

Announcement of
Bangkok Commercial Asset Management Public Company Limited
Subject: Stakeholder Engagement Policy and Guidelines

As resolved by the Board of Directors in Meeting No. 14/2022, held on November 4, 2022, the Company has approved the issuance of this Stakeholder Engagement Policy and Guidelines. This policy serves to ensure alignment of the Company's operations with principles of Good Corporate Governance and sustainable business practices. Through this policy, the Company is committed to the effective engagement of Stakeholders, focusing on addressing their needs, expectations, and concerns. Furthermore, it aims to foster Stakeholder confidence by affirming that their interests will be managed with respect and transparency. The Company hereby establishes this Stakeholder Engagement Policy and Guidelines as a foundational framework for all interactions with Stakeholders, as follows:

1. Principles and Rationale

The Company acknowledges stakeholder engagement as a critical component of Good Corporate Governance. This commitment extends to thoroughly understanding the needs, expectations, and concerns of our Stakeholders, as well as the impacts of our business operations on them within environmental, social, and governance (ESG) dimensions. Through these efforts, the Company is dedicated to minimizing negative impacts and promoting positive outcomes in a responsible and effective manner.

To achieve these objectives, the Company has embedded stakeholder engagement into its operational processes by identifying relevant Stakeholders and selecting suitable engagement methods. These methods include formal meetings, seminars, informal discussions, activities, surveys, and questionnaires, which are utilized to assess and monitor engagement outcomes. This approach ensures that Stakeholder needs and expectations are systematically acknowledged and addressed.

2. Purposes

- 2.1 To establish a framework for stakeholder engagement.
- 2.2 To ensure engagement activities are responsive to Stakeholders' needs, expectations, and concerns.
- 2.3 To build Stakeholder confidence by ensuring positive outcomes that align with their needs, expectations, and concerns
- 2.4 To create an effective and efficient Stakeholder management system that integrates with management practices across all organizational levels.

3. Definitions ขององค์กรหลักในการพลิกฟื้นสินทรัพย์เพื่อช่วยขับเคลื่อนเศรษฐกิจและสังคมไทยให้เติบโตอย่างยั่งยืน

"The Company" refers to Bangkok Commercial Asset Management Public Company Limited (BAM).

"Director" refers to member of the Company's Board of Directors and a Director serving on the Company's Sub-Committees.

"Executive" refers to the Chief Executive Officer and employees holding the position of Deputy Manager and higher.

"Employee" refers to any individual employed by Bangkok Commercial Asset Management Public Company Limited, as defined in the Regulations on Employee Work Conduct concerning the Employment of Personnel of Bangkok Commercial Asset Management Public Company Limited B.E. 2562 (2019).

"Stakeholder" refers to any person, group, or organization that may impact or be impacted by the Company's operations or activities, whether beneficially or detrimentally. Stakeholders may include shareholders, employees, executives, customers, suppliers, surrounding communities, and others.

"Supplier/Alliance" refer to supplier, contractor, and/or service provider, whether legal entity or individual, including subcontractor. This term encompasses party engaged in business activities, collaborations, or partnerships with the Company across government and private sector.

"Community/Society" refers to group of people or community around the Company's headquarter/regional offices that benefit from or may be impacted by the Company's business operations.

4. Stakeholder Engagement Policy

All Directors, Executives, and Employees recognize the rights and significance of engaging with Stakeholders by fostering positive relationships, addressing the needs of all Stakeholder groups, and acknowledging those affected by or influencing the Company's activities, products, and services. This policy aims to uphold social responsibility and guide business conduct with consideration for Stakeholders.

The Stakeholder Engagement Policy and Guidelines are established to engage Stakeholders who may be impacted by the Company's operations. This policy outlines the process of identifying and assessing the significance of each Stakeholder group, fostering collaboration to create mutual benefits for all Stakeholders, and serving as a guiding framework for the Company's operations. It aligns with the Principles of Good Corporate Governance and Sustainable Development. Furthermore, the policy prohibits actions that infringe upon Stakeholder rights and actively promotes mutual responsibility between the Company and all Stakeholder groups.

5. Operational Guidelines

5.1 Identification and Assessment of Stakeholders Importance

The Company shall identify and assess the importance of Stakeholder groups by analyzing the impact of its business activities and influence across the entire value chain. This analysis will cover environmental, social, and governance (ESG) factors, while also evaluating the influence of Stakeholders on the Company's operations to identify

and prioritize Stakeholder groups. The Company encourages active stakeholder engagement as a key mechanism for understanding their needs, expectations, and concerns, which informs the development of effective engagement strategies to mitigate potential risks and negative impacts.

5.2 Communication Strategy

The Company maintains consistent and effective communication with all Stakeholder groups to foster mutual understanding, positive relationships, and trust. Communication strategies, methods, formats, and timing are tailored to the specific needs of each Stakeholder group to ensure clarity and effectiveness.

