



## **Board of Directors and Subcommittee Self-Assessment**

# Board of Directors and Subcommittee Self-Assessment

## 1) Frameworks and Standards Used in Developing the Assessment

- 1.1) To align with the Corporate Governance Code for Listed Companies issued by the Securities and Exchange Commission, Thailand (SEC).
- 1.2) To align with the Corporate Governance Report of Thai Listed Companies (CGR) criteria developed by the Thai Institute of Directors Association (IOD).
- 1.3) To reflect the sustainability development approach and ESG principles of the Stock Exchange of Thailand (SET), covering environmental, social, and governance considerations.

## 2) Objectives

- 2.1) The Board of Directors and subcommittees conduct self-assessments at least once a year. The objective is to enable the Board to collectively review its performance and use the results as a basis for continuous improvement and development. The assessment covers both collective Board performance and individual director performance.
- 2.2) To promote regular annual self-assessment, the Company applies the sample assessment forms of the Stock Exchange of Thailand as a reference for Self-Evaluation and Cross-Evaluation of the Board of Directors. The assessment is divided into three categories: Assessment Form 1, Assessment Form 2, and Assessment Form 3.
  - **Assessment Form 1: Board of Directors Self-Assessment**, used to evaluate the overall effectiveness of the Board of Directors.
  - **Assessment Form 2: Individual Self-Assessment of Directors and Subcommittee Members**, used to assess whether each director performs his or her duties appropriately and effectively.
  - **Assessment Form 3: Subcommittee Self-Assessment**, used to evaluate the performance of each subcommittee appointed by the Board of Directors.

### 3) Scoring Methodology

The scoring methodology is standardized to enable the Board to compare assessment results by topic and compare performance year-on-year. The criteria are as follows:

Score	Interpretation
0	Strongly disagree, or no implementation of the matter assessed.
1	Disagree, or limited implementation of the matter assessed.
2	Agree, or moderate implementation of the matter assessed.
3	Mostly agree, or good implementation of the matter assessed.
4	Strongly agree, or excellent implementation of the matter assessed.

## Summary of Board and Subcommittee Self-Assessment Results

The following table presents the summarized assessment outcomes for the Board of Directors, individual directors, anonymous cross-evaluation, and subcommittees. The terminology has been aligned with governance disclosure language used in investor-facing reports.

Assessment category	Respondents	Structure and qualifications	Roles, duties and responsibilities	Board / committee meetings	Directors' performance of duties	Relationship with management	Training and development	Average score
Board of Directors self-assessment - collective Board	15	3.92	3.75	3.96	3.96	3.99	3.93	<b>3.91</b>
Individual self-assessment of directors	15	3.97	3.95	3.95	-	-	-	<b>3.95</b>
Anonymous cross-evaluation	15	3.94	3.99	3.90	-	-	-	<b>3.97</b>
Audit Committee	4	4.00	3.96	3.96	-	-	-	<b>3.97</b>
Nomination and Remuneration Committee	3	4.00	3.94	4.00	-	-	-	<b>3.97</b>
Risk Management and Corporate Governance Committee	3	4.00	4.00	3.94	-	-	-	<b>3.99</b>
Sustainability Committee	3	3.95	3.94	3.94	-	-	-	<b>3.95</b>

## Assessment Form 1: Board of Directors Self-Assessment

This form assesses the effectiveness of the Board of Directors as a collective governing body, covering Board composition, responsibilities, meetings, performance of duties, engagement with management, and director development.

