



ESG Performance Report for Listed Companies in 2025

SEN X PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : SEN X PUBLIC COMPANY LIMITED Symbol : SENX
Market : mai Industry Group : Property & Construction Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes
Environmental guidelines : Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

The Company recognizes environmental impacts and prioritizes its operations to comply with established national and international standards and laws, as well as implementing measures to mitigate potential impacts on communities surrounding the project operations, which are considered key stakeholders. Furthermore, the Company acknowledges the climate change situation affecting business operations. Therefore, the Company has established measures to control and reduce energy consumption to decrease greenhouse gas emissions. This demonstrates a clear commitment to environmentally friendly business practices and continuous operational development.

Reference link for environmental policy and guidelines : https://senxgroup.com/wp-content/uploads/2025/04/3_SENX_-Environmental-and-Energy-Conservation-Policy.pdf

Page number of the reference link : 1-2

Information on review of environmental policies, guidelines, and/or objectives over the past years

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

Review of environmental policies, guidelines, and/or goals over the past year : Yes
Changes in environmental policies, guidelines, and/or goals : Electricity management, Renewable/clean energy management, Water resources and water quality 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 operations with social and environmental responsibility and in accordance with good corporate governance practices. The Board of Directors has established policies and guidelines for good corporate governance and anti-corruption within the organization along with a business code of conduct in compliance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission as well as relevant regulatory bodies or good corporate governance guidelines including a

sustainable business operation plan covering economic aspects, social, and environmental. To ensure the company operates as a responsible business organization, Transparent, Fair, towards sustainable growth and development.

Information on compliance with environmental management principles and standards

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

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), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
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	:	-
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	-

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company recognizes environmental impacts and prioritizes its operations to comply with established national and international standards and laws, as well as implementing measures to mitigate potential impacts on communities surrounding its operations, which are considered key stakeholders. Furthermore, the company acknowledges the climate change situation affecting business operations. Therefore, the company has established measures to control and reduce energy consumption to decrease greenhouse gas emissions, demonstrating a clear commitment to environmentally friendly business practices and continuous operational development. Consequently, the company's Board of Directors has set a policy to develop its businesses and affiliated entities into green and environmentally friendly operations, in line with the company's sustainable development policy. This policy extends from within the company, encompassing executives, employees, partners, and consumers, and expands to overall social responsibility, aiming to achieve business goals based on sustainable development and alignment with the Sustainable Development Goals (SDGs).

The company also continuously recognizes the importance of improving energy efficiency and stability in various operational processes. Therefore, it invests in renewable energy businesses to increase the proportion of renewable energy production, which is one approach to reduce greenhouse gas emissions contributing to global warming. Additionally, the company promotes the use of alternative energy to support policies on energy reduction, the promotion of clean energy, and environmental conservation.

Reference link for company's energy management plan : https://senxgroup.com/wp-content/uploads/2025/04/3_SENX_-Environmental-and-Energy-Conservation-Policy.pdf

Page number of the reference link : 1-2

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 management : Yes

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 4%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The company received a certificate for its organizational carbon footprint from the Low Carbon Business Certification Office, Thailand Greenhouse Gas Management Organization (Public Organization).

The company installs equipment and arranges the workplace environment to maximize energy savings, such as buildings with glass installations to increase natural light, defining areas for turning lights on/off as needed, using LED bulbs throughout the building, and campaigning for employees to participate in energy conservation, including encouraging walking up/down two floors instead of using the elevator, turning off unnecessary lights and during lunch breaks, turning off air conditioning during lunch breaks, and shutting down computer equipment when not in use, among others.

In addition to prioritizing the prevention of environmental impacts, the company also promotes the sustainable use of clean, renewable energy by encouraging the use of solar rooftops for homes within the company's projects.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	115,399.00	704,486.00	638,850.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	115,399.00	704,486.00	638,850.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,803.11	1,080.50	1,028.74

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	1,803.11000000	1,114.69303800	1,028.74396100

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	542,375.30	2,944,751.48	2,670,393.00
Percentage of total electricity expense to total expenses (%) ^(**)	0.06	0.36	0.29
Percentage of total electricity expense to total revenues (%) ^(**)	0.05	0.31	0.26
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	8,474.61	4,516.49	4,300.15

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	13,719.00	3,289.17	1,906.37
Gasoline (Litres)	24,231.58	3,353.83	281.08
LPG (Kilograms)	50.51	55.80	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	1,372,580.82	1,903,734.55	1,315,282.41
Percentage of total fuel expense to total expenses (%)(**)	0.15	0.24	0.14
Percentage of total fuel expense to total revenues (%)(**)	0.13	0.20	0.13

Additional explanation : (*) Exclude electricity expense outside of the Company

(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	153,400.09	738,555.98	641,037.45

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.14331955	0.77395598	0.62369672

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water is a valuable resource essential for all life. Therefore, the Company prioritizes and considers efficient water usage. The Company has established a water management policy to maximize its benefits and aims to operate efficiently throughout the supply chain in accordance with the 3Rs principles (Reduce, Reuse, Recycle), as well as implementing campaigns to encourage employees to use water sparingly and appreciate its value.

Reference link for company's water management plan : https://senxgroup.com/wp-content/uploads/2025/04/3_SENX_-Environmental-and-Energy-Conservation-Policy.pdf

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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 4% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Promote water conservation to prevent future water scarcity. Emphasizing the value of water by using tap water only as necessary.

Do not waste water. The company has consistently campaigned to raise employee awareness in helping to reduce water resource consumption through internal communication channels.

In the year In 2025, the company continues to set targets for efficient energy and resource utilization, aiming to reduce the organization's carbon footprint, along with control and monitoring. The reduction target has been set at 4% as follows: Energy management, water management, and waste, refuse, and pollution management.

Valuing water utilization.

Water is a valuable and essential resource for all life. Therefore, the company prioritizes and considers efficient water usage. The company has established a water management policy to maximize benefits and aims to operate efficiently throughout the supply chain according to the 3Rs principles (Reduce, Reuse, Recycle), as well as implementing campaigns to encourage employees to use water sparingly and wisely, including observing and notifying the building management if any water leaks are found.

Electricity consumption.

Electrical energy is a crucial factor for business operations. The company installs equipment and arranges the workplace environment to maximize energy savings, such as installing glass in buildings to increase natural light, designating areas for turning lights on and off as needed, using LED bulbs throughout the building, and campaigning for employees to participate in energy saving, including encouraging walking up and down two floors instead of using the elevator, turning off unnecessary lights and during lunch breaks, turning off air conditioning during lunch breaks, and turning off computer equipment when not in use, among others.

Valuing resource utilization.

The company implements campaigns to encourage employees to use paper sparingly to reduce deforestation, focusing on using both sides of paper, reusing and recycling, sending documents as files via online channels instead of paper, choosing eco-friendly fonts to save 30% ink, reviewing documents before printing, and promoting some paperless work to adapt to digital operations in the future. This also raises awareness for valuing office equipment to extend its lifespan.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	2,407.14	13,981.00	20,439.00
Water withdrawal by third-party water (cubic meters)	2,407.14	13,981.00	20,439.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	37.61	21.44	32.91
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.01	0.02

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	2,407.14	13,981.00	20,439.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00224896	0.01465113	0.01988610
Intensity of total water consumption (Cubic meters / m ²)	2,407.14000000	13,981.00000000	20,439.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	31,292.84	17,634.78	5,761.00
Total water withdrawal expense from third-party water (Baht)	31,292.84	17,634.78	5,761.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	488.95	27.05	9.28

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company prioritizes systematic waste and refuse management to reduce environmental impact and promote efficient resource utilization, in accordance with the principles of the Circular Economy and the 3Rs approach (Reduce, Reuse, Recycle). Currently, the company has organized waste collection by separating recyclable waste, such as plastic bottles, plastic bags, glass bottles, cans, paper boxes, and paper. This helps mitigate global warming, reduce pollution, and preserve the environment, as each type of waste is disposed of correctly.

The company is committed to continuously developing waste and refuse management processes to reduce environmental impact and create long-term sustainability for the business and society.

Reference link for company's waste management plan : https://senxgroup.com/wp-content/uploads/2025/04/3_SENX_Environmental-and-Energy-Conservation-Policy.pdf

Page number of the reference link : 1-2

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 4%	<ul style="list-style-type: none">• Reuse• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste : Yes

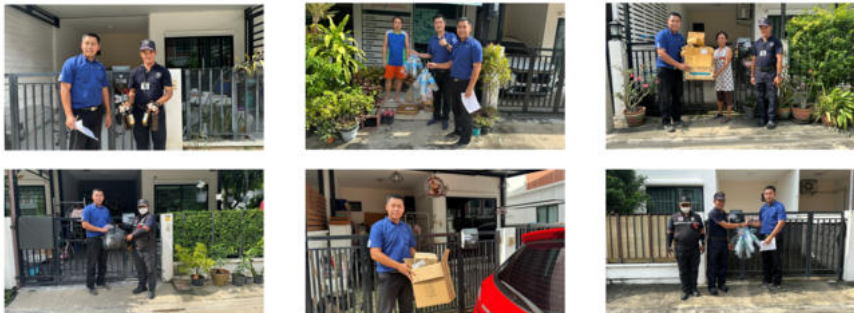
Apply the 3 principles **R** to manage daily waste, including:

- **Reduce** Reduce the amount of new waste generated.
- **Reuse** Reuse, such as plastic bags that can be used multiple times, and glass bottles that can be washed and reused.
- **Recycle** Separate recyclable waste, wash it, and return it to the recycling system, such as cans and plastic water bottles milk cartons, to prevent this waste from being senselessly landfilled.

