survey was conducted with current customers across all projects to gather feedback, which will be used to enhance and improve services. This survey is also a part of the company's annual Customer Touch Point (TP 2.1) evaluation for 2024.

### Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes  
customers/consumers

Telephone : 1775

Fax : -

Email : info@sena.co.th

Company's website : <https://www.sena.co.th/contactus>

Address : 448 Thanyalakpark Building, Ratchadapisek 26,  
Khwaeng Samsen Nok, Khet Huai Khwang, Bangkok 10310

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://www.sena.co.th/en/ir/56-1-one-report>

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Occupational health, safety, health, and quality of life

The company and its subsidiaries are committed to creating shared value in society, both within the areas where they operate and on a broader scale. They actively promote and support the development of individuals to be good, capable, and happy. Executives and employees play a role in fostering the well-being of society and communities by leveraging the core competencies of both personnel and the organization.

### Information on setting of community and social management goals

#### Setting of community and social management goals

Does the company set community and social management goals : No

### Information on outcomes and results of community and social management

#### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

#### Persistence in the green mission through afforestation projects, clean solar energy, and various environmental projects

In the business world, growth must move forward together with social and environmental responsibility. The Company attaches great importance to sustainable development and believes that creating value in harmony with nature is the key to passing on a good future to future generations. Many projects implemented by the Company in 2024 reflect the Company's strong commitment.

In addition, the company There will be guidelines for reducing greenhouse gas emissions. In 2024, the company has also started a reforestation project for the benefit of carbon credits. and has already begun planting forests in the Pattaya and Saraburi area, approximately 600 rai, and has successfully registered for Tver standard carbon credits and is currently developing a mangrove reforestation project for carbon credits in collaboration with the Department of Marine and Coastal Resources (DMCR) covering 888 rai. And there are plans to plant more forests in the following years. and will be able to request registration and certify a portion of carbon credits to be used to compensate for the company's direct greenhouse gas emissions (Scope 1), which is in line with the company's goal of becoming a Carbon Neutrality and Net Zero Emissions organization.

### Diagram of performance and outcomes in community and social management



Persistence in the green mission through afforestation projects, clean solar energy, and various environmental projects





Persistence in the green mission through afforestation projects, clean solar energy, and various environmental projects

## Benefit from implementing social development project

### Financial benefits

Does the company measure the financial benefits from social : No  
development?

### Non-financial benefits

Does the company measure the non-financial benefits from : No  
social development?

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## ESG Performance

Company Name : SENA DEVELOPMENT PUBLIC COMPANY LIMITED

Symbol : SENA

Market : SET

Industry Group : Property & Construction

Sector : Property Development

## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors recognizes the importance of governance and corporate social responsibility. It firmly believes that a well-structured, transparent, and auditable management system—with proper checks and balances, adequate and appropriate internal controls, and respect for shareholder rights and equality—is essential for sustainable growth and long-term success.

Therefore, the Board has established a Good Corporate Governance Policy that aligns with the principles of the Stock Exchange of Thailand and the Thai Institute of Directors (IOD). Additionally, the company ensures that this policy is communicated to executives and employees for strict adherence. The policy is also reviewed annually to keep it up to date and aligned with the company's business operations.

To align with the good corporate governance principles set forth by the Stock Exchange of Thailand and the Thai Institute of Directors (IOD), the Board has established a Corporate Governance Policy. This policy is regularly reviewed and communicated to executives and employees to ensure compliance. Additionally, it is published on the company's website to promote transparency and enhance corporate governance practices.

With a commitment to operating under sound governance principles, the Board regularly reviews its policies in accordance with the Corporate Governance Code (CG Code 2017) for listed companies. This fosters corporate sustainability and creates shared economic, social, and environmental value. Furthermore, the Board adheres to best practices to prevent and mitigate improper corporate behavior, ensuring strong governance that safeguards shareholder interests, enhances operational efficiency, and builds confidence among shareholders, investors, and stakeholders.

Reference link for the full version of corporate governance policy and guidelines : <https://www.sena.co.th/en/ir/corporate-governance/>

#### Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

#### Nomination of Directors

The Company recognizes the importance of the roles, duties, and responsibilities of the Board of Directors, who play a critical role in defining business strategies and directions to achieve corporate objectives and ensure sustainable growth. To maintain transparency and fairness in the nomination of Board members, sub-committee members, and senior executives, while complying with relevant laws and regulations in alignment with good corporate governance principles, the Board of Directors has resolved to establish the Nomination and Remuneration Committee. This committee is responsible for identifying, selecting, and proposing qualified candidates for the positions of Board members, sub-committee members, and senior executives (as defined by the SEC). Candidates are then presented to the Board of Directors for appointment or, where required, to the shareholders' meeting for approval, in accordance with the company's bylaws. In cases where Board members complete their terms or when there is a necessity to appoint additional directors or senior executives, the selection process follows the Nomination and Senior Executive Recruitment Policy as approved by the Board. Appointed individuals must meet all required qualifications and must not possess any disqualifying characteristics as specified

under Section 68 of the Public Limited Companies Act B.E. 2535, the Securities and Exchange Act, relevant Capital Market Supervisory Board announcements, and other applicable laws and regulations.

Furthermore, the Company recognizes the importance of diversity within the Board structure and values appropriate differences, which enhance decision-making efficiency and the effectiveness of the Board's responsibilities. Diversity also helps foster a balanced perspective by incorporating a wide range of ideas, experiences, and expertise. Therefore, in the selection of Board members, the Company considers the composition requirements set forth by laws and policies while prioritizing diversity in the Board structure. This process is carried out without restrictions on gender, religion, age, educational background, professional skills, or specialized expertise. The overall composition of the Board is also evaluated in alignment with the Company's current and future business direction.

To support this approach, the Company implements a Board Skill Matrix, which serves as a framework for determining the necessary qualifications for Board members and is reviewed annually. The Nomination and Remuneration Committee also considers various sources for candidate nominations, including recommendations from current Board members, executives, and shareholders. When considering the reappointment of an existing director for another term, the Nomination and Remuneration Committee evaluates several factors, including performance, attendance records, participation in Board meetings, and contributions to Board activities. For independent directors, their continued independence and ability to fulfill their role impartially are also key considerations.

Reference link for Nomination of Directors : <https://www.sena.co.th/en/ir/corporate-governance/>

## Determination of Director Remuneration

The Company has established policies and criteria for determining the remuneration of the Board of Directors and subcommittees. The Board of Directors has assigned the Nomination and Remuneration Committee, excluding executive directors, to oversee, evaluate, and monitor the remuneration structure for the Board. This ensures that remuneration decisions are made appropriately, aligning with the practices set by the Stock Exchange of Thailand and benchmarking against companies within the same industry that have similar business size and characteristics. The Nomination and Remuneration Committee is responsible for determining remuneration based on best practices to incentivize high-quality directors who can effectively fulfill their duties in achieving the Company's objectives and business direction. This process is conducted with transparency while considering the appropriateness and alignment with the scope of responsibilities of the Board and subcommittees. The remuneration proposals are presented to the Board of Directors for approval before being submitted to the Annual General Meeting of Shareholders for final consideration and approval.

### Criteria and Procedures for Proposing Remuneration

The Nomination and Remuneration Committee is responsible for reviewing and determining the remuneration of the Board of Directors and subcommittees before presenting the proposal to the Board of Directors and subsequently to the Shareholders' Meeting for approval. The committee follows these key considerations:

1. Company Performance and Business Size, Remuneration is assessed in comparison with directors' compensation in other publicly listed companies on the Stock Exchange of Thailand within the same industry and of similar business size.
2. Experience, Roles, Duties, and Responsibilities, The remuneration reflects the director's experience, role, and scope of responsibilities, as well as their individual performance in fulfilling their duties.
3. Competitiveness and Incentivization, The compensation structure must be designed to attract and retain qualified directors, ensuring alignment with the company's needs and current business conditions.

### Components of Directors' and Subcommittee Members' Remuneration

The remuneration of the Board of Directors and subcommittees includes meeting allowances, which are compensation provided per meeting attendance and applicable only to non-executive directors.

Reference link for Determination of Director Remuneration : <https://www.sena.co.th/en/ir/charter-of-the-committee>

## Independence of the Board of Directors from the Management

### Qualifications of an Independent Director

1. Holds no more than 1% of the total voting shares of the company, its parent company, subsidiaries, affiliates, or any

entities with potential conflicts of interest, including shares held by related persons of the independent director.

2. Is not, and has never been, involved in the management, employment, advisory roles with regular salaries, or control of the company, its parent company, subsidiaries, affiliates, or any entities with potential conflicts of interest, unless at least two years have passed since leaving such positions before being appointed.

3. Has no blood or legal relationship, such as being a parent, spouse, sibling, child, or spouse of a child, with executives, major shareholders, controlling persons, or individuals proposed as executives or controlling persons of the company or its subsidiaries.

4. Has no current or past business relationships that could interfere with independent judgment, such as regular business transactions, real estate leasing, asset or service transactions, or financial assistance with the company, its parent company, subsidiaries, affiliates, or entities with potential conflicts of interest. The person must not have been a major shareholder, non-independent director, or executive of an entity engaged in such business relationships, unless at least two years have passed since leaving such positions before appointment.

5. Is not, and has never been, an auditor of the company, its parent company, subsidiaries, affiliates, or any entities with potential conflicts of interest. Also, is not a major shareholder, non-independent director, executive, or managing partner of an audit firm providing services to such entities, unless at least two years have passed since leaving such positions before appointment.

6. Is not, and has never been, a professional service provider, including a legal or financial advisor, who has received fees exceeding 2 million THB per year from the company, its parent company, subsidiaries, affiliates, or any entities with potential conflicts of interest. If the professional service provider is a legal entity, this criterion extends to major shareholders, non-independent directors, executives, or managing partners, unless at least two years have passed since leaving such positions before appointment.

7. Has not been appointed as a director to represent the board of directors, major shareholders, or related shareholders of the company.

8. Has not been assigned decision-making authority regarding the company's operations, its parent company, subsidiaries, affiliates, or entities with potential conflicts of interest.

9. If serving as an independent director in the company's parent company, subsidiaries, or entities at the same level, the company must disclose such positions and the total remuneration received in its annual report and Form 56-1 One Report.

10. The tenure of an independent director must not exceed nine consecutive years.

11. Must have no other characteristics that would prevent independent judgment in the company's operations.

Reference link for Independence of the Board of Directors : <https://www.sena.co.th/en/ir/corporate-governance/>  
from the Management

## Director Development

The company has a policy to encourage directors to continuously and sufficiently develop their knowledge and skills. It supports directors in attending training courses or seminars that enhance their ability to perform their duties, such as training programs organized by the Thai Institute of Directors (IOD).

Additionally, the company provides an orientation program for newly appointed directors to familiarize them with the company's business policies, the roles and responsibilities of the board and subcommittees, and other relevant information, including the Annual Report/Form 56-1 One Report, corporate governance policies, and the Code of Conduct.

Furthermore, the company provides a director's handbook containing essential information for serving as a director of a



listed company, including the Public Limited Companies Act B.E. 2535, the Securities and Exchange Act (Amendment) B.E. 2551, corporate governance principles for listed companies, and the directors' manual for listed companies.

Reference link for Director Development : <https://www.sena.co.th/en/ir/56-1-one-report>

## Board Performance Evaluation

The company has established in its corporate governance policy that the Board of Directors must conduct a self-assessment at least once a year using the Board Self-Assessment form. This assessment aligns with the updated guidelines of the Stock Exchange of Thailand and serves as a framework for the board to review its performance, identify challenges, and improve its effectiveness in accordance with the company's strategic direction. The Corporate Secretary distributes the annual performance evaluation forms to all board members. The evaluation consists of two types: Board Assessment as a Whole and Individual Director Assessment. Once each board member completes the assessment, the forms are returned to the Corporate Secretary, who consolidates the results and analyzes the board's overall performance. The findings are then reported to the Board of Directors for review and further improvement.

Reference link for Board Performance Evaluation : <https://www.sena.co.th/en/ir/56-1-one-report>

## Corporate Governance of Subsidiaries and Associated Companies

The Company will set a policy for conducting business that the Company Considered that it supports the achievement of the Company's objectives and long-term goals for its subsidiaries through annual budget approval. and by sending representatives of the company At the level of executive directors or senior executives to serve as directors in subsidiaries. to determine the business strategy of the subsidiary and follow up on the operation of the subsidiary to ensure that it has proceeded according to the business framework set by the Company. In this regard, the directors in subsidiaries that represent the Company Will use discretion in the way for the benefit of the company. and the group of companies as a whole For matters that are important or have implications for the business of the subsidiaries, the directors of the subsidiaries representing the Company will report the progress of the results of operations. or propose this matter to the Executive Committee or the Board of Directors for approval, as the case may be. In addition, the management has a duty to report the financial status and operating results of the main subsidiaries in line of business through financial reporting to the Board of Directors. on a quarterly basis.

### Management Policy for Joint venture companies

When the Company has entered into joint ventures with other companies, The company will send a representative to be a director in that associated company. in order to follow up on the work of the associated companies that they have operated in accordance with the guidelines set by the Company expected.

### Policy

- The Company respects the rights of stakeholders and treats shareholders equitably (equitable treatment) and takes responsibility for decisions and actions that can be explained and described (accountability).
- The Company arranges for transparent disclosure of information to allow verifiability (transparency).
- The Company adheres to the principles of morals and ethics as the foundations for business (Code of Conduct and Code of Ethics).
- The Company generates growth for subsidiaries and joint venture companies in order to create long-term added value for shareholders with consideration to the rights of other stakeholders together with good balance between the differences of each group of stakeholders and the Company with fairness for every party.
- In cases where the Company and subsidiaries or joint venture companies organize a competitive bidding event, the Company has policy to not compete against main businesses and will take actions for the greatest interest of stakeholders in the Company, subsidiaries and joint venture companies.
- The Company is conscious about its duties and obligations and performs to the fullest extent of its abilities in regards to actions concerning stakeholders, especially shareholders (responsibility).

### Management

- Consideration is given to sending people who possess proper qualifications for representing the Company to become directors and/or executives in subsidiaries and joint venture companies at least according to share ratio in order to provide supervision and control over business activities.

- Reports of the aforementioned representatives that are sent along with the qualifications of representatives are submitted to the Board of Directors for acknowledgement.
- Supervision is provided for the Company to take actions in line with approved authority and activities with disclosure of information, actions in line with the regulations on securities and the Stock Exchange along with regulations, notifications orders and specifications of the Stock Exchange of Thailand in compliance with the specifications on disclosure of information about connected transactions and/or acquisition and disposal of assets.
- Report summaries of the performance of subsidiaries and joint venture companies are made to the Board of Directors every quarter and in important issues of the aforementioned companies such as capital increase/decrease and discontinuation of company. The aforementioned issues are to be submitted to the Board of Directors for approval of actions.