### 1. Board Structure and Qualifications - Weight 20%, Average Score 3.92

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
<b>1. Board Structure and Qualifications</b>				<b>51</b>	<b>772</b>	<b>20%</b>	<b>3.92</b>
1.1 The total number of directors on the Board is appropriate for the nature and complexity of the Company's business and supports the effective performance of the Board as a whole.					15		
1.2 The Board comprises members with diverse knowledge and experience, including skills, professional background, capabilities, specific attributes, gender and age profiles necessary to achieve the Company's objectives and core goals. The Company maintains a Board skills matrix to ensure that the overall Board composition is sufficiently qualified to support effective Board performance.					15		
1.3 At least one non-executive director has experience in the Company's core business or industry.					15		
1.4 The number of independent directors is appropriate and supports the effective performance of the Board as a whole.				4	11		
1.5 The number of non-executive directors is appropriate and supports the effective performance of the Board as a whole.				3	12		
1.6 The number of executive directors is appropriate and supports the effective performance of the Board as a whole.				2	13		
1.7 The Company's definition of independent director is appropriate for the Company's specific circumstances.				4	11		
1.8 The nomination process for qualified director candidates is transparent, fair, and not subject to undue influence by any individual.					15		
1.9 The Audit Committee possesses appropriate qualifications to perform its duties effectively in accordance with its Charter.					15		
1.10 The Remuneration Committee possesses appropriate qualifications to effectively perform the duties delegated by the Board.				1	14		

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
1.11 The Nomination Committee possesses appropriate qualifications to effectively perform the duties delegated by the Board.					15		
1.12 The Company has established an appropriate limit on the number of listed companies in which each director may hold directorships.					15		
1.13 The establishment of subcommittees is appropriate and sufficient.				1	14		
1.14 The qualifications and appointment of the Company Secretary are appropriately considered.				2	13		

## 2. Board Roles, Duties and Responsibilities - Weight 19%, Average Score 3.75

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
<b>2. Board Roles, Duties and Responsibilities</b>				<b>42</b>	<b>1,700</b>	<b>19%</b>	<b>3.75</b>
2.1 The Board gives sufficient attention and time to reviewing the Board Charter, which sets out the duties and responsibilities of the Board and serves as a reference for all directors. The Charter clearly separates the roles of the Board and the Managing Director and is reviewed at least annually to remain aligned with the Company's direction.					15		
2.2 The Board gives appropriate attention to defining the role and responsibilities of the Chairman, as reflected in the Board Charter.					15		
2.3 The Board gives appropriate attention to defining the qualifications, nomination process and appointment of the Managing Director, ensuring suitable knowledge, capability and experience relevant to the Company's core business or industry.					15		
2.4 The Board gives sufficient attention and time to considering key matters related to strategic direction, business plans, current operating environment, opportunities and acceptable risk appetite.					15		
2.5 The Board gives sufficient attention and time to developing or reviewing the Company's objectives, targets and medium-term strategy of three to five years to				1	14		

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
ensure that annual strategies and plans consider longer-term impacts within a reasonably foreseeable horizon.							
2.6 The Board gives sufficient attention and time to setting objectives, policies, strategies and action plans for sustainable development that align with the Company's business operations across economic, social and environmental dimensions.				1	14		
2.7 When setting annual strategies and plans, the Board gives sufficient attention and time to identifying material sustainability topics through analysis of the operating environment, factors and risks that may affect relevant stakeholders across the value chain, as well as factors that may affect the achievement of the Company's core objectives.					15		
2.8 The Board promotes innovation, including the use of innovation and technology to enhance competitiveness and respond to stakeholder expectations, while maintaining responsibility for society and the environment.				2	13		
2.9 The Board gives sufficient attention and time to considering or reviewing the Company's corporate governance policy.					15		
2.10 The Board gives sufficient attention and time to overseeing compliance with the corporate governance policy approved by the Board.				2	13		
2.11 The Board gives sufficient attention and time to considering or reviewing the Company's Code of Conduct.				1	14		
2.12 The Board gives sufficient attention and time to overseeing compliance with the Code of Conduct approved by the Board.				2	13		
2.13 The Board has established a fair process for considering transactions involving conflicts of interest on an arm's-length basis.				1	14		
2.14 The Board considers whether transactions involving conflicts of interest follow the established process and are in the best interests of the Company.					15		
2.15 The Board ensures that connected transactions comply with applicable rules and requirements.				1	14		
2.16 The Board gives sufficient attention and time to reviewing whether the Company has an adequate internal control system to support successful operations.					15		
2.17 The Board gives sufficient attention and time to considering or reviewing the Company's risk policy and risk management approach.					15		