Diagram of performance and outcomes of waste management



กิจกรรม ๒-๕-๓ ขยะให้ถูกสี Waste Management



- โครงการ เสนา เวลา
- โครงการ เจ วิลล่า
- โครงการ เจ ทาวน์ 1
- โครงการ เจ ทาวน์ Ex

กิจกรรม ๒-๕-๓ ขยะให้ถูกสี Waste Management



- โครงการ เสนา วิลเลจ วังเหนือ - บางบัวทอง
- โครงการ เสนา เวลา เทพารักษ์ งามน้อย



- โครงการ เสนา พาร์คแกรนด์
- การประชาสัมพันธ์

เริ่มกิจกรรมแยกฝางวดและประชาสัมพันธ์อื่นๆ

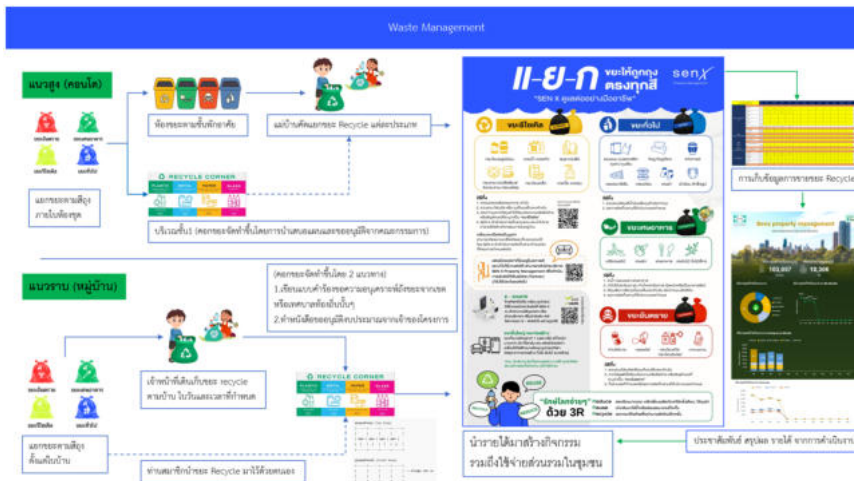


โครงการ เสนา วิลเลจ วรพหล - บางบัวทอง

เสนาวิลส์ สำลูกา กลอง 6

โชนิ่งสิต-ทอง 1

การสื่อสารและประชาสัมพันธ์นโยบายการแยกขยะตามนโยบาย กทม.



Waste management การเข้าไปอบรมให้ความรู้ Ease 2 พระราม 2

	<p>ก่อนดำเนินการ</p> <ul style="list-style-type: none"> • มีพื้นฐานการคัดแยกขยะอยู่แล้ว • ห้องพักขยะยังมีสิ่ง ของกันขยะประเภทต่างๆ • ห้องพักขยะยังไม่มีการแยก ประเภทเป็นสีส่อน • รายได้จากการขายขยะจำหน่ายโดยตรง 	<p>หลังดำเนินการ</p> <ul style="list-style-type: none"> • เพิ่มตื่นความรู้ ความเข้าใจในการแยกขยะและการปฏิบัติตามระเบียบที่ กทม. กำหนด • เพิ่มป้ายสื่อสารภายในห้องขยะตามขั้นเพื่อให้เข้าใจได้ง่ายขึ้น รวมถึงการประชาสัมพันธ์ช่องทางของเล่นผ่าน App SEN Prop • จัดระเบียบห้องพักขยะพร้อมใหม่ โดยปรับตามลักษณะสภาพพื้นที่อยู่เดิม • นำเสนอคณะกรรมการเรื่องการปรับปรุงสภาพรายได้จากการขายขยะ ให้มีฐานน้ำหนักชนิดี บุคคลๆ ก่อนและจึงนำออกไปเป็นค่าตอบแทนหรือค่าใช้จ่ายอื่นๆ

	2023	2024	2025
Total waste generated (Kilograms)	5,622.75	67,484.96	12,645.53
Total non-hazardous waste (kilograms)	5,622.75	67,484.96	12,645.53
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.07	0.01
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.07	0.01

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

^(**) Total revenues and expenses from consolidated financial statement

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Regarding goal setting and policy formulation, in 2025, the company under Sena Development Public Company Limited Group has a policy Organizational Carbon Reduction by committing to reduce greenhouse gas emissions, setting a target of Net Zero Emissions by 2050 in accordance with Science Based Targets, with strategies aligned with the business plan achieving a 4% annual reduction, to be part of the global community in limiting the increase in average global temperature to no more than 2 degrees Celsius and striving to limit the temperature increase to no more than 1.5 degrees Celsius.

Reference link for company's greenhouse gas management plan : https://senxgroup.com/wp-content/uploads/2025/04/3_SENX_-Environmental-and-Energy-Conservation-Policy.pdf

Page number of the reference link : 1-2

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

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
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Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2024 : Greenhouse gas emissions 559.00 tCO ₂ e	2029 : Reduced by 20% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> • Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

- The company's uniforms use raw materials from recycled sources (100% PET bottles).The use of uniforms made from plastic bottles is an environmental concept known as Recycling and Circular Economy, which focuses on maximizing the reuse of used resources.- **Reduce plastic waste:** Helps decrease the number of plastic bottles- **Efficient use of resources.** : Reduce the use of new raw materials.- **Conserve energy and water.** : The production of recycled fibers uses fewer resources than new production.- **Good functional properties.** : The fabric is often lightweight, quick-drying, and highly breathable.Uniforms made from plastic bottles are an innovation that transforms "waste" into "resources," helping to reduce environmental impact while remaining practical for daily use. In 2025, the company has an order volume of 1,200 units.




- In 2025, the company's greenhouse gas reduction amounted to 204,123 kg.CO2, equivalent to planting 20,412 trees. (This compiles data from a total of 17 projects.)

- The company received a "Corporate Carbon Footprint" certification from the Low Carbon Business Certification Office, Thailand Greenhouse Gas Management Organization (Public Organization), with the following guidelines for reducing greenhouse gas emissions:

1. Increase green spaces and create a more livable environment, allowing people to coexist harmoniously with nature.

2. Implement the 3R principles for daily waste management, which include:
 - Reduce: Decrease the amount of new waste generated.
 - Reuse, such as: Plastic bags that can be reused multiple times, glass bottles that can be washed and reused.
 - Recycle: Separate recyclable waste, wash it, and send it back into the recycling system, such as cans, plastic water bottles, and milk cartons, to prevent these wastes from being buried and lost.
3. Promote water conservation to prevent future water scarcity. Emphasize the value of water by using tap water. Only as necessary, do not let water run to waste.

"SENA Group" aims to develop its business towards sustainability, based on the principle that everything starts from home, and the smallest society is the family. Therefore, residential development requires establishing infrastructure and developing an environment to create a new Eco System, fostering a collective effort to protect the planet and accelerate progress towards sustainability. SENA's key objective is to be more meticulous and attentive to every step of residential project development, striving for Net Zero Carbon Energy, enhancing quality of life, and promoting sustainability in all dimensions of society by 2025.

 Working Group	 GHG Reduction	 GHG Removals
<p>Working Group</p> <p>The working group is established to conduct an assessment of the organization's carbon footprint by defining the scope to cover the head office, sales office, and construction office, as well as greenhouse gas emissions from the construction of houses, townhomes and condominiums, to check the significant emission sources and monitor the organization's greenhouse gas reduction operations and recommend greenhouse gas management guidelines to determine effective greenhouse gas reduction measures.</p> <p>Operational support tools</p> <p>Develop a platform to collect data on GHG emissions sources and a program to analyze CFO to reduce working hour loss and support the scope of new sources of greenhouse gas emissions.</p>	<p>Repair and maintenance activity</p> <p>Provide inspection, repair, and maintenance of systems, equipment, machines and electrical appliances to maintain work efficiency and reduce damages arising from malfunctions.</p> <p>Activities to reduce greenhouse gases</p> <p><u>Promote clean energy consumption as much as possible</u> by installing a solar roof on the office building and showing the real-time amount of electricity produced through the screen of Digital Signage</p> <p><u>Promote the efficient use of resources with the 3 Rs measure</u></p> <ul style="list-style-type: none"> • Reduce : Starting from using less, reducing the use of materials and products that cause waste and waste energy • Reuse : Reuse of usable or recyclable materials. • Recycle : Reprocessing used materials and products for reuse or recycling. 	<p>Natural forest areas</p> <p>Implement natural reforestation projects in collaboration with the Department of Forestry and Department of Marine and Coastal Resources to restore ecosystems and become natural sources of greenhouse gases.</p> <p>Private forest areas</p> <p>Implement reforestation projects in private areas in all forms to increase green areas, be a recreation area, and accommodate pollution emitted from activities in urban society.</p>

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	179.00	559.00	382.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	97.00	125.00	25.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	58.00	353.00	304.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	24.00	81.00	53.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000167	0.000586	0.000372
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	2.80	0.86	0.62
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	1.03980000	0.88000000	0.61513687

Additional explanation : ^(*) 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 : Other : BSI Group (Thailand) Company Limited

Reference link for the greenhouse-gas verifier entity : <https://senxgroup.com/about-us/#award>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	204.12
Other projects (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	204.12
Greenhouse gas emissions reduction achieved through project management. (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	204.12

Absorption and removal of Greenhouse Gas

	2023	2024	2025
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)	0.00	0.00	N/A

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ESG Performance

Company Name : SEN X PUBLIC COMPANY LIMITED Symbol : SENX
Market : mai Industry Group : Property & Construction Sector : SECTOR 0

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, Supplier rights

● Employee Rights

The company places the highest importance on respecting the labor rights and human dignity of all employees, adhering to labor laws and human rights principles as its operational framework. The company establishes fair employment processes, working conditions, compensation structures, and performance evaluations. It continuously promotes the development of employees' knowledge, skills, and potential, and provides welfare benefits and annual health check-ups for employees at all levels. Furthermore, the company offers opportunities for employees to express opinions and file complaints when they experience unfair treatment, along with measures to protect complainants. In the past three years, there have been no significant labor disputes affecting business operations.

Policy or statement supporting freedom of association.

The company respects and supports the right of all employees to exercise freedom of association, to form, join, or not join labor unions or employee organizations, including the right to free and fair collective bargaining. The company will not engage in any discriminatory, intimidating, harassing, or interfering actions regarding the exercise of such rights. The company operates in accordance with relevant laws and adheres to international labor standards to promote good relations between employers and employees and create a fair working environment that respects human rights.

Policy or statement supporting the right to collective bargaining.

The company supports freedom of association and participation in bargaining, meaning employees have the right to fair negotiation regarding employment benefits and the freedom to express opinions. Employees are able to form groups and utilize negotiation mechanisms to convey opinions, suggestions, or demands related to employment conditions, compensation, welfare, and working conditions. The company will not take any actions that obstruct, interfere with, or discriminate against employees due to their exercise of the right to collective bargaining, and aims to foster good relations between employers and employees within the framework of the law.

● Migrant/Foreign Workers

The company operates on the principle of "non-discrimination and equal opportunity," without distinction based on race, nationality, religion, or any status unrelated to work. All employees, whether Thai or foreign workers, are treated equally in terms of employment, compensation, welfare, safety, and development opportunities, in accordance with labor laws and human rights principles.