Reference link for Corporate Governance of Subsidiaries and Associated Companies : <https://www.sena.co.th/en/ir/56-1-one-report>

## Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

## Shareholder

The Company operates the business in a transparent, accurate and fair manner in order to develop and sustain its business, taking into account the rights of shareholders and treat all shareholders equally. The Company discloses information to all groups of shareholders, including small investors or institutional investors, equally and completely as well as gives shareholders the opportunity to propose comments, suggestions and agenda or nominate a person to be a Director in the shareholders' meeting.

Reference link for Shareholder : <https://www.sena.co.th/en/ir/corporate-governance/>

## Employee

The Company believes that employees are the main factor and valuable resource in running the business. It has treated all levels of employees with fairness without discrimination. Respect employees' rights according to basic human rights according to international principles and laws and regulations. It also attention to occupational health. Life and property safety and working environment of employees as well as fostering a good working culture and atmosphere and promoting teamwork. In addition, the company It also provides opportunities to create career advancement for all employees equally and see the importance of the potential of employees Therefore, there is a focus on personnel development. There is continuous training for employees both inside and outside the organization. Including organizing activities to strengthen good relationships within the organization both between employees and between, employees and executives, as well as adjusting the appropriate remuneration and welfare rates. It was considered from the Objective and Key Results (OKRs) score level, which is an indicator of the performance of individual employees. In addition, the company has provided a provident fund for employees. Including the offering of securities to the executives and employees of the Company and/or its subsidiaries (Employee Stock Ownership Plan: ESOP) and the joint investment program between the employer and employees of the Company and its subsidiaries. (Employee Joint Investment Program: EJIP).

Reference link for Employee : <https://www.sena.co.th/en/ir/corporate-governance/>

## Customer

The Company emphasizes on taking care and offer responsibilities for customers which affects the success of the business by improving the quality and features of products as well as services to meet the needs of customers continuously and consistently to maintain good relationships in the long term. The Company has conduct survey on customer satisfaction to observe feedbacks or complaints so as to improve our service and administration. In addition, we have trained our personnel involving with customer service by providing training and education to employees both before and after the actual operation, and continuously develop skills and knowledge of employees as well as not to disclose confidential information of customers in order to offer service with the best quality.

Reference link for Customer : <https://www.sena.co.th/en/ir/corporate-governance/>

## Business competitor

The Company has stipulated a policy on treating competitors in accordance with the law, compete with honesty without damaging the reputation of competitors by making false or untruthful allegations, do not seeking confidential information by dishonest and unethical means. We promote fair competition by competing with the quality of reliable products and services, maintain good relationships with competitors treating them as fellow companies in the same industry. Presently, the Company has no disputes relating to commercial business.

Reference link for Business competitor : <https://www.sena.co.th/en/ir/corporate-governance/>

## Business partner

The Company takes into account the importance of its business partners as a key player in providing business assistance, fair business partner selection process, conduct contract negotiation with business partners in order to obtain fair benefits of both parties. We adhere to fair practices and competition for all partners.

Moreover, the Company also emphasizes on transparency and honesty when conducting business, fair business partner selection process and conduct contract negotiation with business partners in order to obtain fair benefits of both parties. The Company will treat its business partners in accordance with the agreements and business ethics of the group company.

Reference link for Business partner : <https://www.sena.co.th/en/ir/corporate-governance/>

## Creditor

The Company has a policy to focus on building credibility for our creditors by adhering to honesty and strictly compliance with the terms and agreements made with the creditors. The Company has been accurately, punctually and completely making payment for the loan and interest. In addition, the Company has not used the loan in violation of the objective as well as not disclose the information or facts that may cause damage to its creditors.

Reference link for Creditor : <https://www.sena.co.th/en/ir/corporate-governance/>

## Government agencies

The company conducts its business with a commitment to social, community, and environmental responsibility. It collaborates with both the public and private sectors to combat corruption and engages in business activities aimed at fostering the development and progress of the country. The company adheres to applicable laws, regulations, rules, and standards, in line with established business practices.

Reference link for Government agencies : <https://www.sena.co.th/en/ir/corporate-governance/>

## Community and society

The Company is committed to conduct business with sustainable growth and include this into its policy to develop society, community, environment and quality of life. In addition, the Company also reckons the importance of social responsibilities. Therefore, the company have participated in the preparation of the project "Baan Ruam Tang Fun" which is a project under the Sena Development Public Company Limited group has built a residence which the Company donates profits from building accommodations to specified hospital on annual basis. The donation would be used to supply and develop medical equipment, examination room and facilities in the hospitals. The donation would be managed with transparency so that all the profits would go to charity with transparency and traceably. Moreover, in the development of various products, the company has given importance to nature conservation and Saving the world by using materials that save energy is important. Taking into account the duties and responsibilities towards society, communities and the environment. set as part of the plan sustainable development.

Reference link for Community and society : <https://www.sena.co.th/en/ir/corporate-governance/>

## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

The company conducts its real estate management and services business in accordance with the principles of good corporate governance, ensuring fairness, and striving for creativity and support in enhancing its potential and driving business expansion in all forms. This includes treating all stakeholders fairly. It is the duty and responsibility of the board of directors, executives, and all employees to be aware of and strictly adhere to the policies and practices set out in order to achieve business objectives and benefit all stakeholders, shareholders, and society. Furthermore, to ensure that the board, executives, and employees follow appropriate practices and conduct themselves in line with the real estate management business, the company is committed to delivering comfort and simplicity in residential living through advanced digital technology and excellent service. At the same time, the company strives to develop and preserve sustainable living practices and uphold moral values and social responsibility. The company places importance on integrity, fairness, and transparency. As a result, the company has established an ethical and business conduct standard for SEN X Public Company Limited as a framework for its business operations and as a guideline for future practices.

Reference link for the full version of business code of conduct : <https://www.sena.co.th/en/ir/corporate-governance/>

## Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### Prevention of Conflicts of Interest

1. Requires work safety It is the first responsibility of every employee in operation.
2. All employees are required to maintain cleanliness. and orderliness in the area where they operate.
3. Encourage workplace safety activities and prevention guidelines.
4. Defined by laws and regulations relating to safety.

Reference link for Prevention of Conflicts of Interest : <https://www.sena.co.th/en/ir/corporate-governance/>

### Anti-corruption

The Company is committed to preventing and promoting anti-corruption. This is an important policy that is committed to conducting business with honesty, integrity, transparency and accountability. to create good values and image The Board of Directors Meeting No. 1/2017 held on January 23, 2017 resolved to approve the announcement of the Anti-Corruption Policy and the Anti-Corruption Measure Manual. and promulgated throughout the organization for directors, executives and employees to be informed and Implement the policy to adhere to the general practice. and disseminate to the public through the company's website.

On November 10, 2017, the Company was certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption. From the Private Sector Collective Action Coalition Against Corruption (CAC) on December 31, 2020, the Company was certified as a member of the Private Sector Collective Action Coalition Against Corruption in Thailand. from Thailand's Private Sector Collective Action Coalition Against Corruption (CAC Committee) No. 2, with a validity of 3 years from the date of approval And the end of the certification period is 3 years on December 31, 2026, which clearly shows the commitment to implement the intention to fight against corruption. by guidelines under the Anti-Corruption Policy (More details can be found from the "Anti-Corruption Policy" via the Company's website [www.sena.co.th](http://www.sena.co.th) under the topic Anti-Corruption Policy.)

Reference link for Anti-corruption : <https://www.sena.co.th/en/ir/anti-corruption>

### Whistleblowing and Protection of Whistleblowers

The Company provides channels for submitting information and filing complaints for all stakeholders in every group for cases involving suspicion of violation of business ethics, illegal activities, conduct indicative of corruption and unfair treatment. Furthermore, the Company's secretary has been designated as the person in charge for accepting

complaints There is an option to notify directly to the audit committee.

With the following measures to protect whistleblowers:

1. Upon the receipt of the clue or complaint, the Company's secretary shall collect data and forward it to the Audit Committee monthly or immediately in case of urgent by adding this matter to the agenda of the meeting if the meeting is called in that month. If not, the meeting of the Audit Committee shall be called separately.
2. The Audit Committee shall be responsible for considering, examining and investigating the reported issues. The Audit Committee shall then establish measures and/or pass a resolution to take appropriate action to resolve the issue.
  - Audit Committee may consider expanding the scope of the audit Investigate further if the information is insufficient or present to the committee. In the case of issues concerning senior management
  - An investigation into the facts found that Information and evidence are reliable that the accused committed fraud. The company will inform the accused of the allegation. and give them the right to prove themselves
  - If the accused has actually committed Corruption is considered a violation of Anti-Corruption and business ethics of the company must be subject to disciplinary action according to the regulations set by the Company And if the action is illegal, the offender may be subject to legal penalties. Disciplinary action according to the Company's regulations, the Audit Committee's decision is final.
3. After that, the Audit Committee shall inform the Company's secretary and the Board of Directors accordingly to take action as per the Audit Committee's resolution. The result of the clue/complaint shall be reported to the Audit Committee, the reporter/ complainer. Moreover, the Audit Committee's performance shall be reported to the Board of Directors.
4. False Complaint. An employee who makes any reports, complaints, statements or information with bad faith shall be punished by disciplinary action. In terms of a third party, a person shall be prosecuted, if such action causes damage to the Company.

Reference link for Whistleblowing and Protection of : <https://www.sena.co.th/en/ir/corporate-governance/Whistleblowers>

## Prevention of Misuse of Inside Information

The company has a policy on the use of inside information. One of the main objectives is to prevent the use of insider information of the Company. in the pursuit of unlawful benefits, in order to ensure transparency and prevent personal exploitation of directors, executives and employees from the use of inside information of the Company that has not yet been disclosed to the public. The said policy will also cover the trading of the company's securities. The essence is that directors, executives, and all levels of officers of the Office of the Company Secretary and the Investor Relations Department Prepare and submit reports on securities holdings and trading of the company's securities to the Office of the Company Secretary. to be forwarded to the Office of the Securities and Exchange Commission, Within the period specified by relevant laws and regulations every time when there is a change and the Office of the Company Secretary shall report the change in securities holdings of directors and executives to the Board of Directors' meeting on a quarterly basis. Directors and Executives of the Company (including spouses and minor children) Must report changes in securities holding to the Office of the Securities and Exchange Commission under Section 59 of the Securities and Exchange Act B.E. 2535 (as amended) within 3 business days from the date of change in securities holding. as well as sending a copy to the Office of the Company Secretary to compile, summarize and present to the Board of Directors' meeting of the Company. Quarterly

The company There are measures to ensure that such policies are Disseminated to directors, executives and employees of the company. Acknowledgment and practice are:

1. Notify through training for directors, executives and new employees.
2. HR-Online
3. HR-News

Reference link for Prevention of Misuse of Inside Information : <https://www.sena.co.th/en/ir/corporate-governance/>

## Gift giving or receiving, entertainment, or business hospitality

Do not to give/receive money. Items and entertainment shown to be a bribe or a bribe include gifts, souvenirs, cash, cheques, stocks, real estate. or something similar with government officials' government agency Private entities, business partners, customers and all groups of stakeholders both directly and indirectly in order to obtain benefits in a wrong way.

Unless the giving/receiving of things and entertainment is customary, customary or etiquette society in general which must be done with transparency which such receiving / giving must not cause any advantage to get help or benefits Causing

lenient consent to improper business deals affect business decisions and must be in accordance with the relevant laws.

In this regard, the company's gift to maintain a good relationship with business people without expecting to receive a specific service or reward that is not in accordance with the Code of Business Conduct and must only be given on behalf of the Company and may be made as a gift bearing the Company's logo. Suitable for the situation, such as giving gifts during the New Year, Chinese New Year or Songkran festival, etc. It must not be in the form of cash or cash equivalents such as cheques, gift cards or gift certificates, etc.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.sena.co.th/en/ir/corporate-governance/>

## Compliance with laws, regulations, and rules

The company ensures compliance with relevant laws related to its business, such as the Public Limited Companies Act B.E. 2535, the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, the guidelines of the Securities and Exchange Commission (SEC), the principles of good corporate governance for listed companies (2017), and the best practice guidelines for boards of directors to prevent and deter inappropriate behavior in listed companies, among others.

Reference link for Compliance with laws, regulations, and rules : <https://www.sena.co.th/en/ir/corporate-governance/>

## Information and assets usage and protection

Directors, executives, and employees are responsible for using the company's resources and assets efficiently. The following guidelines have been established:

1. Use the company's assets economically and to their fullest benefit.
2. Maintain and preserve the company's assets in good condition, preventing damage or loss, to ensure their efficient and sustainable use.
3. Do not use the company's assets for personal benefit or to favor others.

Reference link for Information and assets usage and protection : <https://www.sena.co.th/en/ir/corporate-governance/>

## Anti-unfair competitiveness

The company has a policy of conducting business with competitors based on fair competition rules. The company does not seek confidential information from competitors through dishonest or inappropriate means and operates fairly under the legal framework, considering business ethics when dealing with customers, partners, and other business entities. It aims for fairness in competition with other businesses and complies with competition laws in the countries where it operates. The company will not engage in any actions that could result in unfair trade practices or hinder free competition. The operational guidelines are as follows:

1. Operate within the framework of good competition practices, conduct business ethically, and respect fair competition rules. Do not engage in actions that could lead to unfair trade practices, disrupt market mechanisms, or harm, restrict, or limit the ability of others to conduct business.

2. Do not attempt to damage the reputation of business competitors by making false accusations.

3. Do not violate or unlawfully obtain trade secrets of business competitors through fraudulent means.

4. Avoid actions that are improper, unfair, or unreasonable, which may distort market mechanisms and pricing.

5. Do not engage in actions that would result in halting competition with competitors, either directly or indirectly, and do not exchange business information or make agreements with competitors, partners, or customers to reduce or restrict competition in the market.

Reference link for Anti-unfair competitiveness : <https://www.sena.co.th/en/ir/corporate-governance/>

## Information and IT system security

The Company has an information technology security policy with the objective of making personnel, users, executives or related persons of the Company and its subsidiaries aware of the importance of information technology security, including being informed of duties and responsibilities and guidelines for controlling various risks so that the Company's information technology and computer systems are appropriate, secure and can support the Company's operations continuously.

Reference link for Information and IT system security : <https://www.sena.co.th/en/ir/corporate-governance/>

## Environmental management

The company is aware of the environmental impact and emphasizes conducting its operations in compliance with both national and international standards and regulations. The company also implements measures to reduce potential impacts on the surrounding communities where projects are located, as they are important stakeholders. The company focuses on managing and minimizing the environmental impact caused by its operations. Additionally, the company recognizes the impact of climate change on business activities and has established measures to control and reduce energy consumption, a key factor contributing to climate change. This demonstrates a clear commitment to conducting business in an environmentally friendly manner, with ongoing efforts to improve operations continuously.

