

Stakeholder Engagement Policy and Practices

With the intention of WHA Group to become an “Ultimate Solution Partner”, WHA Group places an importance on the opinions of all stakeholders directly and indirectly, by establishing a policy for encouraging good relationships and creating strong and harmonious collaborations, the transparency operating procedures, as well as the effective communication, with being under the fundamental of respecting rights and treating all stakeholders fairly. The stakeholder engagement is significant in assisting WHA Group to acknowledge each stakeholder’ expectations and concerns, where negative issues could be effectively prevented and mitigated, and positive issues could be used as a key to achieve the greatest benefit. In this regard, the benefits of other stakeholders will be taken into consideration as well. This is a fundamental factor for achieving a sustainable business operation.

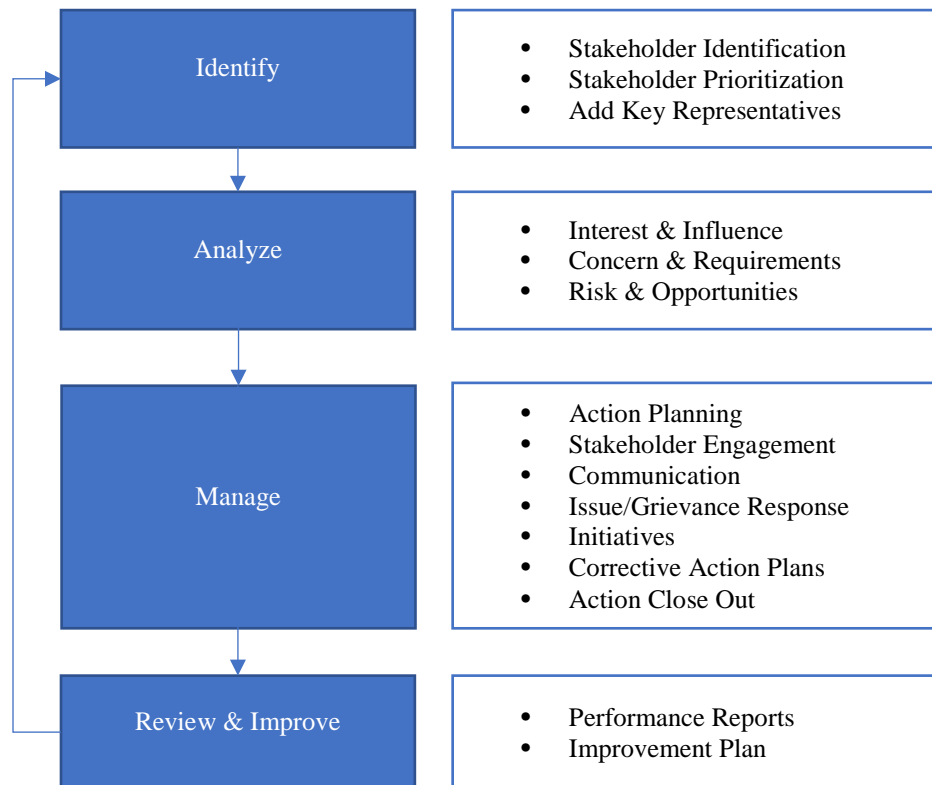
Stakeholders of WHA Group

Stakeholders of WHA Group can be an individual, a collection or an organization in WHA Group’s value chain which may have a significant impact on the business operations, products, services as well as related performance from business hubs including Logistics, Industrial Estate Development, Utilities Power and Digital Platform. The process of identifying stakeholder groups of WHA Group will be considered and prioritized based on related business activity, products, performances, and services of WHA Group, whether directly or indirectly, including the influence or impact of each stakeholder on business strategy and decision making. WHA Group has identified the stakeholder groups into 8 groups as follows:

1. Employees
2. Shareholders / Investors
3. Customers
4. Partners / Creditors
5. Public Sector and Government Agencies
6. Societies / Communities
7. Financial Institutions
8. Mass Media

Stakeholder Management

WHA Group has imposed stakeholder management guidelines for encouraging good relationships with each stakeholder according to the circumstances and environment. Executive Committee and related Management are responsible for managing stakeholders. The processes and steps are as follows:



1. **Identification and Assessment of Stakeholder Prioritization** according to the level of impact from WHA Group’s operations, and the level of influence that stakeholders have on WHA Group’s operations as well as identifying the main responsible person to manage this matter.
2. **Stakeholder Group Issue Analysis** based on opinions and concerns of stakeholders conveyed through various participation activities and other communication channels to analyze the needs, expectations, and concerns of each stakeholder, and to analyze risk and opportunity in each stakeholder group to develop management plan.
3. **Management** covering development plan and stakeholder engagement plan. Operating the stakeholder engagement with each stakeholder group including having intimate and consistent communication with the stakeholders in order to achieve an accurate understanding, responding and solving issues or initiating acceptable resolution.

4. **Review and Improvement** WHA Group will prepare a performance evaluation and report on the treatment of stakeholders covering the scope of operations, impacts, acquisitions as well as the benefits derived from treating stakeholders from WHA Group's performance. WHA Group will consistently improve the treatment of stakeholders along with develop an action plan and follow up the collaborative process to keep it up to date.

WHA Group's Stakeholder Engagement Policy and Practices

WHA Group realizes an importance of all groups of stakeholders. In operating our business, we also concern the rights of all stakeholders.