● Child Labor

The company strictly adheres to labor laws and human rights principles, including the prohibition of child labor as stipulated by law. The company's recruitment and employment processes involve verifying the qualifications and age of applicants to ensure that no labor is used in violation of laws and ethical principles.

The company has taken action to address the following labor issues:

1. Prevention of child labor.

The company strictly adheres to labor laws and human rights principles, including the prohibition of child labor as stipulated by law. The company has a policy to comply with international standards regarding the prohibition of child labor or forced labor. The company's recruitment and employment processes involve verifying the qualifications and age of applicants to ensure that no labor is used in violation of laws and ethical principles.

2. Prevention of forced labor.

The company is committed to conducting business ethically and respecting universal human rights principles, adhering to labor standards and relevant labor laws regarding forced labor, human trafficking, or any form of labor detention. All types of employment must be voluntary. Employees have the right to resign from employment under the terms of their employment contract and the law, without detention or confinement.

3. Mechanisms allowing employee representatives to participate with company management.

The company has mechanisms that allow employees and employee representatives to participate with management through respecting the right to express opinions and The submission of suggestions for transparent and comprehensive internal communication through internal control systems, including participation in proposing guidelines for safety, occupational health, and working environment, which reflects the promotion of collaboration and appropriate and systematic employee engagement at all levels within the organization.

4. Reduction of excessive working hours.

The company prioritizes managing employee working hours appropriately and in accordance with relevant labor laws. It clearly defines working hours and overtime, and systematically controls, monitors, and records employee work time to prevent working hours that exceed legal limits or negatively impact employees' health and quality of life. The company supports efficient work planning, appropriate workload distribution, and workforce management aligned with work volume to reduce the necessity of overtime and promote work-life balance for employees (Work-Life Balance)

5. Supporting a living wage.

The company prioritizes paying fair wages and compensation sufficient for employees' livelihoods. Wage rates are set in accordance with labor laws and the legally mandated minimum wage. The compensation structure is also considered to be appropriate for the nature of the work, responsibilities, skills, and experience of employees. Furthermore, the company regularly reviews and adjusts wages and welfare benefits to align with economic conditions, cost of living, and business operational capabilities. The company aims to promote a good quality of life for employees and support sustainable job security.

● **Consumer/Customer Rights**

The company prioritizes customer rights and satisfaction, adopting a People-Centric approach. under the strategy Made From Her By aiming to provide accurate, sufficient, and timely information, deliver quality products and services at fair prices, strictly adhere to contractual terms, and maintain a system for receiving customer complaints to ensure prompt responses. Additionally, the company offers a 24-hour after-sales service system. through Application Sen Prop including appropriate protection of customer personal data.

● **Community and Environmental Rights**

The company conducts business with consideration for its impact on communities and the environment, through the development of projects that prioritize efficient energy use, reduction of greenhouse gas emissions, and compliance with environmental laws, such as the preparation of EIA reports. for real estate development projects. Additionally, the company also conducts CSR activities. continuously, in both CSR-In-Process and CSR-After-Process forms. such as the "Baan Ruam Tang Fun" (Shared Dream Home) project, hospital support, and community development to enhance the overall quality of life in society.

● **Occupational Safety and Health**

The company has a safety and crisis management system covering all stakeholder groups, designating safety as the responsibility of every employee. It implements accident prevention measures, maintains hygienic workplaces, inspects safety equipment, and conducts business continuity plan drills. (BCP) regularly. In the year 2025 No employee fatalities from work accidents, and no cases of labor law or human rights violations.

- **Non-discrimination**

The company establishes a policy of non-discrimination and equal opportunity, without distinction based on religion, gender, marital status, physical ability, social standing, or any other status unrelated to job performance, to prevent discrimination. and all forms of harassment or sexual abuse. All employees receive fair consideration for compensation, promotion, rewards, and development, along with accessible complaint channels and a systematic and fair complainant protection system.

- **Partner Rights**

The company conducts business based on principles of good corporate governance and compliance with laws, regulations, and requirements related to project operations, especially in environmental aspects (EIA). safety, and data protection, which are fundamental to building trust with partners. The company has a risk management and internal control system to ensure transparent, fair, and sustainable collaboration with partners, reducing risks that may affect partners and all stakeholders.

Reference link for social and human rights policy and guidelines : https://senxgroup.com/wp-content/uploads/2025/04/4_SENX_-Human-Rights-Policy.pdf
Page number of the reference link : 1-4

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
Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Community and environmental rights, Safety and occupational health at work

Sen X Public Company Limited and its subsidiaries ("the Company") consider the role of stakeholders and prioritize the rights of all stakeholder groups, including shareholders, customers, employees, business partners, competitors, creditors, society, and communities. The company ensures that various stakeholder groups are treated appropriately, equally, and fairly. This is established as a policy in the Corporate Governance Policy and documented as guidelines in the company's Business Ethics, alongside social responsibility. The company respects and promotes human rights and children's rights according to international principles, considering all stakeholder groups in accordance with corporate governance principles and the company's code of ethics, with information published on the company's website as follows:

Respect for and non-violation of human rights.

The company has policies and practices that do not involve human rights violations, requiring all directors, executives, and employees to comply. It emphasizes respect for human rights by considering equality and non-discrimination based on race, religion, gender, marital status, physical ability, educational background, financial status, or any other status not directly related to job performance, as well as respecting individuality and human dignity.

Fair treatment of labor.

The company recognizes the importance of human resource development and fair treatment of labor, which are

factors that will help increase business value and enhance the company's competitiveness and sustainable growth in the future. Accordingly, the company has established the following policies and guidelines:

1. Respect employee rights according to labor laws and human rights principles.
2. Establish fair employment processes and conditions, including compensation determination and merit consideration under a fair performance evaluation process.
3. Promote personnel development by organizing training, seminars, and workshops, as well as sending personnel to participate in academic seminars and training in various fields.relevant matters to develop the knowledge, abilities, and potential of personnel, as well as instill good attitudes, virtues, ethics, and teamwork among personnel.
4. Provide various welfare benefits for employees as required by law and beyond legal requirements.
5. Provide annual health check-up services for personnel at all levels of the company.
6. Ensure employees can work safely and maintain good hygiene in the workplace by implementing accident prevention measures, fostering safety awareness among employees, providing training, and promoting good hygiene practices and maintaining a sanitary and safe workplace at all times.
7. Provide opportunities for employees to express opinions or report unfair treatment or misconduct within the company, as well as protect employees who report such matters.

The company continues to focus on human resource development and equitable treatment of labor, adhering to human rights principles, fair employment and compensation, along with a transparent evaluation system. It promotes potential development through continuous training and learning, provides welfare benefits as required by law and additional benefits as appropriate, including annual health check-ups, ensures a safe working environment, and provides channels for employees to lodge complaints or express opinions with systematic protection measures for complainants.

Respect for labor rights.

The company prioritizes fair and equal treatment of employees by establishing non-discrimination policies and promoting equality. Provide fair employment opportunities with appropriate compensation based on potential. Establish safe, transparent channels for complaints and whistleblowing, with systematic protection processes for complainants. Additionally, continuously develop employee potential and communicate necessary information to ensure employees are thoroughly and consistently informed.

- Establish a policy on non-discrimination and equal opportunities.
- Fair employment for employees and ensuring employees receive appropriate compensation based on their potential.
- Provide channels for employees to lodge complaints in cases of unfair treatment or report information regarding potential legal violations, and establish resolution processes, including systematic and fair protection measures for complaining employees.
- Develop employees to universally train skills and enhance potential, and ensure employees are consistently informed of company news.

Social protection and working conditions.

- Maintain the environment and organize work systems to ensure employees' safety of life and property, and good hygiene.
- Provide fair employment conditions and ensure employees receive appropriate compensation based on their potential, in the form of salaries, bonuses, welfare benefits, provident fund contributions, and other remuneration.
- Appoint, transfer, reward, and penalize employees with integrity, based on their knowledge, abilities, and suitability.
- Establish policies to strictly comply with laws, rules, and regulations related to employees.

Exercise of social and political rights.

Directors, executives, and employees have the right and freedom to participate in various social activities, while avoiding any actions that are unlawful or immoral, disrupt social peace, and maintaining their honor and dignity to be accepted commensurate with their status in the society and community where the company is located. The following guidelines have been established:

- Uphold democratic principles and promote the exercise of rights under constitutional law and other relevant laws.
- Refrain from any actions that could imply the company's involvement with or support for any political party.

Communication and complaint channels.

The company continuously communicates information regarding policies, news, and knowledge to employees through convenient, fast, and up-to-date channels such as the HR Online system, company email system, bulletin boards, the company website, and employee relations activities like annual company trips. For employee complaints or grievances, submissions can be made via mail through a complaint box or by sending information through the Human Resources email system. The company has established procedures and steps for resolving employee complaints, fair investigation and consideration methods, and measures to protect the confidentiality of complainants.

Furthermore, over the past three years, the company has not had any significant labor disputes that materially affected its business operations.

Workplace safety.

The company places great importance on employee safety by establishing measures and guidelines to prevent accidents and maintain a safe working environment. It aims for all employees to be aware of their responsibility for safety, maintain orderliness in the workplace, support safety-related activities, and strictly comply with relevant laws and regulations.

Promoting employment for persons with disabilities.

The company has begun promoting employment for persons with disabilities by transitioning from merely contributing to the fund for the promotion and development of the quality of life for persons with disabilities, to actively increasing the hiring of persons with disabilities to tangibly promote and develop their quality of life. In the year 2568, the company employed 6 persons with disabilities. which promotes sustainable income-generating careers for persons with disabilities.

Participation and responsibility towards society as a whole.

The company continuously conducts social activities both within its operational processes (CSR-In-Process) and after operations (CSR-After-Process), adhering to its role as a good corporate citizen and supporting community development in various areas such as improving quality of life, promoting learning, preserving culture, and participating in public activities.

Furthermore, the company aims for comprehensive human rights management through impact assessments, prevention and remediation measures, complaint channels, and complaint resolution mechanisms, while regularly reviewing human rights policies to ensure alignment with principles and suitability.

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

The company has conducted human rights due diligence as an ongoing risk management process, with the objective of identifying, preventing, mitigating, and addressing how the company manages human rights impacts arising throughout its business activities, by referencing the human rights due diligence process which consists of 5 steps according to the UN Guiding Principles on Business and Human Rights (UNGPs).