Reference link for Environmental management : <https://www.sena.co.th/en/ir/corporate-governance/>

## Human rights

SENA Public Company Limited and its subsidiaries recognize the importance of stakeholders and prioritize the rights of all groups of stakeholders, including shareholders, customers, employees, partners, competitors, creditors, society, and communities. The Company ensures that all stakeholders are treated appropriately, equitably, and fairly. This is outlined in the corporate governance policy and the business ethics guidelines, alongside the Company's responsibility toward society. The Company respects and promotes human rights and child rights in accordance with international principles, taking into account all stakeholders based on corporate governance principles and the Company's code of ethics.

Reference link for Human rights : <https://www.sena.co.th/en/ir/corporate-governance/>

## Safety and occupational health at work

The Company places great importance on managing safety, occupational health, and the working environment (Safety, Health, and Environment) within its business processes. The organization is committed to continuously improving and developing its business processes to minimize the impact on the environment, occupational health, and safety.

Reference link for Safety and occupational health at work : <https://www.sena.co.th/en/ir/corporate-governance/>

## Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : No  
employees to comply with the business code of conduct

The company operates its business and services in accordance with good corporate governance principles, ensuring integrity and a commitment to fostering and promoting the potential for business expansion in all forms. This includes treating all stakeholders fairly.

The company has defined it as the duty and responsibility of the board of directors, management, and all employees to be aware of and strictly adhere to the established policies and practices to achieve business goals and benefit stakeholders, shareholders, and society. Furthermore, to ensure that the board, management, and employees of the company maintain appropriate ethical conduct and act in a manner suitable for professional real estate development business operations, the company emphasizes integrity, fairness, and transparency. Therefore, the company has established a business ethics and code of conduct (Code of Conduct) as a standard framework for its business operations.

The company promotes compliance with its code of conduct by publishing the corporate governance policy and business ethics on its website at <https://www.sena.co.th/en/ir/corporate-governance/> to inform external parties. Additionally, the company communicates internally to ensure that the board, management, and employees are aware of and understand the guidelines, so they can implement them correctly and foster an organizational culture that adheres strictly to the code. Employees who violate or fail to comply with the code will be subject to disciplinary action.

Reference link for the process of promotion for the board of : <https://www.sena.co.th/en/ir/corporate-governance/>  
directors, executives, and employees to comply with the  
business code of conduct

## Diagram of promotion of compliance with the business code of conduct



Diagram of promotion of compliance with the business code of conduct

## Participation in anti-corruption networks

- Participation or declaration of intent to join anti-corruption networks : Yes
- Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status : CAC การรับรองครั้งที่ 3 - 2023.jpg

## Diagram of participation in anti-corruption networks



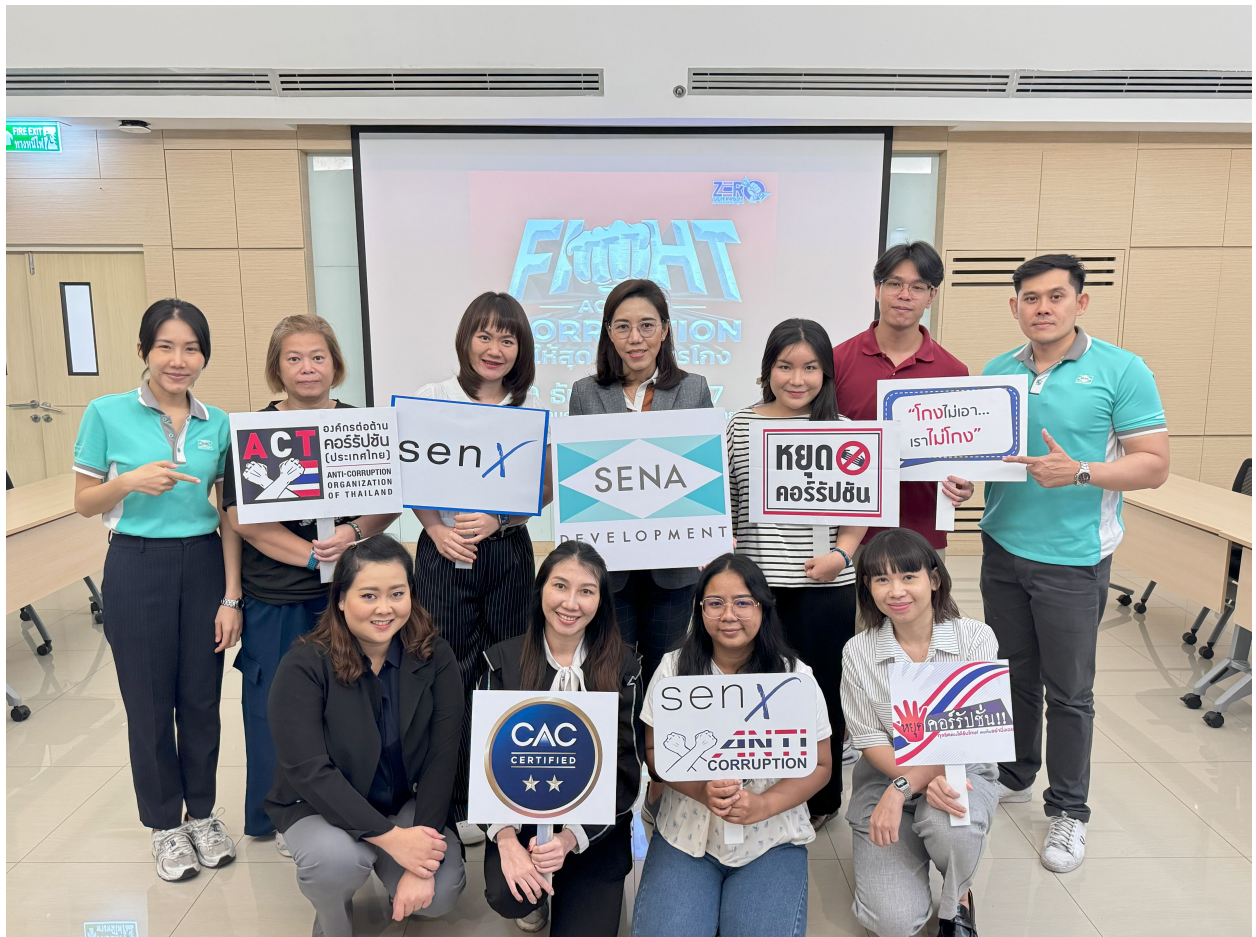


Diagram of participation in anti-corruption networks



## Information on material changes and developments in policy and corporate governance system over the past year

### Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Under the company's operations, the Board of Directors has evaluated the adequacy and effectiveness of the internal control system, which includes the organization's risk management and the assessment of corruption risks. This is to ensure that employees have a better understanding and that all employees participate in analyzing and assessing risks, both from internal and external factors, to find ways to manage and mitigate risks or impacts effectively. Additionally, a risk management manual has been developed within the organization.

The company places significant emphasis on preventing corruption by having an anti-corruption policy in writing and promoting strict adherence to this policy. The company also reviews its policies, code of conduct, charters, and practices at least once a year to ensure they remain up to date.

### Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The Board of Directors acknowledges the importance of governance and social responsibility management. It believes that having a well-managed system that is transparent, auditable, and balanced with sufficient and appropriate internal controls, while respecting the rights and equality of shareholders, as well as being responsible to stakeholders, are key factors in achieving steady and sustainable growth. Therefore, the Board has established governance policies, business ethics, and other related policies to align with the principles of good governance set by the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Thai Institute of Directors (IOD). These policies are aimed at promoting good governance in the business operations of the group. Additionally, they are published on [www.sena.co.th](http://www.sena.co.th) to communicate with executives and employees, ensuring they are informed and adhere to them, as well as providing information to shareholders and other interested parties. The company also reviews these governance policies annually to ensure they remain up-to-date and in line with the company's business operations.

### Other corporate governance performance and outcomes

1. The annual general meeting of shareholders of 2024 was rated "100 points (5TIA) " by the Thai Investors Association
2. Assessment of listed companies with good corporate governance (CGR) for the year 2024 by the Thai Institute of Directors Association (IOD) rated "excellent" or 5 stars.
3. Sustainability Disclosure Recognition Award 2024 from the Thaipat Institute. This is the third consecutive year. This award is presented to recognize the transparent, comprehensive, and holistic disclosure of sustainability information to the public and stakeholders, covering economic, social, and environmental dimensions.



# Corporate Governance Structure

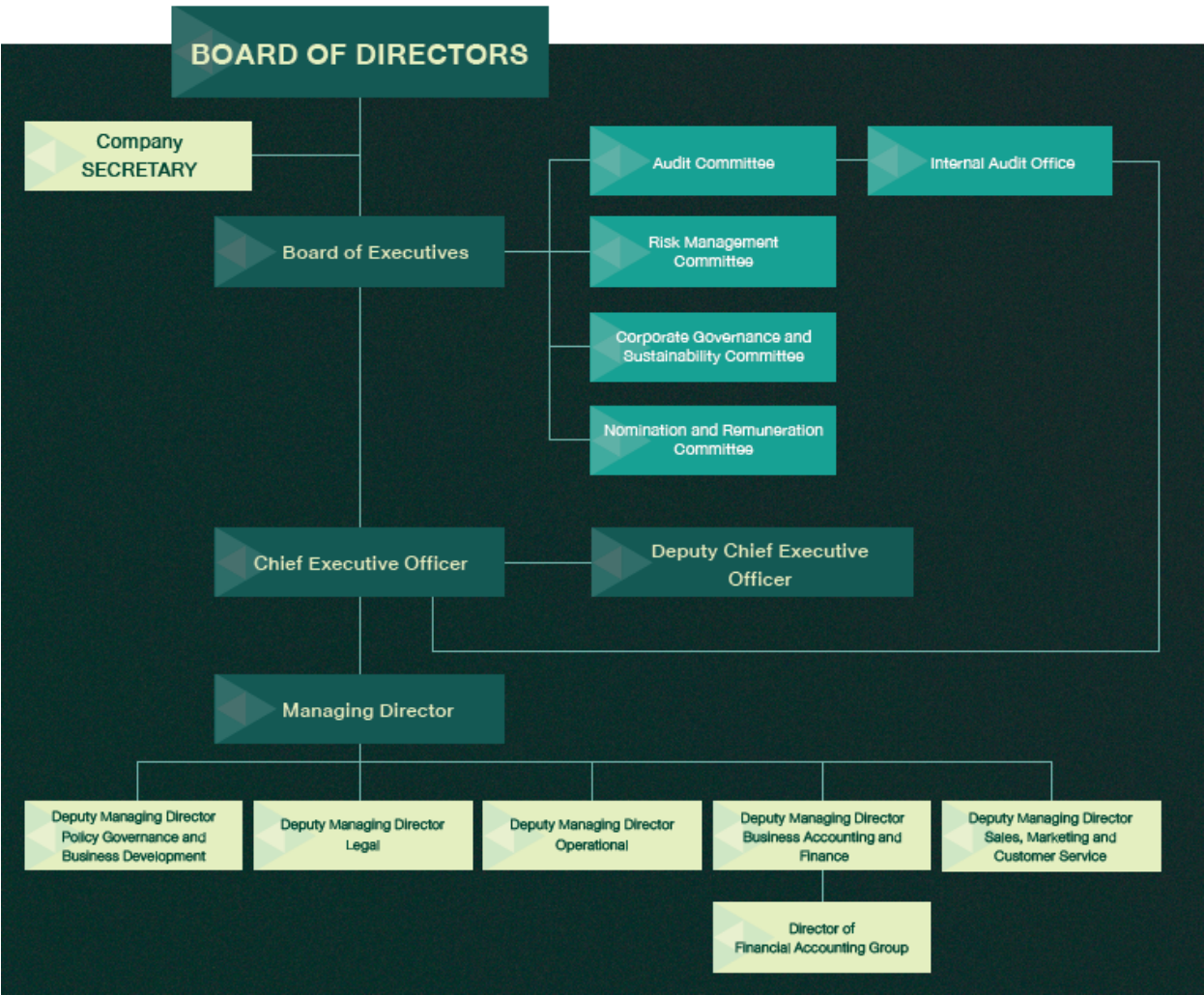
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Jan 2024

Corporate governance structure diagram



Corporate governance structure diagram

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	12	
	7	5
Executive directors	5	
	1	4
Non-executive directors	7	
	6	1
Independent directors	7	
	6	1
Non-executive directors who have no position in independent directors	0	
	0	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	58.33	41.67
Executive directors	41.67	
	8.33	33.33
Non-executive directors	58.33	
	50.00	8.33
Independent directors	58.33	
	50.00	8.33
Non-executive directors who have no position in independent directors	0.00	
	0.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average director age	67	
	73	60

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. VICHIE N RATANABIRABONGSE</p> <p>Gender: Male</p> <p>Age : 83 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Education</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 3,000,000 Shares (0.208005 %)</li> </ul>	<p>Chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	13 Dec 2005	Property Development, Law, Corporate Management, Risk Management
<p>2. Ms. BENYALAK THANYALAKPARK</p> <p>Gender: Female</p> <p>Age : 72 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1 Shares (0.000000 %)</li> </ul>	<p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Oct 2001	Corporate Management, Business Administration, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Ms. KESSARA THANYALAKPARK</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 202,765,278 Shares (14.058731 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Oct 2001	Property Development, Accounting, Corporate Management, Sustainability, Finance & Securities
<p>4. Mrs. WEERAPORN CHAISIRIYASAVAT</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 109,266 Shares (0.007576 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Nov 2005	Accounting, Finance, Corporate Management, Economics, Data Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. KAMOL THAMMANICHANOND</p> <p>Gender: Male</p> <p>Age : 85 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 737,499 Shares (0.051134 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	13 Dec 2005	Accounting, Finance, Corporate Management, Sustainability, Audit
<p>6. Mr. CHAIYOS HEMARAJATA</p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	13 Dec 2005	Law, Corporate Management, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. THEERAWAT THANYALAKPHARK</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 233,765,022 Shares (16.208099 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	13 Dec 2005	Property Development, Law, Corporate Management
<p>8. Ms. UMAPORN TANYALAKPARK</p> <p>Gender: Female</p> <p>Age : 41 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 189,793,597 Shares (13.159340 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	26 Apr 2010	Marketing, Corporate Management



List of directors	Position	First appointment date of director	Skills and expertise
<p>9. POL. GEN. AJIRAVID SUBARNBHESAJ</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2011	Law, Corporate Management
<p>10. Mr. SAMMA KITSIN</p> <p>Gender: Male</p> <p>Age : 68 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2017	Property Development, Accounting, Corporate Management, Finance & Securities, Law

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. WORAVIT CHAILIMPAMONTRI</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	13 May 2021	Finance, Corporate Management, Audit, Marketing
<p>12. Mrs. CHUTIMA ATTAVORARAT</p> <p>Gender: Female</p> <p>Age : 70 years</p> <p>Highest level of education : Barrister</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	26 Apr 2024	Law, Audit, Internal Control, Marketing

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. VICHIE RATANABIRABONGSE	Chairman of the Board of Directors		✓	✓		
2. Ms. BENYALAK THANYALAKPARK	Director	✓				✓
3. Ms. KESSARA THANYALAKPARK	Director	✓				✓
4. Mrs. WEERAPORN CHASIRIYASAVAT	Director	✓				
5. Mr. KAMOL THAMMANICHANOND	Director		✓	✓		
6. Mr. CHAIYOS HEMARAJATA	Director		✓	✓		
7. Mr. THEERAWAT THANYALAKPHARK	Director	✓				✓
8. Ms. UMAPORN TANYALAKPARK	Director	✓				✓
9. POL. GEN. AJIRAVID SUBARNBHESAJ	Director		✓	✓		
10. Mr. SAMMA KITSIN	Director		✓	✓		
11. Mr. WORAVIT CHAILIMPAMONTRI	Director		✓	✓		
12. Mrs. CHUTIMA ATTAVORARAT	Director		✓	✓		
<b>Total (persons)</b>		<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>4</b>

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	8.33
2. Finance & Securities	2	16.67
3. Property Development	4	33.33
4. Law	6	50.00
5. Marketing	3	25.00
6. Accounting	4	33.33
7. Finance	4	33.33
8. Sustainability	2	16.67
9. Data Management	1	8.33
10. Corporate Management	11	91.67
11. Risk Management	1	8.33
12. Audit	4	33.33
13. Internal Control	1	8.33
14. Business Administration	1	8.33

#### Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	Yes
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

Additional explanation : (\*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(\*\*) If a remark is specified, the remark from the most recent year will be displayed

#### The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half, Appointing one independent director to jointly consider setting the board meeting agenda

The company has stipulated that the positions of Chairman of the Board, Chairman of the Audit Committee, and Chief Executive Officer (CEO) should not be held by the same person or by individuals within the same family. This ensures that each position has clear responsibilities and can express opinions independently, thereby creating a balance of power and

transparency in internal operations appropriately.