1. Policies and Practices on Employees

WHA Group realizes that its employees are valuable resources, regardless of working in any part and is the factor of its success of achievement with utmost value. Therefore, the Company's policy is to treat its employees equitably on the opportunity, compensation, appointment, and transfer, including potentiality development in order to comply with the policy. WHA Group has designated the guidelines as follows:

- (1) To treat its employees with civility and respect their individualism.
- (2) To give fair compensation, including to set up a provident fund and to give priority to taking care of their welfare.
- (3) To take care of the working environment to have safety toward life and property of the employees and to have the hygiene at the workplace.
- (4) Making with integrity on an appointment and transfer, including giving a reward and punishment based on the knowledge, ability, and suitability of the respective employees.
- (5) Prioritize development of knowledge, capability, and skill of the employees by encouraging them to have training and seminar from inside and outside the company by giving a thorough opportunity regularly. It is to develop the capability of the employees to have potential capability on working with professionalism. Annual training budget will be provided to the employees so that they can develop their expertise, experience, and ability to work efficiently.
- (6) To listen to the opinions and recommendations based on the professional knowledge of the employees.
- (7) To abide by the law and regulations involved with the employees strictly.

- (8) To give fair and suitable compensation to the employees by considering from the knowledge, ability, qualifications, practical appropriateness, performance measurement and evaluation on individual basis in accordance with the balanced scorecard including a survey of the external labor market under the same business and other businesses as well as the group company's profitability performance in each year.

2. Policies and Practices on Shareholders / Investors

WHA Group always recognizes that the shareholders are owners. WHA Group has a duty to build long term additional value to the shareholders. WHA Group has designated practical guidelines as follows:

- (1) To perform the duty with integrity, including any decision-making according to the professional principles with duty of care, prudence and equity to both major and minor shareholders for benefit maximization of the shareholders in overall.
- (2) To present a report on the group company status, operating results, financial status, accounting, and other reports regularly and completely in accordance with reality.
- (3) To notify all the shareholders equally on the future trends of the organization both on the positive and negative sides, based on the possibility with supportive information and justification.
- (4) Do not seek self-benefit and for other people by using any insider information not revealed to the public or any implementation in the form that may cause a conflict of interest.

3. Policies and Practices on Customers

The company realizes the importance of its customers, then it has designated the practical guidelines as follows:

- (1) To serve the customers with civility and anxiousness, together with the hospitality service that is sincere, willing, deliberate, and attentive to take care of the customers as a relative with expedition, correctness and reliability.
- (2) To keep the customers' confidentiality and do not exploit it for undue self-benefit or for the related persons.
- (3) To give accurate information and news correctly, sufficiently and in time to the customers so that they will be informed of WHA Group's services without exaggerated propaganda to cause misunderstanding on the quality or any conditions on the services.
- (4) To give advice on WHA Group's services efficiency for the maximum benefits of the customers.

4. Policies and practices on Partners / Creditors

WHA Group has a policy for its employees to treat all of its trade partners and/or creditors with equity, integrity and fairness considering the maximum benefit based on the fair compensation by both parties. It shall avoid the situation that can cause a conflict of interest, solving negotiations based on the business relations. The guidelines are as follows:

- (1) Not to claim or receive or pay any benefits in bad faith to partners and/or creditors.
- (2) In the case where there is any information that the claim, receipt or payment of any benefits was made in bad faith, details must be disclosed to partners and/or creditors and the problems should be solved fairly and promptly
- (3) To strictly comply with conditions as agreed upon. In case of non-compliance with any commitments, creditors shall be informed in advance in order to jointly come to a solution.
- (4) WHA Group shall treat creditors as important partners. The company, therefore, aims to comply with all commitments under relevant contracts between the company and its creditors, including not to disclose any information which may cause damage to the creditors. In case of non-compliance with any commitments under the agreements, the company will inform the creditors in advance to seek a solution, including guarantee conditions, capital management and event of default.
- (5) WHA Group has a policy relating to the procurement to assort partners or contractors categorized by group of distributors and service providers/ contractors pursuant to pre-determined criteria on grouping partners or contractors.
- (6) WHA Group has a policy to support local business by procuring things from contractors or distributors from qualified local companies.

5. Policies and Practices on Public Sector and Government Agencies

WHA Group has determined that transactions with Public Sector / Government Agencies must be strictly in compliance with relevant laws and regulations. It is prohibited to attract or engage in any act that could provide an incentive for government officers to commit any inappropriate manner or wrongful act.

6. Policies and Practices on Communities

WHA Group has a policy to conduct business that is beneficial to the economy, society, and environment by adhering to the practice as a good citizen and in compliance with relevant law and regulations. It also participates to promote and raise the life and social quality level where the company is located to have better quality together with its growth. It also has a policy to promote participation with various agencies in the society, community and nearby area on education, security service and others.

7. Policy and Practices on Financial Institutions

WHA Group has policy to comply with terms and conditions of agreements and perform its duties obliged to financial institutions. Business operation shall be concisely managed by evaluating risks in order to achieve all contract obligations with financial institutions while not concealing information or facts.

8. Policy and Practices on Mass Media

WHA Group considers the importance of disclosure of information to mass media in order to communicate to public precisely and rapidly. In this regard, WHA Group has designated the guidelines as follows:

- (1) to disclose information to all mass media equally and the provided information will be accurate, clear, and concise statement.
- (2) To provide up to date information.
- (3) To provide an opportunity for reporters to meet and discuss with top management.
- (4) To facilitate reporters to contact
- (5) To create good relationships with reporters, for instance, by providing a site visit to understand all WHA Group's business with accurate information.

- Jareeporn Jarukornsakul -

(Miss Jareeporn Jarukornsakul)

Chairman of the Board of Directors and Group Chief Executive Officer

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