Comprehensive human rights due diligence process

1. Announcement of the company's policies and principles Regarding respect for human rights
2. Assessment of actual or potential impacts arising from the company's activities
3. Integration of policies with assessment including internal and external control mechanisms
4. Monitoring and reporting of performance
5. Remediation and redress

การเคารพสิทธิมนุษยชน

การเคารพสิทธิมนุษยชนของบริษัทเป็นการสร้างสภาพแวดล้อมการทำงานที่ยุติธรรม เคารพ และเป็นธรรม ทั้งต่อพนักงานและผู้มีส่วนได้เสียทุกฝ่ายดังนี้

1

การคุ้มครองสิทธิในการไม่ถูกเลือกปฏิบัติ

บริษัทฯ ต้องรับประกันว่าไม่เกิดการเลือกปฏิบัติจากปัจจัยต่างๆ เช่น เชื้อชาติ เพศ อายุ ศาสนา หรือความพิการ รวมถึงการส่งเสริมความหลากหลายและการยอมรับความแตกต่างในที่ทำงาน

2

สิทธิในการได้รับค่าตอบแทนที่เป็นธรรม

บริษัทฯ ควรให้ค่าตอบแทนที่เหมาะสมและยุติธรรมกับแรงงานทุกคน โดยไม่ให้เกิดการเอารัดเอาเปรียบทางเศรษฐกิจ

3

สิทธิในการทำงานในสภาพแวดล้อมที่ปลอดภัย

พนักงานต้องได้รับการคุ้มครองจากอันตรายต่างๆ ทั้งในด้านความปลอดภัยและสุขภาพ การดูแลสวัสดิการของพนักงานเป็นสิ่งสำคัญ

7

การคุ้มครองสิทธิเด็กและแรงงาน

บริษัทฯ ต้องปฏิบัติตามมาตรฐานสากลเกี่ยวกับการห้ามใช้แรงงานที่ถูกละเมิด



4

สิทธิในการแสดงความคิดเห็น

บริษัทฯ ควรสนับสนุนและเคารพสิทธิของพนักงานในการแสดงความคิดเห็น และการมีส่วนร่วมในการตัดสินใจ รวมถึงการมีสิทธิในการตั้งคำถามหรือยื่นข้อเสนอนะ

6

สิทธิในการเข้าถึงโอกาสในการพัฒนา

บริษัทฯ ต้องให้โอกาสในการพัฒนาศักยภาพของพนักงาน ไม่ว่าจะเป็นด้านการศึกษา การฝึกอบรม หรือโอกาสในการเติบโตในองค์กร

5

การปกป้องความเป็นส่วนตัว

การรักษาความเป็นส่วนตัวของพนักงานและข้อมูลส่วนบุคคลที่เกี่ยวข้อง เช่น ข้อมูลทางการแพทย์ หรือข้อมูลส่วนตัวอื่นๆ ควรได้รับการปกป้องตามหลักการทางกฎหมาย

ช่องทางการส่งข้อร้องเรียน



ทางไปรษณีย์

ถึง ฝ่ายบริหารทรัพยากรบุคคล
บริษัท เซนาดีเวลอปเม้นท์ จำกัด (มหาชน)
เลขที่ 448 อาคารรัฐวิสาหกิจ กบบริษัทยา
แขวงสามเสนนอก เขตห้วยขวาง กรุงเทพฯ 10310



ทางอีเมล

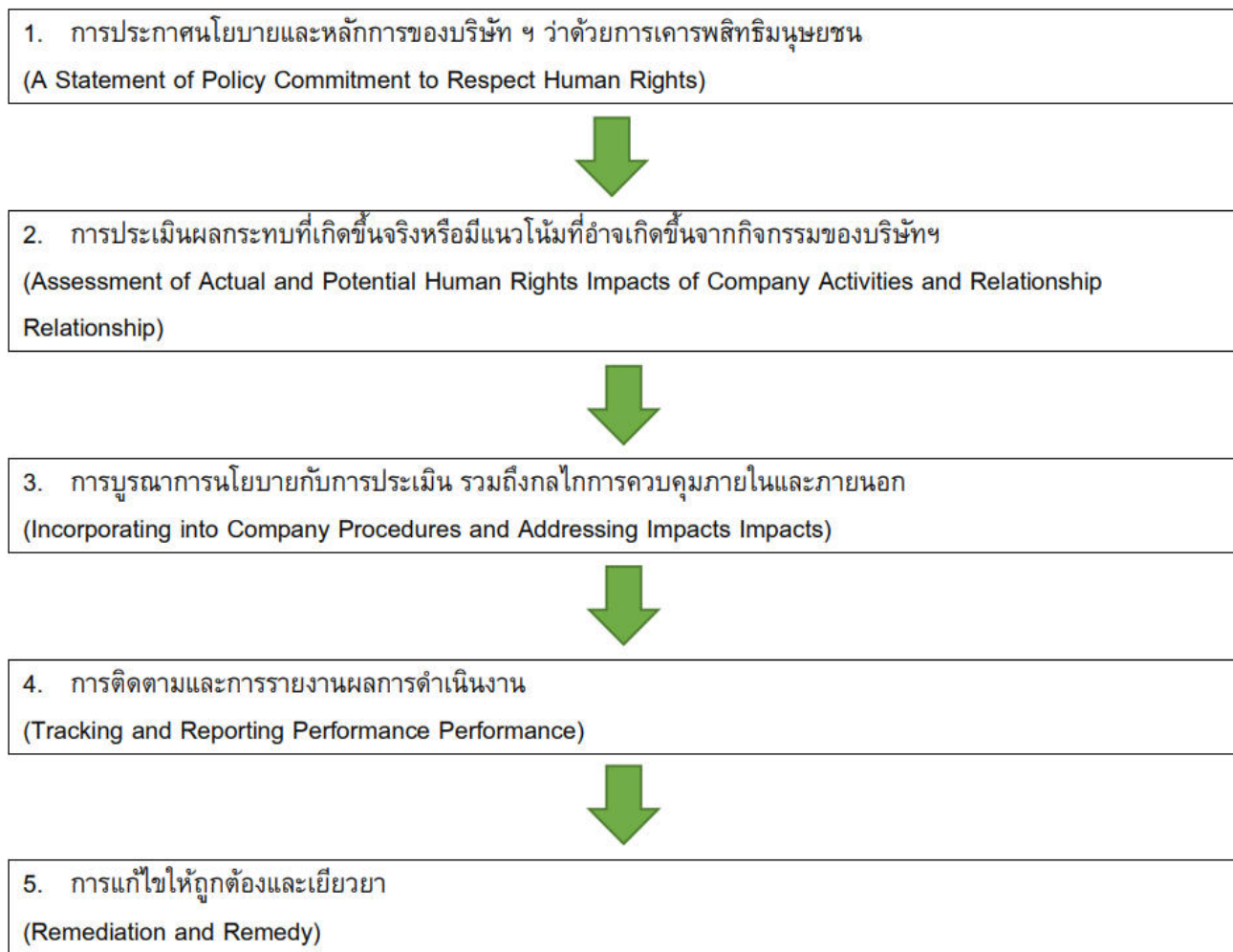
hrsenadevelopment@gmail.com

MADE FROM HER
FOR YOU



The company has conducted human rights due diligence as an ongoing risk management process, with the objective of identifying, preventing, mitigating, and addressing how the company manages human rights impacts arising throughout its business activities, by referencing the human rights due diligence process which consists of 5 steps according to the UN Guiding Principles on Business and Human Rights (UNGPs).

Comprehensive human rights due diligence process



Reference link for the information and an HRDD process : https://senxgroup.com/wp-content/uploads/2025/04/4_SENX_-Human-Rights-Policy.pdf

Page number of the reference link : 5-12

Other Operations

Guidelines

Disclosure of key human rights issues.

The company recognizes the importance of workplace safety for all personnel. Therefore, it has established safety measures in the workplace to prevent various accidents that may occur during the performance of duties by personnel and related parties. Workplace safety is crucial, and employees must be aware of and remember it at all times while working, as accidents can lead to loss of life and property. Furthermore, the company considers the health and hygiene of its personnel by establishing operational procedures for maintaining the environment and organizing work systems to ensure the safety of employees' lives and property, as well as good hygiene, with guidelines.

Furthermore, the company reports its human rights performance annually through its annual sustainability report or website and provides channels for all stakeholders to report human rights violations to the company.

Labor risk assessment.

The company conducts comprehensive human rights due diligence as an ongoing risk management process to identify, prevent, mitigate, and address potential human rights impacts arising from business activities throughout the value chain. This process refers to the human rights due diligence process based on the UN Guiding Principles on Business and Human Rights (UNGPR), which consists of 5 steps: (1) Policy commitment to respect human rights, (2) Assessing actual and potential human rights impacts, (3) Integrating policies and internal-external controls to address impacts, (4) Tracking and reporting performance, and (5) Remediation.

In the human rights risk assessment process, the company considers potential impacts on both internal and external stakeholders, including vulnerable groups such as women, children, migrant workers, third-party contract workers, and local communities, covering 100% of the company's business activities, divided into core business activities in products and services, and supporting activities for partners, employees, customers, society and communities, including shareholders, as well as new business processes such as joint ventures and mergers and acquisitions. The company prioritizes human rights risks by considering the level of likelihood and impact.

In 2025, Found 1 High-risk issues include employee safety and occupational health, for which the company has implemented concrete mitigation measures, such as increasing the frequency of safety training, reporting and analyzing all accidents to the safety committee, and continuously reviewing emergency response procedures for employees and relevant parties.

The company regularly monitors, inspects, and reports on human rights performance, as well as communicates and educates employees.

continuously. In the year 2568 Company Operations and Business Activities 100% underwent human rights risk assessment, and All high-risk issues have been fully addressed with mitigation measures. No cases of human rights violations in any related dimension were found. The company reports its performance annually through its sustainability report and website and provides channels for complaints.

from all stakeholder groups

Management of bullying and/or harassment.

The company continuously monitors and tracks human rights performance to prevent all forms of bullying, harassment, and human rights violations. Communication, awareness-raising, and regular training are provided to employees covering human rights issues. The company provides channels for receiving tips and complaints from all stakeholder groups regarding legal violations, business ethics, corruption, and unequal treatment. Reports can be submitted through various channels such as email, postal mail, and the website. Call Center, complaint box, and QR Code. All complaints will be kept confidential. Complainants are not required to disclose their identity and are protected under the company's policy.