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
2.18 The Board gives sufficient attention and time to evaluating the effectiveness of risk management implemented by management.				1	14		
2.19 The Board has established whistleblowing, follow-up and whistleblower protection policies.					15		
2.20 The Board has established a policy requiring directors, the Managing Director and senior executives to report trading of the Company's securities, with such reports included as an agenda item at Board meetings.					15		
2.21 The Board regularly monitors management performance to ensure alignment with Board policies and resolutions.				1	14		
2.22 The Board gives sufficient attention and time to overseeing the preparation of financial statements in accordance with generally accepted accounting standards.					15		
2.23 The Board gives sufficient attention and time to ensuring that the Company discloses material information in accordance with applicable rules.					15		
2.24 The Board gives sufficient attention and time to establishing an appropriate and transparent process for determining director remuneration.				1	14		
2.25 The Board gives sufficient attention and time to considering director remuneration under the established process for shareholder approval.					15		
2.26 The Board gives sufficient attention and time to considering the remuneration policy for senior executives.					15		
2.27 The Board gives sufficient attention and time to defining performance evaluation criteria for the Managing Director. The criteria include both financial and non-financial performance indicators, covering sustainability-related matters across economic, social and environmental dimensions, such as market share expansion, customer satisfaction, employee satisfaction, respect for human rights, and efficient use of energy or resources.					15		
2.28 The Board gives sufficient attention and time to evaluating the Managing Director's performance against the established criteria and aligning the Managing Director's remuneration with the evaluation results.					15		
2.29 The Board clearly defines policies and procedures regarding external directorships held by the Managing Director and senior executives, including the types of directorships and the number of companies in which such positions may be held.					15		

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
2.30 The Board oversees that significant matters, including matters required by law and matters that may affect the Company's strategic direction, are submitted for shareholder consideration or approval and included in the shareholders' meeting agenda as appropriate.					15		
2.31 The Board gives sufficient attention and time to conducting annual performance evaluations of the Board, subcommittees and individual directors, and uses the results to support further development of Board performance.					15		

### 3. Board Meetings - Weight 17%, Average Score 3.96

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
<b>3. Board Meetings</b>				<b>21</b>	<b>632</b>	<b>17%</b>	<b>3.96</b>
3.1 Directors are informed of the annual Board meeting schedule in advance, enabling them to allocate sufficient time to attend each meeting.					15		
3.2 The number of Board meetings is appropriate to enable the Board to perform its duties effectively and oversee the Company's successful business operations.					15		
3.3 Board meeting agendas are appropriate and support the effective performance of Board duties.				2	13		
3.4 Where the roles of Chairman and Managing Director are not clearly separated, the Board gives importance to checks and balances between the Board and management by appointing an independent director to participate in setting Board meeting agendas.					15		
3.5 Directors receive meeting materials in advance and have sufficient time to review information before meetings.					15		
3.6 Information provided in meeting materials is sufficient to support directors' decision-making.				3	12		
3.7 The Board can request additional information necessary for decision-making in the best interests of the Company and, where necessary, may obtain independent opinions from external advisors or professionals at the Company's expense.				2	13		

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
3.8 The Board meeting environment enables all directors to express constructive views and is not dominated by any individual.					15		
3.9 Directors can fully discuss material issues at Board meetings.					15		
3.10 Directors with conflicts of interest do not participate in decision-making on relevant transactions.					15		
3.11 The Board has established a policy allowing non-executive directors to meet among themselves as necessary to discuss management-related matters of interest without management present, and to inform the Managing Director of the meeting outcomes.					15		

#### 4. Directors' Performance of Duties - Weight 15%, Average Score 3.96

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
<b>4. Directors' Performance of Duties</b>				<b>21</b>	<b>632</b>	<b>17%</b>	<b>3.96</b>
4.1 Directors prepare for and study relevant information sufficiently before Board meetings.					15		
4.2 Directors attend Board meetings regularly.				2	13		
4.3 Directors express opinions independently.					15		
4.4 Directors exercise neutrality when considering matters and make voting decisions independently without inappropriate influence.					15		
4.5 Directors provide views that are beneficial to the Company's operations.					15		
4.6 Directors understand which matters are material and allocate appropriate time to consider such matters without spending excessive time on immaterial issues.				1	14		
4.7 Directors accept differing opinions without creating conflict.				1	14		

