



**PERFORMANCE EVALUATION REPORT OF THE  
DIRECTORS AND CHIEF EXECUTIVE OFFICER  
FOR THE YEAR 2025**

## **Performance Evaluation Criteria for the Board of Directors**

The Company conducts an annual performance evaluation of the Board of Directors, which includes both an overall board evaluation and individual self-assessments. The evaluation utilizes a Board Self-Assessment form that has been updated to align with the guidelines of the Thai Institute of Directors Association (IOD) and the Principles of Good Corporate Governance. This ensures that the evaluation comprehensively and systematically reflects the efficiency of the Board's operations.

The Company Secretary is responsible for preparing and distributing the performance evaluation forms to each director for their consideration and completion based on the defined key frameworks. Subsequently, the Company Secretary gathers and summarizes the evaluation results to present to the Board of Directors and the Nomination and Remuneration Committee for further consideration.

The evaluation results are used to support the consideration of the appropriateness of the Board's composition. They also serve as information for reviewing performance, problems, and obstacles that occurred during the year. Furthermore, the results are beneficial for establishing guidelines to improve the working processes of the Board for greater effectiveness.

Additionally, the evaluation results help support the development of relations between the Board and the Management. They also encourage self-development among directors regarding knowledge, skills, and relevant roles and responsibilities to ensure that the Company's corporate governance remains efficient and consistently aligned with good governance principles.

## **Performance Evaluation Rating Scale for the Board of Directors**

The performance evaluation of the Board of Directors based on the self-assessment form is categorized into 5 levels as follows:

- **Level 0:** Strongly disagree, or no action taken on that matter.
- **Level 1:** Disagree, or very little action taken on that matter.
- **Level 2:** Agree, or moderate action taken on that matter.
- **Level 3:** Moderately agree, or action taken on that matter at a good level.
- **Level 4:** Strongly agree, or action taken on that matter at an excellent level.

## **Performance Score Interpretation Criteria for the Board of Directors**

The interpretation of the Board of Directors' performance evaluation scores is divided into 4 levels based on the score ranges received as follows:

- **Score > 3.5:** Excellent
- **Score > 3.0:** Very Good
- **Score > 2.5:** Good
- **Score > 2.0:** Fair
- **Score < 2.0:** Needs Improvement

## Performance Evaluation of the Board of Directors in the Past Year

### 1. Results of the Overall Board Self-Assessment for the Year 2025

The overall evaluation results yielded an average score of 3.95, which is at the "Excellent" level. The sections that received the highest scores were Roles, Duties, and Responsibilities of the Board and Performance of Directors' Duties. This reflects that the Board has placed importance on appropriately and prudently considering key issues regarding the Company's direction, strategy, and business operation plans.

In addition, the Board supervised compliance with corporate governance policies, business ethics, and the prevention of conflicts of interest. They also continuously reviewed the internal control and risk management systems to ensure that operational processes are efficient and in accordance with established policies.

### 2. Results of the Individual Board Self-Assessment for the Year 2025

The evaluation results revealed an average score of 3.93, which is at the "Excellent" level. The section that received the highest score was Roles, Duties, and Responsibilities of Directors. This reflects that each director has efficiently performed their duties in accordance with laws, regulations, and the Charter. They demonstrated dedication, allocated appropriate time to fulfill their duties, refrained from interfering with management operations, and appropriately and continuously monitored the performance of the Management.

### 3. Results of Sub-Committees Self-Assessment for the Year 2025

#### 3.1 Audit and Risk Management Committee

The evaluation results yielded an average score of 3.97, which is at the "Excellent" level. This reflects the independence of the Audit Committee in performing its duties. It also highlights their supervision to ensure that operational processes are transparent, accountable, and efficient, including their close monitoring of the organization's risk management policies and plans.

#### 3.2 Corporate Governance, Sustainable Development, Nomination and Remuneration Committee

The evaluation results showed an average score of 3.98, which is at the "Excellent" level. The Committee has focused on defining policies for the nomination and selection of directors and senior executives. They have also prioritized capability development for directors, executives, and employees to align with organizational strategies. Furthermore, they systematically and continuously monitored succession plans for senior executives.

Name of the Committee / Board	Evaluation Format	Grade / Average Score Received	Grade / Full Score
Board of Directors	Overall Board Evaluation	3.95	4.00
	Individual Evaluation (Self-Assessment)	3.93	4.00
Audit and Risk Management Committee	Overall Board Evaluation	3.97	4.00
Corporate Governance, Sustainable Development, Nomination and Remuneration Committee	Overall Board Evaluation	3.98	4.00

## **Details of the Performance Evaluation of the Chief Executive Officer for the Year 2025**

The Company attaches great importance to overseeing the performance of the Chief Executive Officer (CEO) to ensure that organizational management achieves the established goals, objectives, and core strategies efficiently. The Board of Directors therefore requires an annual performance evaluation. The Board assigns the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee to be responsible for the evaluation, establishing evaluation criteria, and presenting them to the Board of Directors for review and approval. This ensures that the evaluation process is transparent, fair, and consistent with the principles of good corporate governance.

The Board has communicated the criteria, key performance indicators (KPIs), and performance expectations to the CEO in advance. This allows the CEO to plan and manage operations appropriately, aligning with the business direction and considering the long-term benefits of the Company, shareholders, and all stakeholders.

### **The performance evaluation covers 8 key areas, including:**

1. Leadership
2. Strategy formulation and implementation
3. Financial planning and performance
4. Performance monitoring against plans
5. Stakeholder relations and communication
6. Succession planning readiness
7. Knowledge and understanding of products and services
8. Personal characteristics

These criteria are designed to encompass strategic management, efficient resource management, strengthening stakeholder confidence, and developing organizational capabilities to support future growth.

Furthermore, the Company has integrated Environmental, Social, and Governance (ESG) aspects into the CEO's performance indicators. This ensures that business growth goes hand-in-hand with sustainability and aligns with the organization's Materiality Assessment. Key indicators used to reflect tangible performance include the employee engagement level, SET ESG Ratings, and Corporate Governance Report of Thai Listed Companies (CGR) scores. These indices help raise operational standards and strengthen investor and stakeholder confidence.

Regarding the performance evaluation results, the overall outcome reflects satisfaction with the overall performance, both in terms of financial management and operations according to the defined strategic goals. The CEO received a total average score of 3.97 out of a full score of 4.00. This demonstrates organizational management effectiveness, capability in defining and driving strategies into execution, management under changing business environments, and building a solid foundation for the Company's long-term sustainable growth.