The company allows employees to submit complaints via email or postal mail to the company.

1. via postal mail.

To Human Resources Department.

No. 542, Sena Fest Shopping Center Building, 1st Floor, Charoen Nakhon Road.

Khlong Ton Sai Subdistrict, Khlong San District, Bangkok 10600

2. Email: senx-hr@senxgroup.com

considers the role of stakeholders and prioritizes the rights of the company's stakeholders.

The company has policies and practices that do not involve human rights violations, requiring all directors, executives, and employees to adhere to them. Emphasis is placed on respecting human rights by considering equality and fairness, without discrimination based on race, religion, gender, marital status, physical ability, education, financial status, or any other status not directly related to job performance as well as respecting individuality and human dignity.

The company recognizes that respecting and not violating human rights is a component in fostering the sustainable growth of its operations. Therefore, it has announced a human rights policy and guidelines that define practices for respecting and not infringing upon human rights.

to human rights, including the Human Rights Due Diligence (HRDD) process, and has communicated this to all employees for their awareness and compliance, as well as publishing the document on HR-Online and the company's website. Further details can be found in the Human Rights Policy and Guidelines. https://senxgroup.com/ir/corporate_governance/

Employee training on the company's human rights respect policy in 2025.



Orientation on Anti-Corruption Policy.

In the year In 2025, the company had a number of employees trained on the anti-corruption policy. in total 237 individuals

In 2025.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
Number of employees. (individuals)	-	24	25	26	17	24	18	23	15	24	22	19	237



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

	2023	2024	2025
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

	2023	2024	2025
Total number of incidents or complaints related to business partners 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

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, Safety and occupational health at work

1. Fair employee compensation

The company manages compensation based on principles of fairness, transparency, and verifiability, by clearly defining criteria and indicators for performance evaluation, covering both individual and team assessments, to ensure that evaluation results reflect actual performance of employees throughout the year, with periodic performance monitoring to enable supervisors to provide appropriate feedback, and helping employees continuously understand their development direction. Evaluation results are used to consider adjustments to compensation and various special benefits to align with the level of responsibility and quality of work. The company regularly reviews its wage structure to align with economic conditions and the labor market, with a systematic and impartial review process. Annual compensation adjustments and bonus payments are made in accordance with carefully established policies to maintain fairness standards and support employee motivation, while strengthening engagement and participation in driving the organization's sustainable success.

2. Equal compensation

The company prioritizes providing appropriate, equal, and fair compensation to all employees, based primarily on ability, responsibility, and performance, without discrimination or economic exploitation. The company determines compensation, bonuses, salary adjustments, and various benefits within the framework of relevant Thai labor laws, and establishes and disseminates transparent policies and guidelines for compensation and performance evaluation, utilizing the concept of Balanced Scorecard (BSC) and Objectives and Key Results (OKRs) as a tool for management and communication to inform employees within the organization. disclosed on the company's website.

3. Employee training and development

Personnel are considered valuable resources and play the most crucial role in driving the company's sustainable business growth. Therefore, the company prioritizes developing and improving human resource management processes to be modern, aligning with ever-changing technology and business contexts. This aims to foster employees to become both "good people" and "competent people" and collectively drive the organization towards long-term sustainability goals. The company emphasizes developing employee potential from their first day of employment, providing orientation to build understanding of the business, goals, organizational structure, core values, corporate culture, and collaborative work approaches. This enables employees to adapt quickly, have a clear work framework, and share common values in creating quality work. Furthermore, the company is committed to continuously developing the potential of its personnel in terms of knowledge, abilities, work standards, and quality of customer service by designing training courses and learning activities that meet the

needs of service work, helping to elevate professionalism and create value for both employees and the organization in the long term. In 2025, the company organized learning courses for employees in both In-house Training, Public Training, and Online Training with a total of employees attending the training. 446 people, totaling 5 training hours, 505 hours or an average of 12.34 hours per person per year, reflecting the company's commitment to developing human resources as a key driver for sustainable organizational growth.

4. Promoting employee relations and engagement

The company fosters engagement through various activities to continuously care for employee health, including counseling on managing work-related stress, listening to suggestions for improving the work environment, supporting exercise, and activities that reduce fatigue. Additionally, there are health benefits for family care, as well as the development of suitable workspaces, such as rest areas, to comprehensively enhance the physical and mental health of employees. and activities Sena Full Heart, which provides counseling on managing work-related stress, among other things. The company also promotes employee engagement through internal organizational activities.

5. Migrant/foreign workers

The company is committed to operating under the principle of non-discrimination and creating a work environment that respects the rights of all migrant workers, providing foreign employees with equal rights and benefits as Thai employees at every stage, from recruitment, employment, and training to career development. The company has established guidelines and accompanying documents, such as operational manuals or various announcements, to systematically cover the management of migrant workers. Furthermore, the company has educated relevant parties on the principles of sustainability, human rights, legal compliance, and anti-human trafficking.

6. Child labor

The company strictly adheres to Thailand's labor laws and local laws in all countries where it operates, refraining from all forms of illegal child labor and not employing individuals under 15 years of age. For employees under 18 years of age, the company arranges appropriate work schedules, ensuring they do not work more than 8 hours per day, are not assigned tasks during nighttime hours (10:00 PM - 6:00 AM), and not to perform work that poses risks to health, safety, or physical, mental, and moral development, and does not interfere with compulsory education.

7. Occupational safety and health

The company recognizes the importance of workplace safety for all personnel. Therefore, safety measures are established to prevent various accidents that may occur during the operation of personnel and related parties. Workplace safety is crucial, and employees must be aware of and remember it at all times while working, as accidents can lead to loss of life and property. Furthermore, the company considers the health and hygiene of its personnel by setting operational guidelines for maintaining the environment and organizing work systems to ensure the safety of employees' lives and property, as well as good hygiene, with the following practices:

- Designating workplace safety as the primary responsibility of all employees in their operations.
- Requiring all employees to maintain cleanliness and orderliness in their work areas.
- Supporting workplace safety activities and prevention guidelines.
- Determined according to various laws and regulations related to safety.

8. Employee participation in health and safety development.

The company promotes employee engagement in health and safety by regularly conducting fire evacuation drills and emergency plan exercises, and by providing opportunities for employees to offer feedback and review drill results to continuously improve safety measures.

9. Non-discrimination

The company aims to operate its human resources functions based on the principle of non-discrimination, emphasizing equality and fairness at every stage of personnel management. This begins with the recruitment and selection process, which considers qualifications, knowledge, abilities, and suitability for the position, without using

factors such as gender, age, race, religion, nationality, disability, or any other personal status as criteria for decision-making. The company determines compensation, welfare, and other benefits based on transparency and fairness, consistent with position levels and performance, to ensure employees receive equitable remuneration. In terms of career development and performance evaluation, the company provides opportunities for employees at all levels to receive equal evaluation, development, and career advancement, with a focus on potential and performance. It also promotes widespread access to training and skill development opportunities without discrimination. Furthermore, the company prioritizes creating a work environment that respects human dignity, free from harassment, bullying, or abuse in any form, to enable employees to work confidently and safely. The company also provides systematic, transparent, and verifiable channels for receiving complaints regarding discrimination, along with measures to protect complainants from retaliation or any adverse effects, thereby supporting an organizational culture committed to genuine fairness, equality, and respect for the rights of all employees.

10. The company has taken action to address diversity, equality, and discrimination.

The company implements measures to promote diversity, equality, and non-discrimination in human resource management, covering race, religion, gender, sexual orientation, age, disability, and nationality. It establishes recruitment, selection, development, and promotion processes based primarily on knowledge, abilities, and performance, respects workplace rights, and provides channels for complaints in cases of discrimination, and There is a fair review and correction process to create a work environment that respects individual dignity and differences.

Reference link for employee and labor management : https://senxgroup.com/wp-content/uploads/2025/04/4_SENX_-Human-Rights-Policy.pdf
 Page number of the reference link : 1-4

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
 and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Migrant/foreign labor	Migrant workers receive care, welfare, and opportunities for learning and development equal to local employees.	-	2025: 100%
• Employee training and development	Employee Training Hours (Hours/Person/Year)	2025: 12.34	2026: 8

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Fatal work-related accidents	2025: No work-related fatalities	2026: No work-related fatalities
• Others : Organizational Commitment	Employee Engagement and Satisfaction Survey Results (Score out of 5)	-	2025: Not less than 4 points

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

1. Fair Employee Compensation

The company provides fair and appropriate compensation to all employees, preventing economic exploitation. Furthermore, such compensation should be appropriate for the nature of work, responsibilities, and performance of employees in each position. as well as complying with relevant labor laws to ensure employees receive fair treatment and an appropriate quality of life. The company sets employee compensation policies in line with the company's short-term and long-term performance, by providing remuneration in the form of bonuses and annual salary adjustments to incentivize employees to achieve set goals. The company has adopted the concept of BSC (Balanced Scorecard) and Objective and Key Results (OKRs) are utilized as tools for managing performance-based compensation, as well as for providing other welfare benefits.

2. Employee Training and Development

The company systematically focuses on developing employee potential to enhance competitiveness and support business growth. It has organized training courses covering new employee orientation, strengthening fundamental organizational knowledge through online systems, developing specialized skills in sales, and elevating construction work standards in collaboration with partners (Hankyu). This also includes providing safety and occupational health training as required by law, such as basic firefighting training and workforce skill development according to government standards. As a result of these operations, a total of 446 employees participated in training this year, accumulating 5505 training hours, or an average of 12.34 hours per person per year. This reflects the company's commitment to developing human resources as a key sustainable driving force for the organization.

3. Promoting Employee Relations and Engagement

3.1 The company is committed to fostering employee engagement by comprehensively enhancing their quality of life. by implementing the "Full Heart" project as a center for in-depth consultation from specialized experts, covering key dimensions that affect work efficiency and happiness, namely mental health for stress management, legal matters, and financial aspects to support personal life stability. Employees can conveniently access services while maintaining privacy in private consultation rooms, ensuring confidence and a safe space for seeking advice. Additionally, professional nurses are stationed at the workplace to provide basic healthcare, first aid services, and scientifically accurate health risk screening. This integrates comprehensive support for physical and mental health, and life stability.

3.2 Employee Engagement Survey Results The company conducted an employee engagement survey. The survey results It was found that the overall engagement score was 4.10 out of a maximum of 5.00, reflecting a good level of engagement.