Reference link for the measures for balancing the power : <https://www.sena.co.th/en/ir/corporate-governance/>  
between the board of directors and the management

## Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors is responsible for setting the company's policies, vision, mission, core values, strategies, direction, and operational goals. It oversees and evaluates management through subcommittees with the objective of increasing shareholder value. To successfully enhance shareholder value, the Board must ensure that its duties are carried out in compliance with laws, corporate objectives, and company regulations. Additionally, it must uphold corporate governance principles, address conflicts of interest, and adhere to ethical and business conduct standards. The Board has adopted 8 key corporate governance principles as best practices to support sustainable value creation for the company.

Reference link for the board charter : <https://www.sena.co.th/en/ir/corporate-governance/>

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

### Roles of subcommittees

#### Board of Directors

##### Role

- RiskManagement Subcommittee

##### Scope of authorities, role, and duties

- Perform duties in accordance with the law, the company's objectives, regulations, and policies, including the determination of the company's vision, mission, values, strategies, directions, and operational goals. Oversee and evaluate management through sub-committees, and comply with resolutions of the shareholders' meeting, except in matters requiring special approval as specified by the regulations, laws, or in related transactions and the sale of significant assets as per the Stock Exchange rules or other regulatory bodies.
- Consider and approve key business policies, such as corporate governance policies, risk management policies, and anti-corruption policies, as well as appoint sub-committees to oversee these policies.
- Consider and approve business policies, objectives, action plans, business strategies, and annual budgets, ensuring that they align with changing circumstances.

##### Reference link for the charter

<https://www.sena.co.th/en/ir/charter-of-the-committee/>

## Audit Committee

### Role

- Audit Subcommittee

### Scope of authorities, role, and duties

The Audit Committee was established in accordance with the regulations of the Stock Exchange of Thailand (SET) and the company's internal corporate governance policies. The committee is responsible for assisting the Board of Directors in fulfilling its duties to shareholders and performing the Audit Committee's responsibilities as specified in relevant regulations, including:

1. Financial Reporting – Reviewing the financial reports of the company, its subsidiaries, and affiliates.
2. Internal Control and Internal Audit – Ensuring the effectiveness of internal control systems and internal audit processes.
3. Regulatory Compliance – Overseeing compliance with securities and exchange laws, SET regulations, and other laws relevant to the company's business operations.

### Reference link for the charter

<https://www.sena.co.th/en/ir/charter-of-the-committee/>

## Executive Committee

### Role

- Other
  - The Executive Committee is responsible for managing operations as assigned by the Board of Directors and supporting the Board in establishing criteria and operational guidelines across various areas.

### Scope of authorities, role, and duties

The committee performs its duties with responsibility, diligence, honesty, and integrity, adhering to the ethical standards expected of business professionals under similar circumstances. All actions are conducted fairly and independently, without undue influence stemming from their position as executive committee members.

### Reference link for the charter

<https://www.sena.co.th/en/ir/charter-of-the-committee/>

## Risk Management Committee

### Role

- Other
  - Oversee risks that may arise for the company, both direct and indirect.

### Scope of authorities, role, and duties

The Risk Management Committee is responsible for defining the framework for the company's risk management operations, as well as establishing policies, structures, roles, duties, and responsibilities for those involved in risk management activities. The committee oversees both direct and indirect risks that may arise for the company. Additionally, the committee provides recommendations on risk management strategies that are appropriate for the company's operations, ensuring alignment with the strategic direction and business plans. The committee also supports and develops risk management across all levels of the organization, ensuring continuous and effective management of risks.

### Reference link for the charter

<https://www.sena.co.th/en/ir/charter-of-the-committee/>

## Nomination and Remuneration Committee

### Role

- Nomination Subcommittee
- Remuneration Subcommittee

### Scope of authorities, role, and duties

The Nomination and Remuneration Committee has carried out its duties as assigned by the Board of Directors, in accordance with the roles and responsibilities outlined in the committee's charter. In the nomination process, the committee has selected individuals with appropriate qualifications that align with the company's strategy, as well as relevant laws and regulations, and the established procedures for proposing appointments to executive positions, senior management, and those with decision-making authority in the company. Additionally, the committee has presented policies and criteria for determining remuneration and other benefits for the Board of Directors and its sub-committees.

### Reference link for the charter

<https://www.sena.co.th/en/ir/charter-of-the-committee/>

## Corporate Governance and Sustainability Committee

### Role

- Nomination Remuneration Subcommittee
- Sustainability Subcommittee
- Climate Change Governance

### Scope of authorities, role, and duties

The Corporate Governance and Sustainability Committee has carried out its duties as assigned by the Board of Directors, in accordance with the roles and responsibilities outlined in the committee's charter. The committee has been responsible for considering, establishing, reviewing, and updating policies, manuals, and guidelines for good corporate governance, business ethics, and corporate social responsibility (CSR) that are appropriate for the company. These efforts aim to ensure alignment with international standards of corporate governance within the framework of relevant laws, regulations, and guidelines. The committee also oversees and reviews the internal controls related to anti-corruption measures.

### Reference link for the charter

<https://www.sena.co.th/en/ir/charter-of-the-committee/>

## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAIYOS HEMARAJATA<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Feb 2017	Law, Corporate Management, Audit
<p>2. Mr. KAMOL THAMMANICHANOND<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 85 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	13 Dec 2005	Accounting, Finance, Corporate Management, Sustainability, Audit
<p>3. Mr. WORAVIT CHAILIMPAMONTRI<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	13 May 2021	Finance, Corporate Management, Audit, Marketing
<p>4. Mrs. CHUTIMA ATTAVORARAT</p> <p>Gender: Female</p> <p>Age : 70 years</p> <p>Highest level of education : Barrister</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	26 Apr 2024	Law, Audit, Internal Control, Marketing

Additional explanation :

(\*) Directors with expertise in accounting information review

## List of executive committee members



List of committee members	Position	Appointment date of executive committee member
1. Mr. THEERAWAT THANYALAKPHARK Gender: Male Age : 74 years Highest level of education : Honorary degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	23 Dec 2005
2. Ms. BENYALAK THANYALAKPARK Gender: Female Age : 72 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	23 Dec 2005
3. Ms. KESSARA THANYALAKPARK Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	23 Dec 2005
4. Mrs. WEERAPORN CHAISIRIYASAVAT Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	22 May 2005
5. Mr. Pathomporn Tiranawasdi Gender: Male Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	18 Oct 2012
6. Mrs. Wannipa Wuthiwatana Gender: Female Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	21 Dec 2023

## Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. VICHIEEN RATANABIRABONGSE	The chairman of the subcommittee (Independent director)
	Ms. KESSARA THANYALAKPARK	Member of the subcommittee
	Mrs. WEERAPORN CHAISIRIYASAVAT	Member of the subcommittee
	Mr. Pathomporn Tiranawasdi	Member of the subcommittee
	Mr. Prakrit Aukarasereenont	Member of the subcommittee
	Mrs. Wannipa Wuthiwatana	Member of the subcommittee
	Ms. Nitiya Songprapai	Member of the subcommittee
	Mrs. Nuntawan Sripaenphuk	Member of the subcommittee
Nomination and Remuneration Committee	Mr. KAMOL THAMMANICHANOND	The chairman of the subcommittee
	Mr. Phadungchai Ketsuwan	Member of the subcommittee
	Mr. SAMMA KITSIN	Member of the subcommittee (Independent director)
Corporate Governance and Sustainability Committee	Mr. KAMOL THAMMANICHANOND	The chairman of the subcommittee (Independent director)
	Mrs. WEERAPORN CHAISIRIYASAVAT	Member of the subcommittee
	Ms. Nitiya Songprapai	Member of the subcommittee
	Mrs. Wannipa Wuthiwatana	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. THEERAWAT THANYALAKPHARK</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	CHIEF EXECUTIVE OFFICER (The highest-ranking executive)	12 Oct 2020	Property Development, Law, Corporate Management
<p>2. Ms. BENYALAK THANYALAKPARK</p> <p>Gender: Female</p> <p>Age : 72 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Deputy Chief Executive Officer	12 Oct 2020	Corporate Management, Business Administration, Finance
<p>3. Ms. KESSARA THANYALAKPARK</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	MANAGING DIRECTOR	12 Oct 2020	Property Development, Accounting, Corporate Management, Sustainability, Finance & Securities
<p>4. Mrs. WEERAPORN CHAISIRIYASAVAT<sup>(*)(**)</sup></p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : Yes</p>	Deputy Managing Director, Accounting and Finance Department	12 Oct 2020	Accounting, Finance, Corporate Management, Economics, Data Management

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Pathomporn Tiranawasdi Gender: Male Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	12 Oct 2020	Law, Property Development, Corporate Management
6. Mrs. Wannipa Wuthiwatana Gender: Female Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	21 Dec 2023	Property Development, Law, Governance/ Compliance

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

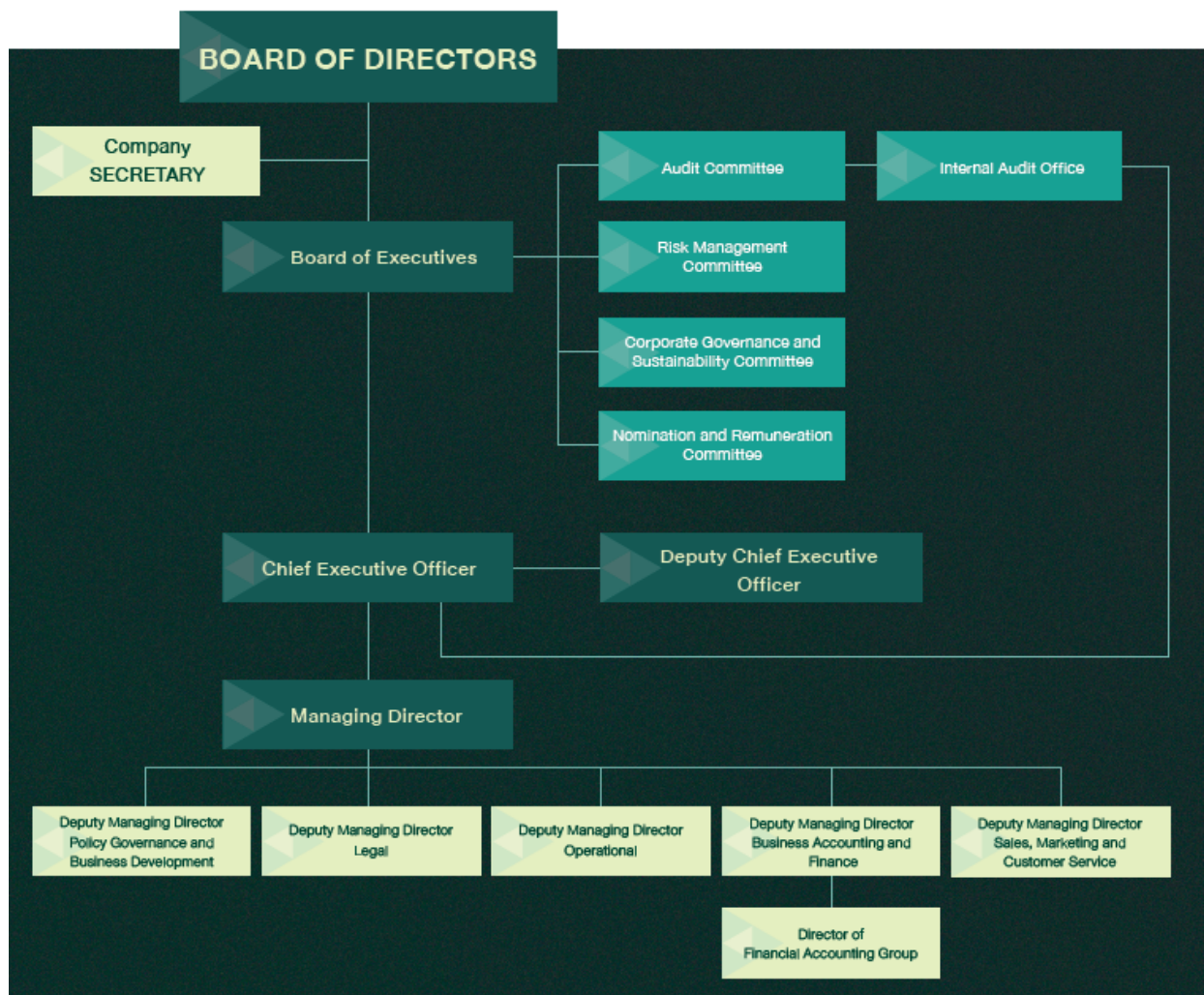
(\*\*) Accounting supervisor

(\*\*\*) Appointed after the fiscal year end of the reporting year

### Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the : 1 Jan 2024  
 next four executives as of date

### Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



Organization structure diagram of the highest-ranking executive and the next four executives

## Remuneration policy for executive directors and executives

The company provides compensation to executives based on principles and policies set by the company, which are linked to the company's performance and the individual's performance. The level of executive compensation is designed to be competitive and retain high-quality executives as required by the company. The compensation package includes salary, bonuses, contributions to the provident fund, and social security fund contributions.