## 5. Relationship with Management - Weight 13%, Average Score 3.99

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
<b>5. Relationship with Management</b>				<b>21</b>	<b>632</b>	<b>17%</b>	<b>3.96</b>
5.1 Directors can have open and candid discussions with the Managing Director.					15		
5.2 The Board maintains a constructive relationship with management.					15		
5.3 The Managing Director can seek advice from directors when necessary.					15		
5.4 The Board does not interfere with the execution of management responsibilities.					15		
5.5 The Board participates appropriately in considering solutions when management performance deviates from the approved business plan and budget.				1	14		

## 6. Director Self-Development and Executive Development - Weight 16%, Average Score 3.93

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
<b>6. Director Self-Development and Executive Development</b>				<b>18</b>	<b>336</b>	<b>16%</b>	<b>3.93</b>
6.1 Directors understand the roles, duties and responsibilities of being a director.					15		
6.2 Directors have sufficient knowledge and understanding of the Company's business to perform their duties effectively.				2	13		
6.3 Directors actively seek information and monitor significant developments in the economy, industry, regulatory changes and competitive environment to enhance the effectiveness of their duties.					15		

Assessment item	Assessment Results						Average Score
	0	1	2	3	4	Weight	
6.4 The Board promotes director training to strengthen understanding of directors' responsibilities.				3	12		
6.5 When a new director is appointed, the Board ensures that management provides documents or a briefing to enable the director to understand the business and director responsibilities.					15		
6.6 The Board has established a succession plan to ensure continuity in senior executive positions and prevent disruption to business operations.				1	14		

## Weighted Summary - Board of Directors Self-Assessment

Board of Directors' Self-Assessment Results for 15 Directors						Assessment topic	Average score	Weighted score
1. Board structure and qualifications			51	772		20%	3.92	0.78
2. Board roles, duties and responsibilities			42	1,700		19%	3.75	0.71
3. Board meetings			21	632		17%	3.96	0.67
4. Directors' performance of duties			12	404		15%	3.96	0.59
5. Relationship with management			3	296		13%	3.99	0.52
6. Director self-development and executive development			18	336		16%	3.93	0.63
<b>Summary of Overall Board Self-Assessment Results</b>							<b>3.86</b>	<b>3.91</b>

## Assessment Form 2: Individual Self-Assessment of Directors and Subcommittee Members

This form evaluates whether each director or subcommittee member has performed his or her duties appropriately and effectively.

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weigh		
<b>1. Board Structure and Qualifications</b>				<b>3</b>	<b>116</b>	<b>30%</b>	<b>3.97</b>	<b>1.19</b>
1.1 The director has qualifications, knowledge and experience appropriate to the Company's business.				1	14			
1.2 For independent directors or subcommittee members assigned specific duties, the director has qualifications, knowledge and experience appropriate to the assigned role.					15			
<b>2. Board Meetings</b>				<b>9</b>	<b>228</b>	<b>30%</b>	<b>3.95</b>	<b>1.19</b>
2.1 The director studies meeting materials and relevant information before the meeting.				1	14			
2.2 During meetings, the director provides appropriate and constructive opinions that benefit the meeting.					15			
2.3 The director abstains from attending and voting on matters in which he or she has an interest.					15			
2.4 Where the director serves as Chairman or acts as meeting chair, the director facilitates meetings effectively.				2	13			
<b>3. Roles, Duties and Responsibilities</b>				<b>12</b>	<b>284</b>	<b>40%</b>	<b>3.95</b>	<b>1.58</b>
3.1 The director performs duties effectively in accordance with applicable laws, regulations and the Charter, such as business planning and oversight of financial statement preparation in accordance with accounting standards.					15			
3.2 The director devotes sufficient time and commitment to performing duties for the Company.					15			
3.3 The director does not interfere with management operations.				1	14			
3.4 The director appropriately oversees and monitors management performance.				1	14			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weigh		
3.5 The director continuously develops and learns to enhance the skills required to perform duties.				2	13			
<b>Average Individual Self-Assessment Results of the Board and Board Committees for 15 Directors</b>						<b>100%</b>	<b>3.95</b>	<b>3.95</b>

**Average score for individual self-assessment of directors and subcommittee members:  
3.95.**

## Assessment Form 3.0: Anonymous Cross-Evaluation

This form provides an anonymous cross-evaluation of Board and subcommittee performance, supporting independent feedback and continuous improvement.