4. Migrant/Foreign Workers

The company operates on the principle of non-discrimination and creates a working environment that respects the rights of all migrant worker groups. It provides foreign employees with equal rights and benefits as Thai employees at every stage, from recruitment, employment, and training to career development. The company has established guidelines and governing documents, such as operational manuals or various announcements, to systematically manage migrant workers. Furthermore, the company educates relevant parties on the principles of sustainability, human rights, legal compliance, and anti-human trafficking.

5. Child Labor

The company strictly complies with Thailand's labor laws and local laws in all countries where it operates, refraining from all forms of illegal child labor and not employing individuals under 15 years of age. For employees under 18 years of age, the company arranges appropriate work schedules, ensuring they do not work more than 8 hours per day, are not assigned night shifts (10:00 PM - 6:00 AM), and do not perform tasks that pose risks to their health, safety, physical, mental, or moral development, nor interfere with compulsory education.

6. Occupational Safety and Health

6.1 Performance Monitoring and Health and Safety Management

The company regularly provides occupational health and safety training to employees, including fire evacuation drills and annual emergency plan exercises, to prepare for unexpected incidents. Participation results, evacuation times, and observations from the drills are recorded for continuous analysis and improvement of safety measures.

6.2 Independent Verification for Health and Safety Data

The company emphasizes the accuracy, reliability, and transparency of occupational health and safety data. It conducts independent verification of data and the Safety, Health, and Environment (SHE) management system by external, independent, and specialized individuals or organizations to assess compliance with relevant laws, regulations, and practices. This verification covers the evaluation of operational processes, safety measures, accident prevention, risk management, and the occupational health and safety data disclosed by the company. The company utilizes the results of these verifications, recommendations, and observations from independent bodies to continuously improve and develop its management system, thereby elevating safety standards, reducing workplace risks, and creating a safe and appropriate working environment for all employees and stakeholders.

6.3 Safety and Occupational Health of Office Buildings

The company prioritizes the safety and occupational health of employees in office buildings by continuously implementing safety plans to create a safe, hygienic, and efficient working environment. This includes providing safety knowledge related to employee operations, such as fire extinguishing and evacuation drills, basic first aid, and occupational safety officer courses.

6.4 Environmental Management in Developing Projects

The company places great importance on environmental management during the development of various projects, focusing on maximizing resource utilization and controlling environmental impacts on communities surrounding project areas. This is achieved by strictly adhering to environmental impact prevention and mitigation measures, as well as continuously monitoring environmental impacts in various aspects such as noise levels, air quality, and water usage management.

● Actions to Reduce Environmental Impacts

The construction of residential buildings and various public utilities for the project will be under the control of the Ministry of Natural Resources and Environment's announcement regarding criteria, methods, operational procedures, and guidelines for preparing Environmental Impact Assessment (EIA) reports, issued under the authority of the National Environmental Quality Promotion and Protection Act B.E. 2535 (1992). The company consistently prioritizes and recognizes the impacts of project operations on the environment and surrounding communities, thus establishing a clear policy to adhere to and implement

environmental impact mitigation measures and environmental impact monitoring measures specified in the EIA report, which has been strictly approved by the Office of Natural Resources and Environmental Policy and Planning, Ministry of Natural Resources and Environment, as well as other relevant laws.

In the year 2568 The PM2.5 dust crisis in Bangkok has compelled the company to place significant importance on measures to prevent and reduce dust from various projects during construction. In addition to legally mandated environmental impact mitigation measures, the company has also implemented additional measures such as water spraying to help reduce dust.

- **Actions to Reduce Safety and Occupational Health Impacts**

In addition to caring for the prevention of environmental impacts, the company also pays attention to the safety and occupational health of the employees of the construction contractors it engages. It continuously monitors safety prevention measures throughout the project construction period and ensures the safety of project visitors, including investors and customers. Furthermore, the company emphasizes to contractors the importance of not employing child labor or forced labor, and respecting human rights, through evaluation and selection processes for contractors before engagement and post-completion evaluations.

6.5 Compliance with Environmental Laws

One important duty to perform is compliance with laws to demonstrate good corporate citizenship and to prevent the risk of fines or lawsuits from agencies, various organizations, and communities surrounding the project. Throughout the past period, the company has implemented policies and fully complied with laws containing environmental requirements.

6.6 Management of Environmental and Safety Complaints from Company Operations

The company provides channels for receiving complaints regarding environmental and safety issues arising from its operations, covering various aspects such as noise, air quality, safety, and other impacts, to achieve sustainable collaborative problem-solving. The construction department of each project is responsible for receiving complaints from communities affected by the company's environmental operations. Complaint channels and responsible personnel for receiving project complaints are publicized before the project commences. A collaborative team from the company and contractors is ready to manage both general and emergency incidents if any impacts occur or risks arising from the company's operations are observed. In the reporting year, the company received no environmental and safety complaints, and no complaints were found to have a significant impact on the community or business operations.

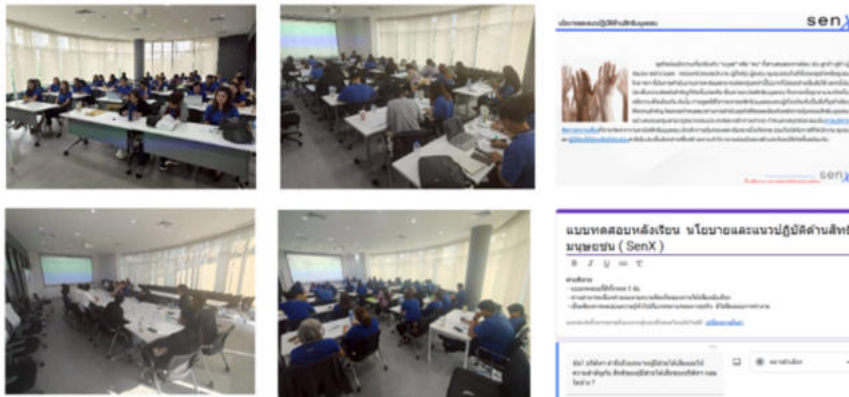
7. Non-discrimination

All employees are treated equally, including receiving equitable wages and equally, without using criteria such as ethnicity, skin color, gender, religion, region, political opinions, or other factors for discrimination.

- No significant complaints regarding discrimination in employment, development, or promotion were found in the past year. Any reported cases were investigated and closed according to established procedures.
- Employee recruitment and appointment adhere to established criteria, primarily considering qualifications and abilities.
- The working environment reflects the acceptance of diversity and appropriately promotes the participation of all employee groups.

Diagram of performance and outcomes for employee and labor management

อบรมให้ความรู้เกี่ยวกับนโยบายด้านสิทธิมนุษยชนของบริษัท



Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	64	652	621
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	64	652	621
Male employees (persons)	17	358	338
Percentage of male employees (%)	26.56	54.91	54.43
Female employees (persons)	47	294	283
Percentage of female employees (%)	73.44	45.09	45.57

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	20	192	182
Percentage of employees under 30 years old (%)	31.25	29.45	29.31
Total number of employees 30-50 years old (Persons)	32	412	384
Percentage of employees 30-50 years old (%)	50.00	63.19	61.84
Total number of employees over 50 years old (Persons)	12	48	55
Percentage of employees over 50 years old (%)	18.75	7.36	8.86

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	4	117	113
Percentage of male employees under 30 years old (%)	23.53	32.68	33.43
Total number of male employees 30-50 years old (Persons)	8	214	192
Percentage of male employees 30-50 years old (%)	47.06	59.78	56.80
Total number of male employees over 50 years old (Persons)	5	27	33
Percentage of male employees over 50 years old (%)	29.41	7.54	9.76

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	16	75	69

	2023	2024	2025
Percentage of female employees under 30 years old (%)	34.04	25.51	24.38
Total number of female employees 30-50 years old (Persons)	24	198	192
Percentage of female employees 30-50 years old (%)	51.06	67.35	67.84
Total number of female employees over 50 years old (Persons)	7	21	22
Percentage of female employees over 50 years old (%)	14.89	7.14	7.77

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	39	569	556
Percentage of employees in operational level (%)	60.94	87.27	89.53
Total number of employees in management level (Persons)	16	79	63
Percentage of employees in management level (%)	25.00	12.12	10.14
Total number of employees in executive level (Persons)	9	4	2
Percentage of employees in executive level (%)	14.06	0.61	0.32

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	7	321	308
Percentage of male employees in operational level (%)	41.18	89.66	91.12

	2023	2024	2025
Total number of male employees in management level (Persons)	3	36	30
Percentage of male employees in management level (%)	17.65	10.06	8.88
Total number of male employees in executive level (Persons)	7	1	0
Percentage of male employees in executive level (%)	41.18	0.28	0.00

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	32	248	248
Percentage of female employees in operational level (%)	68.09	84.35	87.63
Total number of female employees in management level (Persons)	13	43	33
Percentage of female employees in management level (%)	27.66	14.63	11.66
Total number of female employees in executive level (Persons)	2	3	2
Percentage of female employees in executive level (%)	4.26	1.02	0.71

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	4	6
Percentage of disabled workers to total employment (%)	0.00	0.61	0.97
Total number of employees with disabilities (Persons)	0	4	6
Total male employees with disabilities (persons)	0	3	4
Total female employees with disabilities (persons)	0	1	2
Percentage of disabled employees to total employees (%)	0.00	0.61	0.97
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	47,496,878.00	92,078,424.00	71,978,282.45
Average of remuneration of employees (Baht/persons)	742,138.72	141,224.58	115,907.06

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company has a policy to encourage employees to become members and contribute funds to PVD, to encourage employees to save diligently and accumulate sufficient funds for retirement. The Human Resources department will inform new employees during orientation that they can apply for PVD membership once they become permanent employees, and membership is voluntary. It requires approval from the Fund Committee and also provides information on the benefits received through PVD savings, including income tax benefits, as

contributions to the provident fund can be used for tax deductions. Information regarding new member applications for the fund is regularly publicized every month through the company's internal systems, such as email and the My HR system, and employees are facilitated in applying for PVD membership. The Group's PVD offers diverse investment policies covering various types, such as fixed-income instruments, equities, and mixed funds, allowing employees to select and adjust their investment policies according to their own needs. Furthermore, they can conveniently check their accumulated savings, company contributions, and PVD benefits through various channels provided by the provident fund management company, such as websites and applications.