5.3 Information Disclosure

The Company is committed to the accurate, transparent, and clear disclosure of information to ensure stakeholders receive adequate, consistent, and timely updates. Valuable information is disclosed at the appropriate time, with clear objectives, ensuring transparency in reporting processes that align with the Company's disclosure policies.

5.4 Stakeholder Engagement

The Company provides opportunities for Stakeholders to engage in matters that affect them, creating channels for suggestions, concerns, and complaints. Stakeholder feedback is welcomed and treated with respect, fostering constructive dialogue to understand their opinions, needs, expectations, and concerns. Engagement discussions should consider individual differences, such as age, gender, education, experience, and perspective that may influence viewpoints. Additionally, the Company seeks to actively participate in discussions by providing input and clarifying issues, obstacles, or regulations that may impact its business operations.

5.5 Risk Management in Stakeholder Engagement

The Company forecasts, identifies, and prioritizes risks associated with stakeholder engagement to develop response plans and manage potential risks that may arise from constructive exchanges. Risks to consider include reluctance to participate, attempts to disrupt discussions, and conflicts within the participant group.

5.6 Review and Reporting

The Company regularly reviews and assesses the outcomes of stakeholder engagement to ensure continuous improvement in stakeholder relations. Collaborative action plans will be developed between Stakeholders and relevant company parties, with ongoing monitoring of the collaboration process. Progress will be reported to Stakeholders in a transparent and timely manner. Furthermore, the Company will publicly disclose the overall results of stakeholder engagement, including its impacts and operational scope. This report will also highlight how the benefits derived from stakeholder engagement contribute to the company's overall performance and success.

Policies and Guidelines for Shareholders

The Company prioritizes the interests of its shareholders, requiring that Directors, Executives, and Employees conduct business in alignment with the principles of Good Corporate Governance, ensuring equitable benefits for shareholders. The following guidelines are to be adhered to:

เป็นองค์กรหลักในการพลิกฟื้นสินทรัพย์เพื่อช่วยขับเคลื่อนเศรษฐกิจและสังคมไทยให้เติบโตอย่างยั่งยืน

1. Perform duties and conduct business with honesty, transparency, and responsibility toward shareholders (Accountability to Shareholders) by providing accurate and complete information within the legal, ethical, and Good Corporate Governance framework.

2. Manage the Company's business for steady growth and stability (Duty of Care) by leveraging knowledge, skills, and experience to make decisions with honesty, integrity, caution, and fairness, ensuring that all actions benefit shareholders as a whole.

3. Oversee operations to maintain financial, managerial, and administrative stability by safeguarding and enhancing shareholder interests, ensuring that the Company's operations are sound and sustainable.

4. Refrain from using confidential or undisclosed internal company information for personal or related parties' gain by avoiding actions that could harm the Company through the exploitation of such information.

5. Respect the rights of shareholders by ensuring transparent and timely reporting of the Company's status and performance, with information disclosures made equally, consistently, promptly, accurately, and comprehensively.

6. Refrain from engaging in activities that could result in conflicts of interest with the Company, and promptly disclose any potential conflicts to the Company.

Policies and Guidelines for Customers/Debtors

The Company is committed to ensuring that customers, debtors, and service users receive benefits and satisfaction through fair service, competitive interest rates, and ongoing efforts to develop, improve, and maintain sustainable relationships. The guidelines are as follows:

1. Fulfill the needs of customers/debtors by providing high-quality products and services at reasonable prices.

2. Respect the personal rights of customers/debtors and protect their personal information in compliance with relevant laws.

3. Provide a process for customers/debtors to report issues with products and services through email or the customer service center (Call Center), enabling the Company to quickly and appropriately address and resolve issues, while using this feedback to improve or develop products and services.

4. Support activities that foster and maintain positive relationships between customers/debtors and the Company.

Policies and Guidelines for Executives and Employees

The Company recognizes that Executives and Employees are valuable assets and key contributors to its success. Committed to fair treatment based on human rights principles, the Company takes into account the needs of its executives and employees to foster positive relationships, promote continuous skill development, and ensure job security and opportunities for career growth. The guidelines are as follows:

1. Treat Executives and Employees with respect, dignity, and adherence to Human Rights Principles.
2. Regularly assess the performance and career progress of Executives and Employees.
3. Provide fair and appropriate compensation based on each Executive and Employee's knowledge, abilities, experience, job position, responsibility, and performance, considering the Company's business performance as well as economic and social conditions.
4. Offer suitable benefits and welfare to Executives and Employees, in line with industry standard and legal requirements, including but not limited to provident funds.
5. Support and prioritize continuous development of knowledge, skills, and potential for all levels of Executives and Employees to enhance career advancement opportunities.
6. Maintain a healthy, safe working environment to ensure the health and safety, and well-being of all Executives and Employees, including the protection of life and property.
7. Encourage Executives and Employees to work within a positive culture and values that foster unity and collaboration within the organization.
8. Comply with labor laws and regulations regarding employment, termination, and Employee welfare policies.