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
<b>1. Structure and Qualifications of Subcommittees</b>			<b>2</b>	<b>6</b>	<b>408</b>	<b>7%</b>	<b>3.94</b>	<b>0.28</b>
1.1 The number of subcommittees is appropriate.			1	2	12			
1.2 Subcommittees comprise persons with knowledge, experience and qualifications suitable for performing duties effectively in accordance with their Charters.					15			
1.3 The number of independent directors on subcommittees is appropriate.					15			
1.4 The composition of each director category is appropriate, including non-executive directors, executive directors and independent directors.					15			
1.5 The Company's definition of independent director is appropriate for the Company's specific circumstances.					15			
1.6 The nomination process for qualified subcommittee members is transparent, fair and not subject to undue influence by any individual.					15			
1.7 The Company has established an appropriate limit on the number of listed companies in which each subcommittee member may hold directorships.					15			
<b>2. Subcommittee Meetings</b>				<b>9</b>	<b>348</b>	<b>13%</b>	<b>3.90</b>	<b>0.51</b>
2.1 Subcommittee members are informed of the annual meeting schedule in advance.					15			
2.2 The number of subcommittee meetings is appropriate.				3	12			
2.3 Each subcommittee meeting agenda is allocated sufficient and appropriate time.					15			
2.4 Subcommittee members receive meeting materials in advance and have time to review the information.					15			
2.5 The meeting environment enables constructive expression of opinions.					15			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
2.6 Members with conflicts of interest do not participate in decision-making on relevant transactions.					15			
<b>3. Board Committee Oversight and Compliance</b>								
<b>3.1 Audit Committee</b>				<b>3</b>	<b>416</b>	<b>20%</b>	<b>3.99</b>	<b>0.80</b>
3.1.1 Review that the Company's financial statements are accurate and reliable.					15			
3.1.2 Review that the Company complies with applicable laws and regulations.					15			
3.1.3 Review that the Company has an effective internal audit system.					15			
3.1.4 Consider connected transactions and transactions involving conflicts of interest to ensure compliance with relevant rules.					15			
3.1.5 Provide opinions on the appointment and removal of the Head of Internal Audit.				1	14			
3.1.6 Consider the selection, appointment, removal and remuneration of the external auditor.					15			
3.1.7 Ensure that management establishes an appropriate grievance and complaint-handling process.					15			
<b>3.2 Nomination and Remuneration Committee</b>				<b>9</b>	<b>348</b>	<b>20%</b>	<b>3.97</b>	<b>0.79</b>
3.2.1 Define qualifications for directors or senior executives to be nominated, consistent with applicable rules and the nature of the business.					15			
3.2.2 Consider and shortlist candidates for submission to the Board for approval.					15			
3.2.3 Establish development and succession planning programmes for directors and executives.					15			
3.2.4 Plan continuous training and development for directors.				3	12			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
3.2.5 Consider the approach to determining remuneration for directors and senior executives, including both monetary and non-monetary remuneration.					15			
3.2.6 Establish fair remuneration methods and criteria, such as benchmarking remuneration against companies in the same industry.					15			
<b>3.3 Risk Management and Corporate Governance Committee</b>				<b>3</b>	<b>536</b>	<b>20%</b>	<b>3.99</b>	<b>0.80</b>
3.3.1 Propose good corporate governance practices to the Board and provide recommendations to the Board.					15			
3.3.2 Oversee that directors and management comply with good corporate governance principles.					15			
3.3.3 Review corporate governance practices and compare them with international practices to support alignment with global standards.					15			
3.3.4 Establish the framework and approach for anti-corruption.					15			
3.3.5 Oversee enterprise risk management to ensure alignment with strategic plans, business objectives and changing circumstances.					15			
3.3.6 Provide recommendations, monitoring approaches and evaluation of risk management to the Risk Management and Internal Control Committee.				1	14			
3.3.7 Consider potential risks and establish effective risk control measures.					15			
3.3.8 Support the work of the Risk Management Working Group.					15			
3.3.9 Report performance results to the Board of Directors.					15			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
<b>3.4 Sustainability Committee</b>				<b>3</b>	<b>356</b>	<b>20%</b>	<b>3.99</b>	<b>0.80</b>
3.4.1 Define appropriate sustainability directions and action plans that are consistent with Company policy.					15			
3.4.2 Oversee, monitor and review sustainability performance, drive implementation, and promote participation in projects under the sustainability framework with relevant internal and external parties.				1	14			
3.4.3 Establish policies and practices for social, community and environmental responsibility, including Corporate Social Responsibility (CSR), and monitor appropriate implementation.					15			
3.4.4 Build a sustainability culture and communicate sustainability knowledge and awareness to directors, executives, employees at all levels, business partners and all relevant stakeholders.					15			
3.4.5 Support the work of the Sustainability Working Group.					15			
3.4.6 Report sustainability performance and prepare the sustainability report for submission to the Board of Directors.					15			
<b>Average Cross-Assessment Results</b>							<b>3.97</b>	<b>3.97</b>