The company has clearly defined guidelines and conditions for the management of the provident fund, covering membership application, the determination of employee contribution rates, employer contributions, conditions for payment upon termination of employment, and changes in contribution rates. The Provident Fund Committee oversees operations to ensure compliance with established criteria.

Overview of methods for determining employee and employer contribution Rates

The company established a provident fund to promote savings and provide financial security for the future of its employees and their families upon termination of employment, disability, retirement, or death. Employees who apply to be members of the provident fund can voluntarily choose their contribution rate to the provident fund, ranging from 2% to 10%. The group of companies will contribute at a rate between 3% and 10% based on the employee's length of service as a member (subject to the specific provident fund regulations of each entity). Employees who meet the specified age criteria will receive employer contributions and the benefit rate of the employer's contributions from the group of companies upon termination of their membership in the group's provident fund.

Employees in all positions can choose their contribution rate ranging from 2% to 10% of their base salary.

Employer contributions to the fund based on employee's length of membership are as follows:

- 3 years : Employer contribution 3%
- 3-5 years : Employer contribution 5%
- 5-10 years : Employer contribution 7%
- 10 years or more : Employer contribution 10%

Employees can change their contribution rate once per year, during January of each year.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	64	525	519
Number of employees joining in PVD (persons)	15	119	143
Number of PVD members / Total employees (%)	9.06	18.25	23.03
Number of PVD members / Total eligible employees (%)	23.44	22.67	27.55

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	717,910.00	2,474,714.00	2,681,680.00
Total amount of provident fund contributed by employee (baht)	N/A	N/A	3,464,586.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SEN X PUBLIC COMPANY LIMITED	Yes	621	519	143	23.03	27.55

Information on employee development

Employee training and development

	2023	2024	2025
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	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	18.00	6.11	12.34
Total amount spent on employee training and development (Baht)	360,000.00	121,881.08	127,696.84
Percentage of training and development expenses to total expenses (%) ^(*)	0.000385	0.000151	0.000139
Percentage of training and development expenses to total revenue (%) ^(*)	0.000336	0.000128	0.000124

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	141,312.50	1,491,305.50	1,488,205.50
Total number of hours worked by employees (Hours)	141,312.50	1,491,305.50	1,488,205.50

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	2	1
Total number of employees that lost time injuries for 1 day or more (Persons)	0	2	1

	2023	2024	2025
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.31	0.16
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) ^(*)	0.00	1.34	0.67
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.27	0.13

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	4	406	208
Total number of male employee turnover leaving the company voluntarily (persons)	0	203	118
Total number of female employee turnover leaving the company voluntarily (persons)	4	203	90
Proportion of voluntary resignations (%)	6.25	62.27	33.49
Percentage of male employee turnover leaving the Company voluntarily (%)	0.00	50.00	56.73
Percentage of female employee turnover leaving the Company voluntarily (%)	100.00	50.00	43.27

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Employee Welfare Committee

The company has established a welfare committee within the establishment.

In accordance with the Labor Protection Act, comprising employee and employer representatives, to consult with the employer, provide advice, and suggest ideas for beneficial employee welfare arrangements. By Welfare and other compensation, beyond salaries and bonuses, are provided to executives and employees in accordance with economic conditions and cost of living, to ensure competitiveness and comparability with industry standards for similar businesses, and in alignment with the company's performance. The company continuously reviews and updates these provisions.

Social Security Fund		Workmen's Compensation Fund		*Provident Fund	
Ordination ceremony support fund	Annual Health Check-up		Accident Insurance	Life Insurance	Health Insurance
Wedding ceremony support fund	Funeral assistance fund	Employee welfare visits	Employee Uniforms	Scholarships for Employees	**Scholarships for Employees' Children
Loans	Company housing purchase discount	Daily room discount		Accommodation discount (Pattaya Country Club)	

The Company has established an employee compensation policy that aligns with the Company's short-term and long-term performance. Compensation is provided in the form of bonuses and annual salary adjustments to incentivize employees to achieve set goals. The concepts of BSC (Balanced Scorecard) and Key Performance Indicators (KPIs) are utilized as tools for managing performance-based compensation, as well as other welfare benefits. Further details are provided in the section 7.5.2 Total Employee Compensation and Compensation Characteristics Employee Compensation Policy

***Provident Fund**

The Company provides a provident fund to promote savings and create financial security for employees and their families in the future, upon resignation, disability, retirement, or death. Employees may voluntarily apply for membership in the provident fund.

Provident Fund Welfare Rates	
Employee's accumulated savings	Company's contribution
Voluntary	According to membership age
2 -10 %	Membership age not exceeding 3 years, 3% contribution
	Membership age 3 years to not exceeding 5 years, 5% contribution
	Membership age 5 years to not exceeding 10 years, 7% contribution
	Membership age 10 years and above, 10% contribution

The Provident Fund (PVD) information is as follows:

	Total number of employees	Number of employees participating in PVD (persons)	Proportion of employees who are members (%)
Year 2023	64	15	23.44
Year 2024	652	119	18.25
Year 2025	621	140	22.48

****Scholarship Program for Employees' Children**

This is one of the company's initiatives dedicated to all employees, offering an opportunity for all employees to apply for the program annually. In the year 2025 The number of eligible recipients who received scholarships is 19 Scholarships

Scholarship Program for Employees' Children
Year 2024: 2 scholarships, 10,000 Baht per scholarship, totaling 20,000 Baht.
Year 2025: 19 scholarships, 10,000 Baht per scholarship, totaling 190,000 Baht.

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 : <https://senxgroup.com/privacy/>
- Page number of the reference link : 1

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 : <https://senxgroup.com/service/property-development/>
- Page number of the reference link : 1

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 : <https://senxgroup.com/ir/56-1-one-report/>
- Page number of the reference link : 1

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 prioritizes customers and consumers, starting from surveying their needs/expectations and establishing channels for receiving feedback from all consumer groups. This data is then analyzed and used to develop strategic plans that precisely address the diverse needs and expectations of all customer segments. The company mandates that all business units manage customer relations in a consistent manner, through annual satisfaction surveys and by listening to customer feedback via various communication channels, such as complaint handling and hotlines. 1173 Providing opportunities for customers to visit projects and monitoring performance against key indicators, using the results as data to improve product and service development plans to align with future customer needs.

Sen X is a pioneer in elevating new standards for real estate services, ranking among the top five in the country for providing comprehensive and fully integrated real estate services with international standards, as well as creating and developing premium real estate projects. "Distinguished by innovation and digital technology to sustainably meet the demands of modern living in all dimensions." To fulfill the needs, expectations, and satisfaction of customers and consumers, the company emphasizes establishing professional service standards of international quality, addressing modern lifestyles, offering innovative and efficient digital technologies that provide convenience, building a prominent brand that customers desire to use, attracting talented individuals in the industry to join, managing costs efficiently, generating appropriate returns for shareholders, fostering sustainability, transparency, ethics, and accountability in accordance with stock exchange standards, and seriously addressing environmental concerns in all aspects. All this is under Sena Development Public Company Limited, with 24/7 360-degree after-sales service to create maximum value for customers, comprising:

- **Degrees of Reassurance** No worries about home repairs and maintenance, as SENA WE CARE is a trusted partner providing consultation, making all residential issues easy to resolve. SENA WE CARE residents can feel secure and at ease when reporting home repairs 24 hours a day.
- **Degrees of Happiness** Reassured because we care, with community management by VICTORY PROPERTY MANAGEMENT, ensuring the project is always in excellent condition. This includes maintenance, security, common area upkeep, cleanliness, community management, and various utilities within the project.
- **Degrees of Peace of Mind** Serving as a central hub for real estate sales and rentals, whether for residential or investment purposes, making sales and rentals easy and fast with the professional and experienced team at Acute Realty.
- **Degrees of Convenience** Every service is at your fingertips, offering complete functionality and connecting all aspects of residential management, enabling residents to access various after-sales services more conveniently and catering to the digital lifestyle through the SENA 360 APPLICATION.

Reference link for company's customer management plan : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 1-38

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Level	2024: 76%	2025: 80%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Developing Customer Satisfaction and Strengthening Customer Relationships

1. **For the 2025 annual customer satisfaction survey results** The company received an average assessment score of 80.14% from a survey of current customers across all projects, with the aim of using the assessment results to develop and improve the company's services. Details are as follows:

● Satisfaction Assessment Score for 2025 NENA CONDO

Order	Project	Satisfaction Assessment Score for 2025 (%)
1	Niche Mono Ramkhamhaeng	47.82
2	Sena Kith Phetkasem 120 Phase 1	78.19
3	Sena Kith MRT Bang Khae (Phase 1)	79.19
4	Sena Kith MRT Bang Khae (Phase 2)	71.22
5	Flexi Sathorn-Charoen Nakhon Phase 1	74.16
6	Flexi Sathorn-Charoen Nakhon Phase 2	75.63
7	Piti 101	70.00
8	Sena Kith Srinakarin-Sridan	86.67
9	Niche Mono Rama 9 Phase 1	86.37
10	Niche Mono Sukhumvit-Poochao	73.00
11	Niche ID Sukhumvit 113	88.89
12	Niche ID Serithai Phase 1	88.94
13	Sena Kith Chalong Krung Lat Krabang (Phase 1)	59.95

14	Sena Kith Chalong Krung Lat Krabang (Phase 2)	77.33
15	Sena Kith Bangna Km.29 Phase 2	76.67
16	Sena Kith Bangna Km.29 Phase 1	53.09
17	Sena Kith Theparak-Bang Bo Phase 2	64.58
18	Sena Kith Theparak - Bang Bo Phase 1	95.83
19	Sena Kith Phaholyothin Navanakorn Phase 1	85.98
20	Sena Kith Rangsit Klong 4	87.08
21	The Kith Plus Phaholyothin-Kukot Phase 2	95.89
22	Niche Pride Phetchaburi-Thonglor	51.67
23	Niche Mono Itsaraphap	75.08
24	Niche Mono Chaengwattana Phase 1	98.11
25	Sena Kith Rangsit Tiwanon Bang Kadi 3	96.83
26	Sena Kith Rangsit Tiwanon Bang Kadi 4	93.14
27	Sena Kith Westgate-Bang Bua Thong 2	76.58
28	Sena Kith Rattanathibet - Bang Bua Thong	86.75
29	Sena Kith BTS Saphan Mai	84.74
30	Flexi Rattanathibet	82.58
31	Flexi Taopoon Interchange	74.50
32	Sena Kith Sathorn Kanlapaphruek	70.67
33	Flexi Suksawat	69.67