Reference link for remuneration policy for executive directors : <https://www.sena.co.th/en/ir/corporate-governance>  
and executives

Does the board of directors or the remuneration committee : Yes  
have an opinion on the remuneration policy for executive  
directors and executives

The Board of Directors has established policies and criteria for executive compensation, which include salary, bonuses, and other forms of compensation based on the company's performance and the executives' individual performance. The Nomination and Remuneration Committee is responsible for reviewing the executive compensation. This compensation is determined to be appropriate according to the company's compensation structure and is aligned with the company's overall performance, as well as the individual executive's performance (Performance Management). It also considers the best practices and standards of leading companies in the same industry.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2022	2023	2024
<b>Total remuneration of executive directors and executives (baht)</b>	15,955,670.00	17,475,165.00	17,057,086.00
Total remuneration of executives (baht)	15,955,670.00	17,475,165.00	17,057,086.00

The company provides compensation to executives based on principles and policies set by the company, which are linked to the company's performance and the individual's performance. The level of executive compensation is designed to be competitive and retain high-quality executives as required by the company. The compensation package includes salary, bonuses, contributions to the provident fund, and social security fund contributions.

#### Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	8,819,233.00	13,586,307.00	17,250,720.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	Yes

The company provides compensation to executives based on principles and policies set by the company, which are linked to the company's performance and the individual's performance. The level of executive compensation is designed to be competitive and retain high-quality executives as required by the company. The compensation package includes salary, bonuses, contributions to the provident fund, and social security fund contributions.

The company has regulations specifying other benefits for senior executives, such as company-provided vehicles for use, fuel allowances, maintenance expenses, provident fund contributions, and other benefits as part of their employee status.

#### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00  
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00  
in the current year

#### Other significant information

#### Other significant information

#### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Usanee Chaisongtho	Usaneec@sena.co.th	02-541-4642 #10751

#### List of the company secretary

General information	Email	Telephone number
1. Mrs. Weraporn Chisiriyasavat	Weraporn@sena.co.th	02-541-4642 #10750

#### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Pavipat Maneenil	Pavipatm@sena.co.th	02-541-4642 #10315

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Sukonta Kasemsuk	Sukontak@sena.co.th	02-541-4642 #10407

#### Head of investor relations

Does the Company have an appointed head of investor : Have  
relations

#### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Sukonta Kasemsuk	Sukontak@sena.co.th	02-541-4642 #10407

#### Company's auditor

#### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone +66 2105 4661	3,400,000.00	-	1. Mr. JADESADA HUNGSAPRUEK Email: jessada@karinaudit.co.th Telephone: +66 2105 4661 License number: 3759  2. Mr. KOMIN LINPHRACHAYA Email: komin@karinaudit.co.th Telephone: +66 2105 4661 License number: 3675  3. Mr. JIROTE SIRIROROTE Email: jirote@karinaudit.co.th Telephone: +66 2105 4661 License number: 5113  4. Ms. KANNIKA WIPANURAT Email: kannika@karinaudit.co.th Telephone: +66 2105 4661 License number: 7305  5. Mrs. SUMANA SENIVONGSE Email: sumana@karinaudit.co.th Telephone: +66 2105 4661 License number: 5897  6. Ms. KOJCHAMON SUNHUAN Email: kojchamon@karinaudit.co.th Telephone: +66 2105 4661 License number: 11536  7. Mr. WORAPOL WIRIYAKULAPONG Email: worapol@karinaudit.co.th Telephone: +66 2105 4661 License number: 11181  8. Mr. POJANA ASAWASONTICHA Email: pojana.karinaudit@gmail.com Telephone: +66 2105 4661 License number: 4891  9. Mr. WICHIAN PROONGPANISH Email: wichian@karinaudit.co.th Telephone: +66 2105 4661 License number: 5851  10. Mr. SUPOJ MAHANTACHAISAKUN Email: supot@karinaudit.co.th Telephone: +66 2105 4661 License number: 12794  11. Ms. KANWARAT SAKSRIBORWORN Email: kanjawarat@karinaudit.co.th



Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			<p>Telephone: +66 2105 4661 License number: 13273</p> <p>12. Ms. BONGKOTRAT SUAMSIRI Email: bongkotrat@karinaudit.co.th Telephone: +66 2105 4661 License number: 13512</p> <p>13. Mr. THANATHIT RAKSATHIANRAPHAP Email: thanathit@karinaudit.co.th Telephone: +66 2105 4661 License number: 13646</p> <p>14. Ms. ARUNRAT SANPRASERTSUK Email: arunrat@karinaudit.co.th Telephone: +66 2105 4661 License number: 14348</p> <p>15. Ms. KANITA SAWANGWONG Email: kanita@karinaudit.co.th Telephone: +66 2105 4661 License number: 14943</p> <p>16. Ms. PANITA WJITSARAT Email: panita@karinaudit.co.th Telephone: +66 2105 4661 License number: 14937</p>

#### Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No  
representatives in Thailand

# Performance Report on Corporate Governance

## Information about the summary of duty performance of the board of directors over the past

### Summary of duty performance of the board of directors over the past year

The company emphasizes sustainable business operations by prioritizing responsible practices towards society and the environment while adhering to good corporate governance principles. The Board of Directors has established policies and guidelines for good corporate governance, anti-corruption measures within the organization, and business ethics, aligning with the requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant regulatory bodies or corporate governance standards. Additionally, the company has developed a sustainable business strategy covering economic, social, and environmental aspects to ensure responsible, transparent, and fair operations, fostering long-term sustainable growth.

Under the company's operations, the Board of Directors has assessed the adequacy of internal control systems, encompassing enterprise risk management and fraud risk assessment. This is to enhance employees' understanding and encourage participation in analyzing and assessing risks from both internal and external factors. The objective is to identify management strategies that effectively prevent and mitigate potential risks or impacts. A corporate risk management manual has also been developed to provide guidance. Moreover, the company places significant importance on preventing fraud and corruption by establishing a formal anti-corruption policy and actively promoting strict adherence to this policy.

### Selection, development and evaluation of duty performance of the board of directors

#### Information about the selection of the board of directors

#### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Ms. BENYALAK THANYALAKPARK	Director	25 Oct 2001	Corporate Management, Business Administration, Finance
Ms. KESSARA THANYALAKPARK	Director	25 Oct 2001	Property Development, Accounting, Corporate Management, Sustainability, Finance & Securities
Mr. KAMOL THAMMANICHANOND	Director	13 Dec 2005	Accounting, Finance, Corporate Management, Sustainability, Audit
Mr. CHAIYOS HEMARAJATA	Director	13 Dec 2005	Law, Corporate Management, Audit
Mr. THEERAWAT THANYALAKPHARK	Director	13 Dec 2005	Property Development, Law, Corporate Management
Ms. UMAPORN TANYALAKPARK	Director	26 Apr 2010	Marketing, Corporate Management
Mr. WORAVIT CHAILIMPAMONTRI	Director	13 May 2021	Finance, Corporate Management, Audit, Marketing

## List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. CHUTIMA ATTAVORARAT	Director	26 Apr 2024	Law, Audit, Internal Control, Marketing

## Selection of independent directors

### Criteria for selecting independent directors

The company has defined the criteria for independent directors with stricter standards than the minimum requirements set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), in accordance with the Capital Market Supervisory Board's announcements.

An independent director refers to an individual who fully meets the required qualifications and maintains independence as stipulated in the company's corporate governance policy, aligning with the criteria set by the Capital Market Supervisory Board.

### Nomination Process

The Nomination and Remuneration Committee considers candidates for the company's board of directors through recommendations from other board members, shareholder nominations, external advisory firms, databases of relevant agencies, or other appropriate methods. Once candidates are shortlisted, the committee screens them based on the qualifications set by the board and selection criteria.

## Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No  
over the past year

## Selection of directors and the highest-ranking executive

### Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes  
through the nomination committee

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

## Rights of minority shareholders on director appointment

The Board of Directors has established a policy allowing the Nomination and Remuneration Committee to consider selecting candidates for board membership from a list of nominees proposed by shareholders. The company ensures equal rights for all shareholders by providing them with the opportunity to nominate candidates annually in advance, for a period of three months before the fiscal year-end, through the company's website or by nominating qualified professionals with expertise and experience relevant to the company's business. This process aims to enhance Board Diversity, ensuring a well-balanced board structure comprising directors with knowledge, skills, and experience in various fields. These include expertise in real estate development, accounting and finance, law, related real estate industries, as well as management and administration. This approach ensures that the board's composition aligns with the company's business operations, strategic plans, and long-term goals.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

## Information on the development of directors

### Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. VICHIE RATANABIRABONGSE (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2016: Advanced Audit Committee Program (AACP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> <li>• 2001: Role of the Chairman Program (RCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2015: Corporate Governance for Capital Market Intermediaries (CGI)</li> </ul>
2. Ms. BENYALAK THANYALAKPARK (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> </ul>
3. Ms. KESSARA THANYALAKPARK (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2005: Director Accreditation Program (DAP)</li> <li>• 2005: Director Certification Program (DCP)</li> </ul>
4. Mrs. WEERAPORN CHASIRIYASAVAT (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2024: CFO Professional Development Program (TLCA CFO CPD) No.1/2024</li> <li>• 2024: CFO Professional Development Program (TLCA CFO CPD) No.4/2024</li> <li>• 2024: CFO Professional Development Program (TLCA CFO CPD) No.5/2024</li> <li>• 2017: Anti-Corruption: The Practical Guide (ACPG)</li> </ul>
5. Mr. KAMOL THAMMANICHANOND (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2004: Audit Committee Program (ACP)</li> </ul>
6. Mr. CHAIYOS HEMARAJATA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2017: Audit Committee Forum 2017: The Audit Committee's Role in Compliance and Ethical Culture Oversight</li> </ul>
7. Mr. THEERAWAT THANYALAKPHARK (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> <li>• 2005: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2006: Audit Committee Program (ACP)</li> </ul>
8. Ms. UMAPORN TANYALAKPARK (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2014: Director Accreditation Program (DAP)</li> </ul>
9. POL. GEN. AJIRAVID SUBARNBHESAJ (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2008: Director Accreditation Program (DAP)</li> <li>• 2008: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2008: Audit Committee Program (ACP)</li> </ul>
10. Mr. SAMMA KITSIN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2016: Director Certification Program (DCP)</li> <li>• 2016: Ethical Leadership Program (ELP)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. WORAVIT CHAILIMPAMONTRI (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2008: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2018: Advanced Audit Committee</li> </ul>
12. Mrs. CHUTIMA ATTAVORARAT (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2024: Independent Director Forum 2024 "Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business (IOD)</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

The company has established a corporate governance policy requiring the Board of Directors to conduct a self-assessment at least once a year using the Board Self-Assessment form. This assessment aligns with the guidelines set by the Stock Exchange of Thailand, which are regularly updated to serve as a framework for the Board to review its performance, identify challenges, and address operational issues encountered throughout the year. The evaluation aims to enhance and improve the Board's performance in line with the company's strategic policies.

The Corporate Secretary distributes the assessment forms to all Board members for their annual performance evaluation, consisting of two types: a group assessment and an individual self-assessment. Once completed, the assessments are returned to the Corporate Secretary,

who consolidates and analyzes the results. The final evaluation report is then presented to the Board for review to ensure that objectives are met and necessary improvements are made.

### Evaluation of the duty performance of the board of directors over the past year

The performance evaluation of the Board of Directors and subcommittees is conducted based on a five-level rating system: Excellent, Good, Fairly Good, Satisfactory and Needs Improvement. For the 2024 annual evaluation, the results indicate that the Board's performance was rated as Excellent.

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors conducts an annual performance evaluation of the Chief Executive Officer (CEO). For compensation review, the Board has assigned the Nomination and Remuneration Committee to conduct an initial assessment. The evaluation considers: The CEO's responsibilities and assigned duties, The company's performance compared to its targets, The prevailing economic conditions, Industry benchmarks for similar companies. The committee then reports its findings to the Board for final approval.

Reference link for the performance evaluation criteria for the executives : <https://www.sena.co.th/en/ir/corporate-governance>

## Information on meeting attendance and remuneration payment to each board member

### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

### Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 5  
(times)

Date of AGM meeting : 26 Apr 2024

EGM meeting : No

## Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. VICHIEEN RATANABIRABONGSE (Chairman of the Board of Directors, Independent director)	5	/	5	1	/	1	N/A	/	N/A
2. Ms. BENYALAK THANYALAKPARK (Director)	5	/	5	1	/	1	N/A	/	N/A
3. Ms. KESSARA THANYALAKPARK (Director)	4	/	5	1	/	1	N/A	/	N/A
4. Mrs. WEERAPORN CHAISIRIYASAVAT (Director)	5	/	5	1	/	1	N/A	/	N/A
5. Mr. KAMOL THAMMANICHANOND (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
6. Mr. CHAIYOS HEMARAJATA (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
7. Mr. THEERAWAT THANYALAKPHARK (Director)	5	/	5	1	/	1	N/A	/	N/A
8. Ms. UMAPORN TANYALAKPARK (Director)	5	/	5	1	/	1	N/A	/	N/A
9. POL. GEN. AJIRAVID SUBARNBHESAJ (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
10. Mr. SAMMA KITSIN (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
11. Mr. WORAVIT CHAILIMPAMONTRI (Director, Independent director)	4	/	5	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
12. Mrs. CHUTIMA ATTAVORARAT (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A

## Remuneration of the board of directors

### Types of remuneration of the board of directors

The company has established a policy and criteria for the compensation of the Board of Directors and its sub-committees to ensure that the compensation is fair and reasonable. The Nomination and Remuneration Committee is responsible for reviewing and evaluating the appropriateness of the compensation, considering the responsibilities assigned to the Board and the duties performed that benefit the company. Additionally, the compensation is compared with businesses of similar size and industry. Factors such as the company's performance, achievements, business environment, and overall economic conditions are also taken into account. The compensation for the Board of Directors is regularly reviewed to align with the overall business landscape.