Policies and Guidelines for Suppliers/Alliances

The Company treats its Suppliers/Allies equitably, focusing on mutual benefits. The following guidelines are as follows:

1. Implement policies or measures to verify and screen Suppliers, such as manufacturers and contractors, and encourage partnerships with companies that operate fairly, respect human rights, and uphold social responsibility. The Company has procurement procedures and a procurement committee to ensure transparency, accountability, and strict adherence to supplier selection protocols.
2. Treat Suppliers/Alliances with fairness and equality, ensuring that both parties receive equitable benefits from their collaboration.
3. Strictly adhere to agreements or conditions mutually agreed upon.
4. Refrain from soliciting or accepting any improper assets or benefits in dealings with Suppliers/Alliances.
5. Avoid collaboration with or support of any individual or organization engaged in illegal business practices, and strive to maintain sustainable, trustworthy relationships with Suppliers/Alliances.

Policies and Guidelines for Competitors

The Company conducts business by treating competitors fairly, adhering to business ethics, and operating within the framework of applicable laws, regulations, orders, and rules, with an emphasis on moral and ethical standards. The following guidelines apply:

1. Operate within the boundaries of business ethics and applicable laws, with honesty, transparency, integrity, ensuring that competitors are not disadvantaged through unlawful methods.
2. Refrain from seeking confidential information through improper or unethical means.
3. Avoid any actions that infringe on competitors' intellectual property rights.
4. Avoiding defaming competitors' reputations by making unfounded accusations without a factual basis.
5. Support and promote free trade, refraining from entering into agreements with competitors that would reduce or restrict competition.

Policies and Guidelines for Creditors

The Company is committed to treating all creditor groups fairly, transparently, and with respect for their rights. The Company strictly adheres to the terms and conditions of agreements with creditors, aiming to build trust through transparency and refraining from withholding any information that could harm creditors. The guidelines are as follows:

1. Ensure the repayment of loans, debts, and interest (if applicable) to all creditors in accordance with the terms outlined in the contract, including any guarantee conditions (if any).
2. Notify creditors promptly if the Company is unable to fulfill contractual agreements or obligations, and collaborate to explore potential solutions.
3. Reject and refrain from receiving or providing any improper benefits in dealings with creditors.
4. Prioritize prudent financial management to maintain a proper capital structure that supports business operations and foster creditor confidence.
5. Commit to efficient business management to avoid defaults and maintain the highest possible debt repayment capability.

Policies and Guidelines for Government/Regulatory Agencies

The Company is committed to full compliance with all laws, regulations, guidelines, measures, and policies issued by government and regulatory authorities. The guidelines are as follows:

1. Strictly adhere to all applicable laws, regulations, guidelines, measures, and policies established by government and regulatory agencies ensuring rigorous and complete compliance.
2. Support, promote, and cooperate with activities and initiatives of government and regulatory agencies, contributing to the national security, economic growth, and social prosperity through transparent and efficient operations.

Policies and Guidelines for Communities/Societies

The Company recognizes its responsibility to the community and society, striving to enhance the quality of life within these groups as part of its commitment to business ethics, and fundamental rights. The Company aims to build strong, self-reliant communities and foster sustainable development. The guidelines are as follows:

1. Avoid any actions that cause distress or negatively impact the community and society.
2. Strictly adhering to all relevant regulations and laws.
3. Refrain from any actions that could harm the country's reputation, natural resources, or environment.
4. Implement initiatives and projects to provide aid and relief to communities and society during times of need.
5. Promote the strength and sustainability of communities by encouraging self-reliance, mutual support, a good quality of life, happiness, and peaceful coexistence.
6. Foster and support activities that benefit the conservation, preservation, and responsible use of natural resources, the environment, and energy.
7. Avoid collaborate with or support of individuals or organizations engaged in illegal activities or posing threats to society and national security.

Policies and Guidelines for the Mass Media

The Company recognizes the importance of providing accurate and comprehensive information to the media to ensure timely communication with the public. The following guidelines are established:

1. Ensure equal, prompt, and timely access to accurate, clear, and complete information for the media.
2. Facilitate interviews with Senior Executives as necessary and appropriate to provide credible and authoritative insights.
3. Support and assist media personnel by facilitating interactions and providing necessary resources.
4. Foster a positive image, awareness, and good relations with the media through activities such as Company visits, office visits, project site tours, and relationship-building events on various occasions.

6. Policy Review

The Environmental, Social, and Governance Development Department is responsible for reviewing this policy at least once a year. If changes are necessary, the revised policy will be presented to the Sustainability Development Working Group and the Sustainability Governance Committee for evaluation before being submitted to the Company's Board of Directors for final approval.

Announced on November 18, 2022

Yours sincerely,

- *Signed by* -

(Mrs. Tongurai Limpiti)

Chairman of the Board

ESG Development Department

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