**Average score from anonymous cross-evaluation: 3.97.**

## Assessment Form 3.1: Board Committee Self-Assessment – Audit Committee

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
<b>1. Structure and qualifications</b>					<b>112</b>	<b>10%</b>	<b>4.00</b>	<b>0.60</b>
1.1 The number of Board Committee members is appropriate.					4			
1.2 The Board Committee comprises members with the knowledge, experience, and qualifications appropriate for effectively performing their duties in accordance with the prescribed Charter.					4			
1.3 The number of independent directors serving on the Board Committee is appropriate.					4			
1.4 The composition of directors by category is appropriate, including non-executive directors, executive directors, and independent directors.					4			
1.5 The Company's definition of independent director is appropriate for the Company's specific business characteristics.					4			
1.6 The nomination process for qualified candidates to serve as Board Committee members is transparent, fair, and free from undue influence by any individual.					4			
1.7 The Company has appropriately defined the maximum number of listed companies in which each Board Committee member may hold directorships.					4			
<b>2. Committee meetings</b>				<b>3</b>	<b>92</b>	<b>15%</b>	<b>3.96</b>	<b>0.99</b>
2.1 Board Committee members were informed of the annual meeting schedule in advance.					4			
2.2 The frequency of Board Committee meetings is appropriate.				1	3			
2.3 Adequate time is allocated for each Board Committee meeting agenda item.					4			
2.4 Board Committee members received meeting materials in advance and had sufficient time to review the information.					4			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
2.5 The meeting environment of the Board Committee supports constructive discussion and exchange of views.					4			
2.6 Directors with a conflict of interest did not participate in the decision-making process for the relevant transaction.					4			
<b>3. Roles, duties and responsibilities</b>				<b>3</b>	<b>108</b>	<b>75%</b>	<b>3.96</b>	<b>3.97</b>
3.1 Review the accuracy and reliability of the Company's financial statements.					4			
3.2 Review the Company's compliance with applicable laws and regulations.					4			
3.3 Review the adequacy and effectiveness of the internal audit system.					4			
3.4 Review related-party transactions and transactions involving conflicts of interest to ensure compliance with applicable rules and requirements.					4			
3.5 Provide recommendations on the appointment and removal of the Head of Internal Audit.					4			
3.6 Consider the selection, nomination, removal, and remuneration proposal for the external auditor.					4			
3.7 Ensure that management has established an appropriate whistleblowing and complaint-handling process.				1	3			
<b>Overall Audit Committee Assessment Score</b>							<b>3.98</b>	<b>3.97</b>