### Remuneration of the board of directors

#### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. VICHIE RATANABIRABONGSE (Chairman of the Board of Directors)			600,000.00		N/A
Board of Directors	300,000.00	N/A	300,000.00	No	
Risk Management Committee	300,000.00	N/A	300,000.00	No	
2. Ms. BENYALAK THANYALAKPARK (Director)			50,000.00		N/A
Board of Directors	50,000.00	N/A	50,000.00	No	
Executive Committee	N/A	N/A	N/A	-	
3. Ms. KESSARA THANYALAKPARK (Director)			40,000.00		N/A



Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	40,000.00	N/A	40,000.00	-	
Executive Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>4. Mrs. WEERAPORN CHAISIRIYASAVAT (Director)</b>			<b>50,000.00</b>		<b>N/A</b>
Board of Directors	50,000.00	N/A	50,000.00	-	
Executive Committee	N/A	N/A	N/A	-	
Corporate Governance and Sustainability Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>5. Mr. KAMOL THAMMANICHANOND (Director)</b>			<b>380,000.00</b>		<b>N/A</b>
Board of Directors	200,000.00	N/A	200,000.00	-	
Audit Committee	100,000.00	N/A	100,000.00	-	
Nomination and Remuneration Committee	60,000.00	N/A	60,000.00	-	
Corporate Governance and Sustainability Committee	20,000.00	N/A	20,000.00	-	
<b>6. Mr. CHAIYOS HEMARAJATA (Director)</b>			<b>400,000.00</b>		<b>N/A</b>
Board of Directors	200,000.00	N/A	200,000.00	-	
Audit Committee	200,000.00	N/A	200,000.00	-	
<b>7. Mr. THEERAWAT THANYALAKPHARK (Director)</b>			<b>50,000.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	50,000.00	N/A	50,000.00	-	
Executive Committee	N/A	N/A	N/A	-	
<b>8. Ms. UMAPORN TANYALAKPARK (Director)</b>			<b>50,000.00</b>		<b>N/A</b>
Board of Directors	50,000.00	N/A	50,000.00	-	
<b>9. POL. GEN. AJIRAVID SUBARNBHESAJ (Director)</b>			<b>200,000.00</b>		<b>N/A</b>
Board of Directors	200,000.00	N/A	200,000.00	-	
<b>10. Mr. SAMMA KITSIN (Director)</b>			<b>230,000.00</b>		<b>N/A</b>
Board of Directors	200,000.00	N/A	200,000.00	-	
Nomination and Remuneration Committee	30,000.00	N/A	30,000.00	-	
<b>11. Mr. WORAVIT CHAILIMPAMONTRI (Director)</b>			<b>240,000.00</b>		<b>N/A</b>
Board of Directors	160,000.00	N/A	160,000.00	-	
Audit Committee	80,000.00	N/A	80,000.00	-	
<b>12. Mrs. CHUTIMA ATTAVORARAT (Director)</b>			<b>240,000.00</b>		<b>N/A</b>
Board of Directors	160,000.00	N/A	160,000.00	-	
Audit Committee	80,000.00	N/A	80,000.00	-	
<b>13. Mr. Pathomporn Tiranasawasdi (Member of the executive committee)</b>			<b>N/A</b>		<b>0.00</b>
Executive Committee	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee	N/A	N/A	N/A	-	
<b>14. Mrs. Wannipa Wuthiwatana</b> (Member of the executive committee)			N/A		0.00
Executive Committee	N/A	N/A	N/A	-	
<b>15. Mr. Phadungchai Ketsuwan</b> (Member of the subcommittee)			N/A		0.00
Nomination and Remuneration Committee	N/A	N/A	N/A	-	
<b>16. Ms. Nitiya Songprapai</b> (Member of the subcommittee)			N/A		0.00
Corporate Governance and Sustainability Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>17. Mrs. Wannipa Wuthiwatana</b> (Member of the subcommittee)			N/A		0.00
Corporate Governance and Sustainability Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
<b>18. Mr. Prakit Aukarasereenont</b> (Member of the subcommittee)			N/A		0.00
Risk Management Committee	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
19. Mrs. Nuntawan Sripaenphuk (Member of the subcommittee)			N/A		0.00
Risk Management Committee	N/A	N/A	N/A	-	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,660,000.00	0.00	1,660,000.00
2. Audit Committee	460,000.00	0.00	460,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	300,000.00	0.00	300,000.00
5. Nomination and Remuneration Committee	90,000.00	0.00	90,000.00
6. Corporate Governance and Sustainability Committee	20,000.00	0.00	20,000.00

#### Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	2,530,000.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	2,530,000.00

#### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of : 0.00  
directors over the past year  
(Baht)

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

When the company invests in another business, it will appoint representatives to the board of directors of that joint venture to monitor whether the joint venture operates in alignment with the company's expectations.

## Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders' agreement)

Policy:

1. The company respects the rights and equal treatment of all stakeholders (Equitable Treatment) and ensures accountability for decisions and actions that are justifiable and explainable (Accountability).
2. The company ensures transparency in disclosing information that is auditable and accessible (Transparency).
3. The company adheres to ethical standards and a code of conduct as the foundation for business operations (Code of Conduct and Code of Ethics).
4. The company fosters growth in subsidiaries and joint ventures and aims to increase long-term value for shareholders while considering the rights of other stakeholders, maintaining a balanced approach between different stakeholders and the company, with fairness to all parties.
5. In situations where the company and its subsidiaries or joint ventures may be bidding for the same project, the company has a policy to avoid competition in its core business areas and will act to maximize benefits for all stakeholders of both the company and its affiliates.
6. The company acknowledges its responsibility in its duties and operates with competence, particularly regarding actions toward stakeholders, especially shareholders (Responsibility).

Management:

1. The company will consider appointing suitable individuals as representatives on the boards and/or as executives of subsidiaries and joint ventures, at least in proportion to its ownership, to oversee and manage business operations.
2. Reports on the appointment of these representatives, along with their qualifications, will be submitted to the board of directors for acknowledgment.
3. The company ensures that operations align with approved authorities and procedures, including full disclosure of information, in compliance with securities and exchange regulations, announcements, orders, or any requirements of the Stock Exchange of Thailand, including regulations on disclosure of connected transactions and the acquisition or sale of assets.
4. The company will report the performance of its subsidiaries and joint ventures to the board of directors every quarter, and in cases of significant matters such as capital increases/reductions or company dissolution, such matters will be presented to the board of directors for approval of any necessary actions.

## Information on the monitoring of compliance with corporate governance policy and guidelines

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest : Yes  
over the past year

The board has established a written policy and guidelines regarding conflicts of interest, which are included in the company's code of business ethics. The code is reviewed annually, with the most recent review conducted on December 20, 2024. The review included updates to the section on conflicts of interest. The company adheres to the guidelines of the Stock Exchange of Thailand and the Securities and Exchange Act to ensure the maximum benefit to the company. It is the responsibility of employees at all levels to carefully address and resolve any conflicts of interest, adhering to principles of integrity, honesty, reasonableness, and independence within the framework of good ethics. Furthermore, the company ensures complete disclosure of information for the overall benefit of the company.

#### Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

#### Prevention of the use of inside information to seek benefits

##### Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes  
information to seek benefits over the past year

The company has established a policy on the use of inside information, with the main objective being to prevent the misuse of the company's inside information for improper personal gain. This policy aims to ensure transparency and prevent directors, executives, and employees from exploiting the company's inside information that has not been disclosed to the public. The policy also covers the buying and selling of the company's securities. It stipulates that directors, executives, and employees at all levels of the company's secretarial office and investor relations department must prepare and submit reports on their holdings and transactions of the company's securities to the company's secretarial office, which will forward them to the Securities and Exchange Commission (SEC) as required by law and regulations whenever there is a change. The company's secretarial office will report the changes in securities holdings of directors and executives to the board of directors on a quarterly basis. In addition, directors and executives of the company (including spouses and minor children) must report changes in their securities holdings to the SEC under Section 59 of the Securities and Exchange Act, B.E. 2535 (as amended), within three business days from the date of the change. They must also provide a copy of the report to the company's secretarial office, which will compile the information and present a summary to the board of directors on a quarterly basis.

#### Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

#### Anti-corruption action

##### Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past : Yes  
year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The company has a commitment to conducting business with integrity, adhering to corporate social responsibility, and considering all stakeholders in line with the principles of good corporate governance and business ethics. The company has also established policies and practices for dealing with various stakeholders to ensure that it has clear responsibilities, practices, and guidelines to prevent corruption in all business activities. To ensure that decisions and business operations, which may involve corruption risks, are carefully considered and executed, the company has developed an "Anti-Corruption Policy" in writing. This policy serves as a clear guideline for business practices and is essential for the sustainable development of the organization.

### Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures : Yes  
over the past year

The company provides channels for reporting tips or complaints from all stakeholders in cases where there are suspicions of violations of the company's business ethics, legal violations, or behaviors indicative of corruption or unequal treatment. The company designates the corporate secretary to handle the reception of complaints or coordinate the information intake. Whistleblowers or complainants also have the option to report directly to the Audit Committee.

### Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

### The monitoring of compliance with other corporate governance policy and guidelines

Under the company's operations, the Board of Directors has assessed the adequacy of the internal control system, covering the organization's risk management and evaluation of corruption risks. This is to ensure that employees have a better understanding and actively participate in risk analysis and assessment, considering both internal and external factors, in order to develop effective strategies for managing and mitigating risks or potential impacts. Additionally, the company has developed a risk management manual for internal use. The company places significant emphasis on preventing corruption, having established a written anti-corruption policy, and promotes strict adherence to this policy. Furthermore, the company reviews the policies, ethics, charters, and operational guidelines at least once a year to ensure they are up-to-date.

### Information on report on the results of duty performance of the audit committee in the past year

#### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. CHAIYOS HEMARAJATA (Chairman of the audit committee)	5	/	5
2 Mr. KAMOL THAMMANICHANOND (Member of the audit committee)	5	/	5
3 Mr. WORAVIT CHAILIMPAMONTRI (Member of the audit committee)	4	/	5
4 Mrs. CHUTIMA ATTAVORARAT (Member of the audit committee)	4	/	4

### The results of duty performance of the audit committee

The Audit Committee met with management and authorized, Assessing the effectiveness of the internal control system, Overseeing audit activities, Managing risk, Supervising the anti-corruption policy and The appointment of the annual auditor was considered.

### Information on summary of the results of duty performance of subcommittees

#### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Executive Committee

Meeting Executive Committee (times) : 28

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. THEERAWAT THANYALAKPHARK (Chairman of the executive committee)	28	/	28
2 Ms. BENYALAK THANYALAKPARK (Member of the executive committee)	28	/	28
3 Ms. KESSARA THANYALAKPARK (Member of the executive committee)	28	/	28
4 Mrs. WEERAPORN CHAISIRIYASAVAT (Member of the executive committee)	28	/	28
5 Mr. Pathomporn Tiranawasdi (Member of the executive committee)	28	/	28
6 Mrs. Wannipa Wuthiwatana (Member of the executive committee)	28	/	28

### The results of duty performance of Executive Committee

The Executive Committee has performed its duties as assigned by the Board of Directors in line with the duties and responsibilities stated by the Executive Committee's charter in the approving the vision, business strategy, business



direction, business policy, goals, guidelines, action plan, the Company's development plan, and the Company's budget to be presented to the Board of Directors for approval and the issuance of rules, regulations, and operational manuals and the scope of responsibilities of the Management to ensure that the operations are carried out in accordance with the procedures in a systematic manner.

## Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 5

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. VICHEN RATANABIRABONGSE (The chairman of the subcommittee)	5	/	5
2 Ms. KESSARA THANYALAKPARK (Member of the subcommittee)	2	/	5
3 Mrs. WEERAPORN CHAISIRIYASAVAT (Member of the subcommittee)	5	/	5
4 Mr. Pathomporn Tiranawasdi (Member of the subcommittee)	3	/	5
5 Mr. Prakit Aukarasereenont (Member of the subcommittee)	4	/	5
6 Mrs. Wannipa Wuthiwatana (Member of the subcommittee)	3	/	5
7 Ms. Nitiya Songprapai (Member of the subcommittee)	5	/	5
8 Mrs. Nuntawan Sripaenphuk (Member of the subcommittee)	2	/	5

## The results of duty performance of Risk Management Committee

The Risk Management Committee is responsible for defining the framework for the company's risk management operations, as well as establishing policies, structures, roles, duties, and responsibilities for those involved in risk management activities. The committee oversees both direct and indirect risks that may arise for the company. Additionally, the committee provides recommendations on risk management strategies that are appropriate for the company's operations, ensuring alignment with the strategic direction and business plans. The committee also supports and develops risk management across all levels of the organization, ensuring continuous and effective management of risks.

## Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 3

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KAMOL THAMMANICHANOND (The chairman of the subcommittee)	3	/	3
2 Mr. Phadungchai Ketsuwan (Member of the subcommittee)	3	/	3
3 Mr. SAMMA KITSIN (Member of the subcommittee)	3	/	3

## The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee has carried out its duties as assigned by the Board of Directors, in accordance with the roles and responsibilities outlined in the committee's charter. In the nomination process, the committee has selected individuals with appropriate qualifications that align with the company's strategy, as well as relevant laws and regulations, and the established procedures for proposing appointments to executive positions, senior management, and those with decision-making authority in the company. Additionally, the committee has presented policies and criteria for determining remuneration and other benefits for the Board of Directors and its sub-committees.

## Meeting attendance Corporate Governance and Sustainability Committee

Meeting Corporate Governance and : 1  
Sustainability Committee (times)

List of Directors	Meeting attendance Corporate Governance and Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KAMOL THAMMANICHANOND (The chairman of the subcommittee)	1	/	1
2 Mrs. WEERAPORN CHAISIRIYASAVAT (Member of the subcommittee)	1	/	1
3 Ms. Nitiya Songprapai (Member of the subcommittee)	1	/	1
4 Mrs. Wannipa Wuthiwatana (Member of the subcommittee)	1	/	1

## The results of duty performance of Corporate Governance and Sustainability Committee

The Corporate Governance and Sustainability Committee has carried out its duties as assigned by the Board of Directors, in accordance with the roles and responsibilities outlined in the committee's charter. The committee has been responsible for considering, establishing, reviewing, and updating policies, manuals, and guidelines for good corporate governance, business ethics, and corporate social responsibility (CSR) that are appropriate for the company. These efforts aim to ensure alignment with international standards of corporate governance within the framework of relevant laws, regulations, and guidelines. The committee also oversees and reviews the internal controls related to anti-corruption measures.

# Corporate Sustainability Policy

## Information on policy and goals of sustainable management

### Sustainability Policy

Sustainability Policy : Yes

The Company is committed to sustainable business growth under strong corporate governance across the entire value chain, with careful consideration of its impact on stakeholders, society, and the environment. The company firmly believes that conducting business based on sustainability principles is a fundamental pillar for long-term stability and growth. Additionally, the company is dedicated to driving positive change for communities, the environment, and the economy, ensuring its operations align with best practices and create value for all stakeholders. To achieve this, the company has established a Sustainability and Corporate Social Responsibility (CSR) Policy as a guiding framework for all operations.

This policy serves as a foundation for the Board of Directors, executives, and employees, encouraging adherence to good corporate governance principles with confidence, integrity, and understanding. The company also fosters a culture of social and environmental responsibility at all levels, supporting communities and society through initiatives that align with their needs. By focusing on long-term improvements in quality of life and well-being, the company ensures a balanced approach to environmental, social, economic, and governance (ESG) considerations in its sustainable development efforts.

Reference link for sustainability policy : <https://www.sena.co.th/en/ir/corporate-governance>

### Sustainability management goals

Does the company set sustainability management goals : No

The Company adheres to and gives priority to conducting business in accordance with the guidelines for sustainable development (Sustainable Development) covering economic, social, environmental and business aspects according to the principles of good corporate governance with regard to relevant stakeholders both in the project area and society as a whole in order to return benefits to the community, society and the environment to remain sustainable.

Currently, The Company will continue to adhere to sustainable development guidelines and apply ESG principles to develop and apply our business operations. by taking responsibility for society, community and environment. Create sustainability, transparency, morality, and auditability according to stock exchange standards. and are seriously concerned about the environment in every dimension.

The company has set sustainability management goals to ensure that its sustainability management is carried out effectively and efficiently. Additionally, the company aligns its sustainability performance with the United Nations Sustainable Development Goals (SDGs). The Company has a policy to conduct business sustainably under short-term and long-term strategies, therefore, has set 3 main factors to drive the business : GREEN ENVIRONMENT, GREAT SOCIAL, and GOOD GOVERNANCE.

United Nations SDGs that align with the organization's sustainability management goals	: Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions
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## Information on review of policy and/or goals of sustainable management over the past year

### Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or : Yes  
goals of sustainable management over the past year

The company is committed to building trust and meeting the expectations of both internal and external stakeholders to ensure sustainable business operations across three key dimensions: strengthening economic resilience, maintaining environmental balance while minimizing impacts, and actively contributing to society. To achieve this, the company continuously develops policies, strategies, and business approaches that remain relevant amid evolving conditions and crises. Over the years, the company has strategically shaped its organizational development to become a sustainable enterprise, prioritizing successful outcomes. The company focuses on three core areas: economic growth, social responsibility, and environmental sustainability.

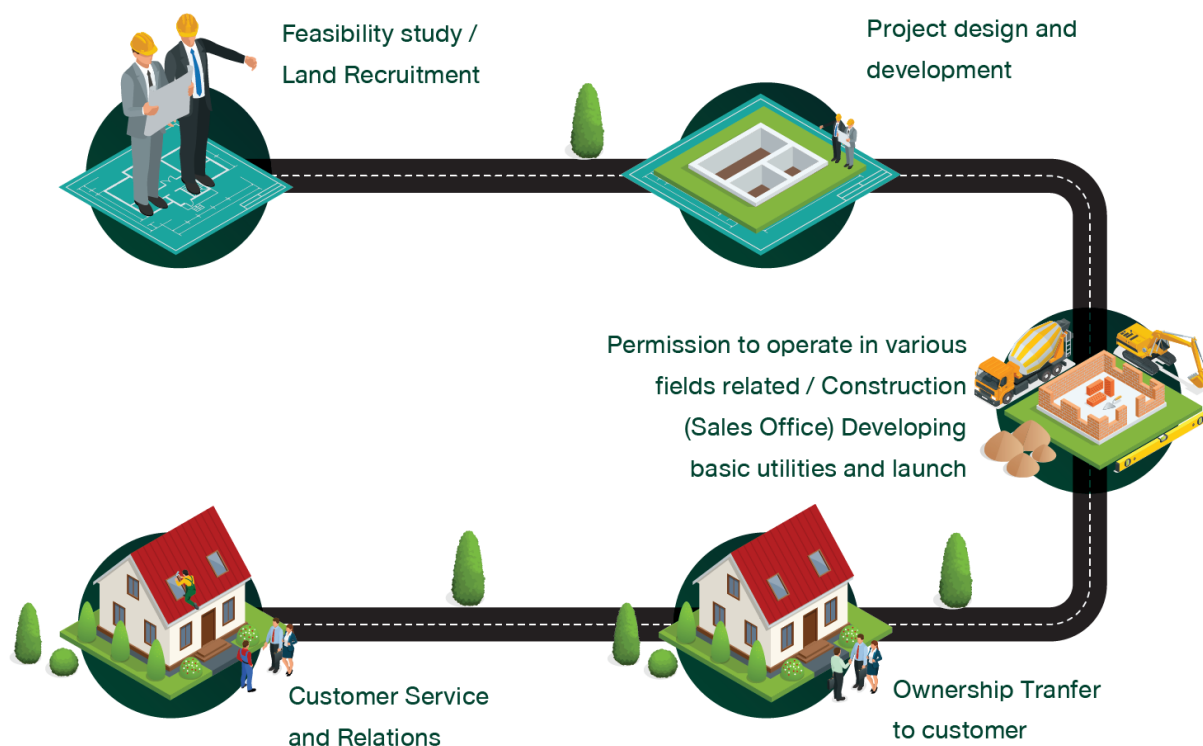
## Information on impacts on stakeholder management in business value chain

### Business value chain

The company analyzes the entire process involved in the development, management, and delivery of real estate, from initial planning to delivery and post-sale care. This process includes the following key stages:

1. Study the feasibility of land procurement projects.
2. Develop project model and project duration.
3. Requesting permission to operate in various related areas/construction (sales office), public utility development
4. Transfer of ownership
5. After-sales service and customer relations

### Business value chain diagram



Business value chain diagram

## Analysis of stakeholders in the business value chain

### Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Competitors</li> <li>• Suppliers</li> <li>• Community</li> <li>• Investors or investment institutions</li> <li>• Shareholders</li> <li>• Employees</li> <li>• Customers</li> <li>• Society</li> </ul>	<ol style="list-style-type: none"> <li>1. Quality of goods and services</li> <li>2. Comprehensive after-sales service</li> <li>3. Fair contracts and rewards</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide services that continuously and consistently meet customer needs.</li> <li>2. Implement a policy of confidentiality and non-disclosure of customer information.</li> <li>3. Select guarantors in a fair and transparent manner.</li> <li>4. The company adheres to principles of equality and fair competition with all business partners.</li> </ol>	<ul style="list-style-type: none"> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Assessment Before And After Using The service and meeting together</li> </ul> </li> </ul>

Diagram of the stakeholder analysis in the business value chain

Stakeholder	Expectations / Needs	Response / Guide	Communication
Customer	<ul style="list-style-type: none"> <li>Quality of goods and services</li> <li>Comprehensive after-sales service</li> </ul>	<ul style="list-style-type: none"> <li>Services that consistently meet the needs of customers</li> <li>There is a policy of non-disclosure of customer information and confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction survey</li> <li>Receiving complaints, suggestions and opinions to improve product quality and style</li> <li>Community relations activities with SENX residents</li> </ul>
Employee	<ul style="list-style-type: none"> <li>Opportunity for advancement in work</li> <li>Compensation and welfare that are appropriate and fair</li> <li>Respecting fundamental universal rights and laws</li> <li>Balance between life and work</li> </ul>	<ul style="list-style-type: none"> <li>Human resource development policy and appropriate compensation and welfare rates</li> <li>Provide equal opportunity for advancement in work for all employees.</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance appraisal</li> <li>Organize an annual policy statement</li> <li>Explore engagement and engagement</li> </ul>
Shareholder / Investor	<ul style="list-style-type: none"> <li>Good performance and continuous growth</li> <li>Dividend payment</li> </ul>	<ul style="list-style-type: none"> <li>Conducting business with fairness and transparency</li> <li>Equitable treatment of all groups of shareholders</li> <li>Disclosure information to shareholders accurately, adequately, and timely.</li> </ul>	<ul style="list-style-type: none"> <li>Organize the annual general meeting of shareholders</li> <li>56-1 One Report</li> <li>Participate in listed company activities, meet investors (Opp Day) organized by the Stock Exchange of Thailand</li> <li>Website <a href="http://www.sena.co.th">www.sena.co.th</a></li> </ul>
Partner	<ul style="list-style-type: none"> <li>Fair contracts and rewards</li> </ul>	<ul style="list-style-type: none"> <li>Fair and transparent selection of business partners</li> <li>The Company adheres to the principles of equal practice and fair competition to all trading partners.</li> </ul>	<ul style="list-style-type: none"> <li>Assessment before and after using the service</li> <li>Meeting together</li> </ul>
Society, Community and Environment	<ul style="list-style-type: none"> <li>Participation in social, community and environmental development</li> <li>Legal Compliance Operate responsibly and not create negative impacts</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of environmental impact prevention and mitigation measures consistent with the environmental impact assessment report. (Environmental Impact Assessment: EIA) on safety and environmental quality maintenance in the operation area.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing the Baan Ruam Thang Dream project All profits are donated to government hospitals.</li> <li>Implement the Scholarship Grant Program</li> <li>Participate in supporting and carrying out activities in promoting religious preservation Thai culture and traditions</li> </ul>
Rival	<ul style="list-style-type: none"> <li>Operate business with transparency under fair trade and competition</li> </ul>	<ul style="list-style-type: none"> <li>The Company has established a policy on the treatment of competitors under the law. Compete with honesty and fairness</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening of good relationship as a partner in the same industry</li> </ul>
Creditor	<ul style="list-style-type: none"> <li>Compliance with the terms and conditions of the contract</li> <li>Fair and transparent business operations</li> <li>Legal Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Honesty compliance with conditions and contracts</li> <li>Compliance with laws related to business</li> <li>Joining the CAC anti-corruption sector</li> </ul>	<ul style="list-style-type: none"> <li>Company Visit project</li> <li>Meetings to exchange information and meet to build good relationships</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>Compliance with applicable laws and requirements</li> <li>Good safety and environmental management of the operation area</li> <li>Disclosure of information in a transparent, complete and timely manner</li> <li>Cooperate and support projects of government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws, regulations, regulations related</li> <li>Conducting business in accordance with the principles of corporate governance and complying with the law Strict regulations and requirements</li> <li>Report information completely and meet the requirements of the law.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in activities and projects of various departments continually</li> <li>Business visit</li> <li>Meeting to discuss</li> </ul>

## Information on organization's material sustainability topics

### Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its : Yes  
sustainability materiality topics

### Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Economic and corporate governance/Social/ Environmental dimension	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Energy Management</li> <li>• Waste and Waste Management</li> <li>• Greenhouse Gas Management</li> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Good Governance</li> <li>• Sustainable Supply Chain Management</li> <li>• Innovation Development</li> <li>• Others : Customer satisfaction and expectations.</li> <li>Human resource development and care. Work safety.</li> </ul>

### Diagram of organization's material sustainability topics

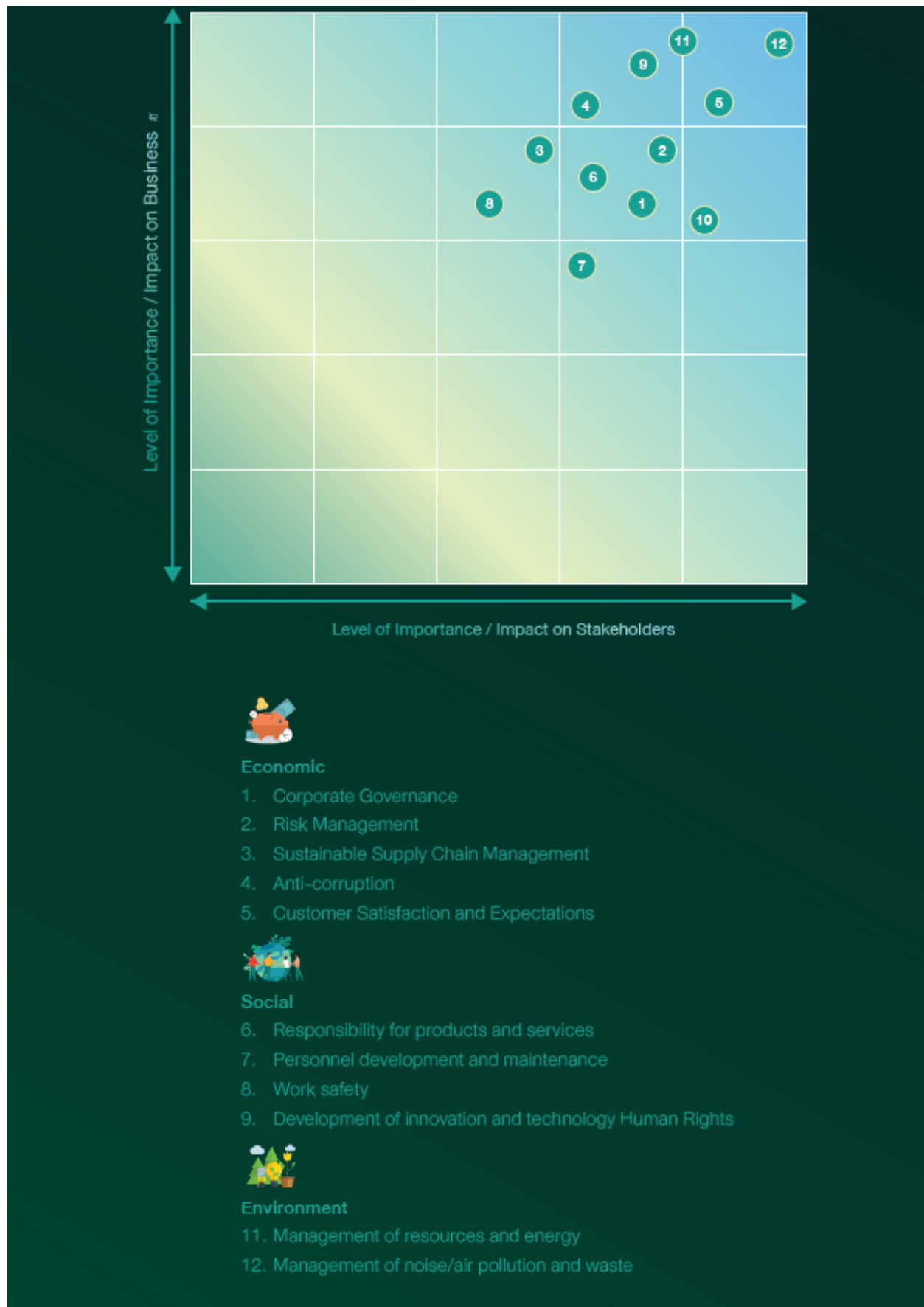


Diagram of organization's material sustainability topics

Information on sustainability report



## Corporate sustainability report

The company's corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://www.sena.co.th/en/ir/sustain-report>

## Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards  
guidelines

# Sustainability risk management

## Information on risk management policy and plan

### Risk management policy and plan

The company operates a real estate development business for sale and provides one-stop housing services. This business may be affected by internal and external risks. The company recognizes these risks. Therefore, the company assesses risks and plans risk prevention measures in every area in addition to studying consumer behaviors to explore demand among target customer groups in terms of location, project development, house designs and price levels, etc. Research is carried out before projects begin and during project operations to effectively reduce risk of changes in consumer behaviors and make minimize sale estimate deviations, reduce liquidity risks and spend the company's investments in project developments effectively.