**Average Audit Committee Self-Assessment Score: 3.97.**

## Assessment Form 3.2: Board Committee Self-Assessment – Nomination and Remuneration Committee

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
<b>1. Structure and qualifications</b>					<b>84</b>	<b>10%</b>	<b>4.00</b>	<b>0.60</b>
1.1 The number of Board Committee members is appropriate.					3			
1.2 The Board Committee comprises members with the knowledge, experience, and qualifications appropriate for effectively performing their duties in accordance with the prescribed Charter.					3			
1.3 The number of independent directors serving on the Board Committee is appropriate.					3			
1.4 The composition of directors by category is appropriate, including non-executive directors, executive directors, and independent directors.					3			
1.5 The Company's definition of independent director is appropriate for the Company's specific business characteristics.					3			
1.6 The nomination process for qualified candidates to serve as Board Committee members is transparent, fair, and free from undue influence by any individual.					3			
1.7 The Company has appropriately defined the maximum number of listed companies in which each Board Committee member may hold directorships.					3			
<b>2. Committee meetings</b>					<b>72</b>	<b>15%</b>	<b>4.00</b>	<b>1.00</b>
2.1 Board Committee members were informed of the annual meeting schedule in advance.					3			
2.2 The frequency of Board Committee meetings is appropriate.					3			
2.3 Adequate time is allocated for each Board Committee meeting agenda item.					3			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
2.4 Board Committee members received meeting materials in advance and had sufficient time to review the information.					3			
2.5 The meeting environment of the Board Committee supports constructive discussion and exchange of views.					3			
2.6 Directors with a conflict of interest did not participate in the decision-making process for the relevant transaction.					3			
<b>3. Roles, duties and responsibilities</b>				<b>3</b>	<b>68</b>	<b>75%</b>	<b>3.94</b>	<b>2.37</b>
3.1. Define the qualifications of directors or senior executives to be nominated, in alignment with applicable regulations and the Company's business characteristics.					3			
3.2 Review and shortlist qualified candidates for appropriate submission to the Board of Directors for consideration.					3			
3.3 Establish development and succession planning programmes for directors and executives.					3			
3.4 Plan continuous training and development for directors.				1	2			
3.5 Review the remuneration framework for directors and senior executives, covering both monetary and non-monetary remuneration.					3			
3.6 Define fair remuneration methods and criteria, including benchmarking against comparable companies in the same industry.					3			
<b>Overall Nomination and Remuneration Committee Assessment Score</b>							<b>3.98</b>	<b>3.97</b>

**Average – Nomination and Remuneration Committee Self-Assessment Score: 3.97.**

## Assessment Form 3.3: Risk Management and Corporate Governance Committee

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
<b>1. Structure and qualifications</b>					<b>84</b>	<b>15%</b>	<b>4.00</b>	<b>0.60</b>
1.1 The number of Board Committee members is appropriate.					3			
1.2 The Board Committee comprises members with the knowledge, experience, and qualifications appropriate for effectively performing their duties in accordance with the prescribed Charter.					3			
1.3 The number of independent directors serving on the Board Committee is appropriate.					3			
1.4 The composition of directors by category is appropriate, including non-executive directors, executive directors, and independent directors.					3			
1.5 The Company's definition of independent director is appropriate for the Company's specific business characteristics.					3			
1.6 The nomination process for qualified candidates to serve as Board Committee members is transparent, fair, and free from undue influence by any individual.					3			
1.7 The Company has appropriately defined the maximum number of listed companies in which each Board Committee member may hold directorships.					3			
<b>2. Committee meetings</b>				<b>3</b>	<b>68</b>	<b>25%</b>	<b>3.94</b>	<b>0.99</b>
2.1 Board Committee members were informed of the annual meeting schedule in advance.					3			
2.2 The frequency of Board Committee meetings is appropriate.				1	2			
2.3 Adequate time is allocated for each Board Committee meeting agenda item.					3			
2.4 Board Committee members received meeting materials in advance and had sufficient time to review the information.					3			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
2.5 The meeting environment of the Board Committee supports constructive discussion and exchange of views.					3			
2.6 Directors with a conflict of interest did not participate in the decision-making process for the relevant transaction.					3			
<b>3. Roles, duties and responsibilities</b>					<b>108</b>	<b>60%</b>	<b>4.00</b>	<b>2.40</b>
3.1. Present good corporate governance practices to the Board of Directors and provide recommendations to the Board.					3			
3.2 Oversee directors' and management's compliance with good corporate governance principles.					3			
3.3 Review the Company's corporate governance practices and benchmark them against international practices to support alignment with global standards.					3			
3.4 Establish the framework, approach, and procedures for anti-corruption.					2			
3.5 Oversee and implement enterprise risk management in alignment with the Company's strategic plan, business objectives, and changing business environment.					3			
3.6 Provide recommendations, monitoring guidelines, and risk management evaluation to the Risk Management and Internal Control Committee.					3			
3.7 Review potential risks and establish effective risk control and oversight measures.					3			
3.8 Support the operations of the Risk Management Working Group.					3			
3.9 Report performance results to the Board of Directors for acknowledgement.					3			
<b>Overall Risk Management and Corporate Governance Committee Assessment Score</b>							<b>3.98</b>	<b>3.99</b>