The company recognizes and sees the importance of corporate management to drive the organization's growth and business expansion with stability, secure financial status and generate appropriate returns for shareholders. The company prepares risk management policies, duties and responsibilities in risk management to prevent and reduce risks or potential effects effectively. Furthermore, the company places importance on preventing corruption. The company specifies the policy on compliance with anti-corruption laws and assesses corruption risks annually by making a policy to prevent involvement in corruption included in the company's corporate governance policy and business ethics manual.

Reference link to risk management policy and plan : <https://www.sena.co.th/en/ir/corporate-governance>

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

## Information on ESG risk factors

### Risk factors on business operation

### Operational risk associated with the Company or the group of companies

#### Risk 1 Transition Risk

Related risk topics : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

ESG risks : Yes

#### Risk characteristics

1. Climate change affects the construction process and project infrastructure.
2. Stricter environmental regulations.
3. Consumer expectations for environmentally friendly project development are increasing.

#### Risk-related consequences

1. Climate change may lead to extreme weather conditions, such as heavy rainfall, flooding, or intense heat, which can affect construction processes and the infrastructure of projects
2. Stricter environmental regulations, such as carbon taxes or requirements to use clean energy, may increase operational costs
3. Consumer expectations for environmentally friendly project development are increasing. Failing to adapt may result in missed competitive opportunities.

### Risk management measures

1. Declaration of commitment to Net-zero to demonstrate dedication to reducing greenhouse gas emissions.
2. Utilizing green technology, such as installing Solar Rooftops in projects and designing buildings according to Green Building standards, with the concept of Sena Low Carbon integrated into every company project. This ensures that customers can experience both the functionality and the measurable carbon reduction values.
3. Planning for natural disaster preparedness by designing drainage systems that can accommodate sufficient rainfall and retention ponds for certain condominium projects. Developing a carbon footprint tracking system and regularly reporting to stakeholders.

### Risk 2 Resource/Material Shortage in Construction

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- ESG risk

ESG risks : Yes

### Risk characteristics

1. The demand for certain types of sustainable construction materials is increasing.
2. Certain materials may face supply shortages due to global market fluctuations
3. Without a good management plan, it could result in project delays or costs exceeding the initial estimates.

### Risk-related consequences

1. The demand for sustainable construction materials that reduce environmental impact has increased, leading to higher costs for certain types of construction materials.
2. Certain materials may face supply shortages due to global market fluctuations or changes in environmental regulations.
3. Without a good management plan, it could result in project delays or costs exceeding the initial estimates.

### Risk management measures

1. Develop relationships with suppliers who meet ESG standards to ensure quality and continuous delivery.
2. Establish a materials inventory to stock essential materials both centrally and at project sites for emergency reserves, and closely monitor the construction materials market conditions.
3. Research and develop the use of alternative materials or innovations that are environmentally friendly, which are part of the development plan to further enhance Sena Low Carbon, in line with the company's project concept.

### Risk 3 Community Engagement

Related risk topics : Strategic Risk

- ESG risk

ESG risks : Yes

### Risk characteristics

1. Project development in the area may impact the community
2. The community has expectations for the project in terms of area development, job creation, and income generation.

### Risk-related consequences

1. Project development in the area may impact the community, such as noise, dust, and heavy traffic. Without preventive measures, conflicts may arise.
2. The community has expectations for the project in terms of area development, job creation, and income generation. If these expectations are not met, it could lead to a negative image of the organization.

### Risk management measures

1. Establish a 'Community Working Group' to communicate and regularly gather feedback from the community, starting from the project initiation and throughout the project's implementation. The group will have a point of contact at the project site to ensure immediate coordination and clear communication flow for addressing concerns with the community at every stage of the project.

2. Establish channels for receiving complaints/suggestions and define a systematic process for addressing issues.
3. Strictly implement the EIA measures by conducting EIA monitoring for every condominium project to maintain the environment in good condition throughout the project's duration.

#### **Risk 4 Human Resource Management and Workplace Safety**

Related risk topics	:	<u>Strategic Risk</u>
		• ESG risk
		<u>Operational Risk</u>
		• Safety, occupational health, and working environment
		• Impact on human rights
ESG risks	:	Yes

##### **Risk characteristics**

1. The risk of accidents on construction sites.
2. The shortage of skilled labor.
3. Employee dissatisfaction may lead to a high turnover rate.

##### **Risk-related consequences**

1. The risk of accidents on construction sites that may arise from a lack of safety measures or insufficient training.
2. The shortage of skilled labor and competition in attracting qualified personnel.
3. Employee dissatisfaction may lead to a high turnover rate, which could affect work performance.

##### **Risk management measures**

1. Develop an Occupational Health & Safety policy with a KPI aiming for zero accidents.
2. Continuously develop training programs for specialized skills and construction safety.
3. Establish a competitive benefits system and promote long-term employee development, such as a clear career path and the promotion of training for skills necessary for career advancement.

#### **Risk 5 Good Corporate Governance**

Related risk topics	:	<u>Strategic Risk</u>
		• ESG risk
		<u>Compliance Risk</u>
		• Corporate Governance
ESG risks	:	Yes

##### **Risk characteristics**

1. A lack of governance and transparency.
2. Failure to comply with laws or government regulations.

##### **Risk-related consequences**

1. A lack of governance and transparency may lead to fraud, corruption, and damage the organization's reputation.
2. Failure to comply with laws or government regulations may result in the company being penalized or losing the trust of stakeholders.

##### **Risk management measures**

1. Establish an Anti-Corruption Policy and procedures, and implement it organization-wide.
2. Establish an Audit Committee and an Internal Audit office to oversee and monitor operations.
3. Develop a feedback system and complaint channels that allow employees and stakeholders to report tips securely and confidentially.

#### **Risk 6 PDPA Compliance**

Related risk topics	:	<u>Strategic Risk</u>
		• Behavior or needs of customers / consumers
		• ESG risk
		<u>Operational Risk</u>
		• Impact on human rights

ESG risks : Yes

#### Risk characteristics

1. The risk of personal data breaches of customers, employees, or business partners.
2. Customer and societal expectations for stricter personal data protection measures.

#### Risk-related consequences

1. The risk of personal data breaches of customers, employees, or business partners may lead to legal penalties and damage the organization's reputation.
2. Customer and societal expectations for stricter personal data protection measures.

#### Risk management measures

1. Establish a Privacy Policy and data security measures, such as data encryption and access control.
2. Provide training for employees at all levels to raise awareness about the importance of personal data and the PDPA practices.
3. Establish an IT Security system that meets standards and regularly conduct vulnerability testing (Penetration Test).

#### Risk 7 Risk from Climate Change

Related risk topics : Strategic Risk

- Climate change and disasters
- Other : Emerging Risk

Operational Risk

- Climate change and disasters
- Impact on the environment

ESG risks : Yes

#### Risk characteristics

Global warming is progressing rapidly, causing more climate fluctuations with significant effects on natural balance. Climate change may cause extreme weather conditions such as heavy rainfall, flooding or extreme heat with effects on project construction processes and infrastructure.

#### Risk-related consequences

Climate change may cause extreme weather conditions such as heavy rainfall, flooding or extreme heat with effects on project construction processes and infrastructure.

#### Risk management measures

The Company assesses the effects of the risk of climate change on business operations and project construction processes. The Company has risk management measures beginning from the Company's declaration of intentions to achieve net zero emissions by 2050 to demonstrate the Company's commitment to reduce greenhouse gas emissions, business operations by using green technologies such as solar rooftop installations in projects, and building designs according to green building standards by laying out a tangible Sena Low Carbon concept for every project of the Company in terms of function and carbon reduction measurements. The Company plans management of natural disasters by designing water drainage systems that support sufficient rainwater, water reservoirs for certain condominium projects, carbon footprint tracking system preparation, and reporting to stakeholders regularly.

#### Risk 8 Risk from Changes of Information Technology and Cyberthreats

Related risk topics : Strategic Risk

- Changes in technologies

Operational Risk

- System disruption risk
- Other : Emerging Risk

ESG risks : Yes

#### Risk characteristics

Information technology currently plays a significant role in business operations. Technology is used in work processes to

enhance work flexibility and speed. Use of information technology comes with opportunities and risks from cyberthreats. Therefore, cyberthreats are a significant issue with effects on the Company's operations. Problems related to the Company's information technology system and access to personal data possessed by the Company would affect the Company's operations and reputation.

#### **Risk-related consequences**

Cyberthreats are a significant issue with effects on the Company's operations. Problems related to the Company's information technology system and access to personal data possessed by the Company would affect the Company's operations and reputation.

#### **Risk management measures**

Therefore, the Company has an information technology safety policy to ensure the Company's personnel, users, executives or associates recognize the importance of information technology security. The Company sets information technology security policies such as computer network improvements to ensure readiness of use in order to avoid network and server failures and ensure systems are able to function continually, and the Company sets strict safety control measures such as firewalls, antivirus systems, data access rights based on the work characteristics of each agency, placement of networks and data backup centers for emergency management in order to ensure business continuity, etc. This is to ensure the Company's information technology and computer systems function without causing effects on business operations. In addition, the Company stipulates that systems be used properly in line with provisions of laws on computer-related offenses, the Personal Data Protection Act, and other relevant laws, along with protecting against threats of potential damage to the Company.

### **Information on business continuity plan (BCP)**

#### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : Yes

Currently, the business environment is rapidly changing, and there are risks associated with uncertainties in various factors that may impact business operations. SENX Public Company Limited and its affiliates (the "Company") recognize the importance of preparing a Business Continuity Management Plan (BCM), implementing management procedures, and ensuring the readiness of all employees. This is to ensure uninterrupted business operations, protect the company's interests, and build confidence among stakeholders. The Company has established the following Business Continuity Management Policy:

1. Develop a Business Continuity Management (BCM) system in accordance with business continuity management standards.
2. Assign the Executive Committee the highest responsibility for overseeing enterprise-wide risk management, including business continuity management. The committee is responsible for reviewing related policies before submitting them for approval by the Board of Directors and for establishing frameworks and processes for business continuity management.
3. Establish a task force to manage emergency situations, assess the severity of incidents, define response measures, and monitor the evolving situation.
4. Assign the risk management team to oversee the overall business continuity management system and coordinate with representatives from key business process units.
5. Ensure the risk management team is responsible for developing the Business Continuity Management (BCM), defining testing methods, and making necessary updates to ensure accuracy and relevance.
6. Encourage executives and employees to be aware of, support, and comply with the company's business continuity management policy as part of fostering a risk-aware culture within the organization.

Reference link to business continuity plan (BCP) : <https://www.sena.co.th/en/ir/corporate-governance>

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

Link for company's sustainable supply chain management policy and guidelines : <https://www.sena.co.th/en/ir/56-1-one-report>

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The company, emphasizes supply chain management not only to enhance operational efficiency and prevent negative impacts or damage to the organization's reputation, but also to improve transparency in procurement and contracting. Partners, therefore, are key stakeholders with an important role in ensuring the sustainability of the company's operations. As a result, managing relationships with partners to ensure the delivery of quality products and services, while adhering to principles of governance and responsibility towards the economy, society, and the environment (ESG), is considered crucial. This approach enhances business opportunities and helps mitigate risks in the supply chain, ensuring the continuity of operations. The company has established a Supplier Code of Conduct, with the goal of encouraging partners to apply it in their operations, aligning with the company's principles and promoting responsible business practices that consider the environment, society, and governance. This collaboration aims to build sustainability in business operations.

Reference link to sustainable supply chain management plan : <https://www.sena.co.th/en/ir/56-1-one-report>

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	N/A	100.00

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.sena.co.th/en/ir/corporate-governance/>

### Information on key suppliers acknowledging compliance with the supplier code of conduct

#### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	100.00



## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : Yes

Reference link for Research and development policy : <https://www.sena.co.th/en/ir/corporate-governance/>

### Information on process of developing and promoting the company's innovation culture

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes  
innovation culture

The company recognizes the importance of developing products and services under the concept of "**Eco-Innovation**" to create a balance between consumers' quality of life and environmental conservation. By integrating new technologies and innovations, the company enhances various types of housing to maximize long-term benefits. Additionally, it elevates service quality through digital platforms to comprehensively meet customer needs as follows:

**1. Zero Energy House** The company has designed homes that minimize dependence on external energy, aiming to achieve near-zero energy consumption. These homes utilize materials and construction techniques that reduce indoor heat, incorporate solar cell systems for self-sufficient electricity generation, and feature well-ventilated structures to optimize airflow. This design effectively reduces energy consumption from air conditioning and other appliances, making it well-suited to Thailand's climate. Besides lowering long-term electricity costs, these homes cater to consumers seeking environmentally friendly residential projects.

You can find more information at <https://sustainability.sena.co.th/house-concept-zero/>

**2. Condo Low Carbon** Inspired by the 'Zero Energy House' concept from Hankyu Hanshin Properties Corp., Japan, and Smart City principles, SENA has developed Smart Tech features within its residential projects. These include Smart Energy, Smart Mobility, Smart Living, Smart Environment, Smart People, and Smart Governance, all aimed at enhancing residents' quality of life while reducing their carbon footprint. Living at SENA means effortlessly contributing to sustainability—simply by going about daily life, residents effectively help "plant trees" every day.

You can find more information at <https://sustainability.sena.co.th/sena-low-carbon/>

**3. LivNex** To support aspiring homeowners who are not yet ready for bank loans or lack credit history, the company developed **LivNex**, a program allowing customers to "live first" while building their financial history. Once they are financially ready, they can easily apply for a loan and transfer ownership. This innovative model enhances accessibility to homeownership, with support from GH Bank's Financial School, offering financial education and guidance. Additionally, a rent-to-own **system** helps customers develop financial discipline, providing a reliable credit assessment tool when applying for a mortgage. This redefines the future of real estate purchasing, making homeownership more attainable.

You can find more information at <https://livnex.co/>

#### 4. Application

To streamline communication and convenience for residents, the company developed the **SENA 360° application**—a central communication platform connecting the company with homeowners. The app offers comprehensive residential management solutions, ensuring seamless interaction and enhanced service experiences.

You can find more information at <https://application.sena.co.th/whats-new/>

Reference link for process of developing and promoting the : <https://sustainability.sena.co.th/>  
company's innovation culture

### Information on innovation development benefits and research and development (R&D)

## expenses

### Benefits of innovation development

#### Financial benefits

Does the company measure the financial benefits from : No  
innovation development?

#### Non-financial benefits

Does the company measure the non-financial benefits from : No  
innovation development?

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