**Average – Risk Management and Corporate Governance Committee Self-Assessment Score: 3.99.**

## Assessment Form 3.4: Sustainability Committee

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
<b>1. Structure and qualifications</b>					<b>84</b>	<b>15%</b>	<b>4.00</b>	<b>0.60</b>
1.1 The number of Board Committee members is appropriate.					3			
1.2 The Board Committee comprises members with the knowledge, experience, and qualifications appropriate for effectively performing their duties in accordance with the prescribed Charter.					3			
1.3 The number of independent directors serving on the Board Committee is appropriate.					3			
1.4 The composition of directors by category is appropriate, including non-executive directors, executive directors, and independent directors.					3			
1.5 The Company's definition of independent director is appropriate for the Company's specific business characteristics.					3			
1.6 The nomination process for qualified candidates to serve as Board Committee members is transparent, fair, and free from undue influence by any individual.					3			
1.7 The Company has appropriately defined the maximum number of listed companies in which each Board Committee member may hold directorships.					3			
<b>2. Committee meetings</b>				<b>3</b>	<b>68</b>	<b>25%</b>	<b>3.94</b>	<b>0.99</b>
2.1 Board Committee members were informed of the annual meeting schedule in advance.					3			
2.2 The frequency of Board Committee meetings is appropriate.				1	2			
2.3 Adequate time is allocated for each Board Committee meeting agenda item.					3			
2.4 Board Committee members received meeting materials in advance and had sufficient time to review the information.					3			

Assessment item	Assessment Results						Average score	Weighted score
	0	1	2	3	4	Weight		
2.5 The meeting environment of the Board Committee supports constructive discussion and exchange of views.					3			
2.6 Directors with a conflict of interest did not participate in the decision-making process for the relevant transaction.					3			
<b>3. Roles, duties and responsibilities</b>				<b>3</b>	<b>68</b>	<b>60%</b>	<b>3.94</b>	<b>2.37</b>
3.1 Define appropriate sustainability guidelines and action plans in alignment with the Company's policies.					3			
3.2 Oversee, monitor, and review sustainability performance, drive implementation, and promote engagement in sustainability initiatives with relevant internal and external stakeholders.					3			
3.3 Establish policies and practices for social, community, and environmental responsibility, including Corporate Social Responsibility (CSR), and monitor their appropriate implementation.					3			
3.4 Foster a sustainability culture and communicate with directors, executives, employees at all levels, business partners, and relevant stakeholders to build understanding and awareness of sustainable development.				1	2			
3.5 Support the operations of the Sustainability Working Group.					3			
3.6 Report sustainability performance and prepare the sustainability report for submission to the Board of Directors.					3			
<b>Overall Sustainability Committee Assessment Score</b>							<b>3.95</b>	<b>3.95</b>

**Average – Sustainability Committee Self-Assessment Score: 3.95.**

## **Board Effectiveness and Governance Oversight**

**Annual Board and Committee assessments demonstrate strong governance effectiveness, transparent oversight, and continuous improvement across risk management, remuneration, stakeholder engagement, and sustainability governance.**

In 2025, the Board of Directors and subcommittees conducted annual self-assessments covering collective Board performance, individual director performance, anonymous cross-evaluation and subcommittee effectiveness. The assessment framework covered Board composition and qualifications, roles and responsibilities, meeting effectiveness, directors' performance of duties, Board engagement with management, director development, succession planning, internal control, risk management, anti-corruption, remuneration governance, stakeholder considerations and sustainability oversight.

The collective Board self-assessment result was 3.91 out of 4.00, indicating a strong level of Board effectiveness. Individual director self-assessment was 3.95, while anonymous cross-evaluation was 3.97. Subcommittee performance remained strong, with the Audit Committee at 3.97, the Nomination and Remuneration Committee at 3.97, the Risk Management and Corporate Governance Committee at 3.99 and the Sustainability Committee at 3.95. The results reflect the Board's commitment to good corporate governance, transparent oversight, effective risk management and continuous improvement in line with stakeholder expectations and sustainable business development.