● **Satisfaction Assessment Score for 2025 NENA HOUSING**

Order	Project	Satisfaction Assessment Score for 2025 (%)
1	Sampeng 2 Phase 3 (18 Plots)	55.42
2	Sampeng 2 Phase 3 (19 Plots)	74.82
3	Sampeng 2 Phase 4 (Avenue)	47.62
4	Sampeng 2 Phase 4 (Pratunam)	47.96
5	J Grand Sathorn Kanlapaphruek	81.25
6	J Town Bangpakong-Ban Pho	81.31
7	J Town Exclusive Bangpakong-Ban Pho	84.70
8	Sena Avenue Bangpakong-Ban Pho	87.50
9	Sena Village Bangpakong-Ban Pho	75.25
10	Sena Ville Salaya	83.39
11	Sena Viva Chalong Krung-Lat Krabang	87.70

12	Sena Viva Phetkasem-Phutthamonthon Sai 7	88.06
13	Sena Village Tiwanon-Bang Kadi	90.09
14	Sena Village Wongwaen-Bang Bua Thong	84.75
15	Sena Viva Sriracha-Assumption	81.84
16	J Town Rangsit-Klong 1	88.38
17	J Villa Rangsit-Klong 1	88.96
18	J Town Exclusive Rangsit-Klong 1	87.68
19	Sena Avenue 1 Rangsit-Klong 1	86.80
20	Sena Vela Rangsit - Klong 1	87.23
21	Sena Avenue 2 Rangsit - Klong 1	98.93
22	Sena Avenue Rattanathibet-Bang Bua Thong	52.14
23	Sena Viva Rattanathibet-Bang Bua Thong	67.65
24	Sena Village Rattanathibet-Bang Bua Thong	72.50
25	Sena Vela Rattanathibet Bang Bua Thong	54.42
26	Sena Ville Lamlukka Klong 6	82.33
27	Sena Park Grand Ramintra	79.06
28	Sena Vela Theparak-Bang Bo	77.92
29	Sena Village Ramintra Km.9	91.98
30	Sena Grand Home Rangsit Tiwanon	90.00
31	Sena Village Rangsit - Tiwanon	86.67
32	Sena Shophouse Sukhumvit-Praksa	93.33
33	J City Sukhumvit-Praksa	75.72
34	Sena Village Sukhumvit-Praksa	100.00
35	Sena Grand Home Bangna Km.29	73.33
36	Sena Village Bangna Km.29	82.98
37	Sena Viva Theparak-Bang Bo	87.70

● **Satisfaction Assessment Score for 2025 NON SENA**

Order	Project	Satisfaction Assessment Score for 2025 (%)
1	Laetitia	94.68
2	Dmark Condo @ Sutthisan	78.17
3	Mew Condo (Management + Technical Work)	60.00
4	Manor Sanambinnam	71.20
5	Motif Condo	91.00
6	The Estate Thaphra	55.83
7	The H Ekkamai	96.67
8	The Mat 1 Sathorn-Thaphra	77.67
9	Supalai Monte 2	82.94
10	Supalai City Resort Rayong	91.00
11	Plum Condo Ramkhamhaeng 60 Station	72.57
12	Atmoz Ratchada - Huai Khwang	72.56
13	The Shade Sathorn 1	96.67
14	Collezione Sathorn-Pipat	43.33
15	Marrakesh Hua Hin Residences	97.36
16	Tira Tira	93.00

2. Customer Personal Data Protection

The Company recognizes the importance of protecting the personal data of both external and internal stakeholders, such as shareholders, employees, customers, business partners, etc. Therefore, the Company has established various related personal data protection policies, such as the Company's Personal Data Protection Policy, the Policy for Accessing Other Websites via the Company's Website, the Privacy Policy for CCTV, the Employee Privacy Policy, the Job Applicant Privacy Policy, etc. To demonstrate transparency in its operations, the Company has appointed a Data Protection Officer (DPO) and manages its operations under a working committee related to the Personal Data Protection Act (PDPA) to be responsible for overseeing personal data protection within an operational framework that covers legal requirements and best practices, including legal requirements and Best practices, with an overview as follows:

- Data Type
- Objectives for Collecting, Using, or Disclosing Personal Data
- Period for Personal Data Collection
- Data Disclosure
- Data Subject Rights
- Cookies and Similar Technologies
- Data Security
- Improvement of Personal Data Maintenance Policy
- Channels and Methods for Contact Regarding Personal Data Rights

The Company has communicated its personal data protection policy through HR Online and <https://senxgroup.com/privacy/>. In the past year, the Company has not received any complaints or incidents regarding customer personal data.

Customer satisfaction

	2023	2024	2025
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 : 1173

Fax : -

Email : info@senxgroup.com

Company's website : <https://senxgroup.com/contact-us/>

Address : 542, Sena Fest Shopping Center Building, 1st Floor,
Charoen Nakhon Road, Khlong Ton Sai Subdistrict, Khlong
San District, Bangkok 10600

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://senxgroup.com/wp-content/uploads/2025/03/3_SENX_-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AD%E0%B8%99%E0%B8%B8%E0%B8%A3%E0%B8%B1%E0%B8%81%E0%B8%A9%E0%B9%8C%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%9E%E0%B8%A5%E0%B8%B1%E0%B8%87%E0%B8%87%E0%B8%B2%E0%B8%99.pdf

Page number of the reference link : 1

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 : Education, Religion and culture, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

In addition to taking responsibility for the company's operational processes (CSR-In-Process), the Company also continuously conducts activities beneficial to the community and society as a whole (CSR-After-Process). The Company has a social responsibility policy based on being a good corporate citizen and participating in various aspects of social development, such as improving quality of life, promoting learning, preserving culture and traditions, and participating in various public activities.

Reference link for company's community and social management plan : <https://senxgroup.com/en/ir-en/56-1-one-report/>

Page number of the reference link : 1

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

For the year 2025, the company's performance was and community and social management outcomes. as follows:

(1) Participation in collective social responsibility.

- **"Pankan" Project**

Collect donated items from residents within the project and bring them to the "Pankan" platform to be shared as products in the store, using the proceeds as capital to create benefits and bring about positive changes for society.

- **Chinese New Year Celebration 2025**

The Chinese New Year celebration is an annual tradition held to socialize and strengthen relationships. In 2025, it was held on January 25, 2025.

- **Sen X Children's Day Happiness Delivery Activity**

This is a social activity on the occasion of National Children's Day, accepting donations of new children's gifts to be given to students at Wat Sawetachat School. The activity was held on Wednesday, January 7, at Wat Sawetachat School, to create smiles, happiness, and strengthen good relationships between the organization and the community.

- **"Good Health Near You" Project: Free Health Check-ups.**

This activity was organized through a collaboration between SEN X and Taksin Hospital, under the launch of BKK Wellness Clinic, reflecting the implementation of the Corporate Social Responsibility (CSR) concept, focusing on participation. In developing the quality of life and well-being of people in the community, the activity was held from March 13th, 2025, from 08:00 AM to 04:00 PM, at the G Floor activity area of Sena Fest shopping center, to provide opportunities for people to access basic health check-up services free of charge. This reduces healthcare expenses and promotes awareness of self-care and family health. This project implementation creates shared value between the organization and society, where the organization demonstrates its role in giving back to society, coupled with enhancing a positive image and public trust in the organization, which aligns with the principles of sustainable development in the social dimension.

"Under Sena Development Public Company Limited, the group remains committed and dedicated to organizational development by adhering to principles of good corporate governance, compliance with laws, business ethics, and the

company's code of conduct, as well as good management with social and environmental responsibility, considering all stakeholders, alongside jointly combating corruption, to achieve the ultimate goal: 'Developing the organization for stable and sustainable growth forever.'

Social Participation for Sustainable Development

Under Sena Development Public Company Limited, the company is committed to building trust and responding to the expectations of both internal and external stakeholders for sustainable business operations across three dimensions: strengthening the economy, maintaining environmental quality in balance, and reducing impact and being part of society. Policies, strategies, and continuous business guidelines are established to remain current amidst changing circumstances and crises. As evidenced throughout its operational history, the company has set directions for organizational strategy to develop into a sustainable organization focused on achieving success, emphasizing operations in three areas: economic, social, and environmental.

Further information can be found in the Sustainability Development Report, available on the company's website.

www.senxgroup.com

(2) Development of products and services that are safe for customer health/services.

The company recognizes the importance of comprehensive real estate development and after-sales services, with policies and practices that consider project locations with potential for convenient travel, providing shuttle services, proximity to various utilities, designing rooms with optimal usable space, complete furniture, fitness facilities, swimming pools, and a Nature Jogging Track. Residents can feel secure and confident with standard security systems that truly meet all living needs. Common areas are designed to be accessible for residents of all ages, and designs aim to reduce energy consumption, greenhouse gas emissions, and help lower common area expenses for Sena residents. Additionally, there are comprehensive after-sales services, providing 24-hour care, property sales, rentals, and professional repair notifications through the SENA 360 Application, under Sena Development Public Company Limited.

In 2025, no cases of non-compliance with relevant occupational safety and health regulations and laws were found, including. Regulations for customer personal data protection and product marketing communications.

(3) The company provides accurate and complete details of products and services and does not engage in exaggerated advertising.

The company has a policy to accurately deliver products and services to customers, implementing marketing strategies in a manner that is Integrated Living Ecosystem Marketing aims to drive business growth by connecting comprehensive residential products and services, from project development, property management, sales and investment services, to residential goods and services, under the concept of "Smart Sustainable Living" to create long-term value for customers and all stakeholder groups. Marketing and sales operations utilize advertising media for products that fully and correctly comply with consumer protection laws, without exaggerated advertising. In the year In 2025, the company did not use exaggerated or misleading statements.

(4) Guidelines for enhancing the potential and capabilities of partners.

Sena Development Public Company Limited has policies and guidelines to enhance the potential and capabilities of its partners to develop more efficient products and services. The company recognizes that close and effective collaboration with partners (Suppliers/Partners) is a crucial factor in driving business and elevating long-term competitiveness. Therefore, the company has established guidelines for promoting the potential and capabilities of its partners to foster continuous development and respond to its Sustainability Growth policy, with the objective of

1. Develop the quality and work standards of partners to align with business objectives and quality requirements (QA/QC).
2. Enhance partners' expertise and skills in resource and personnel management.
3. Strengthen strategic cooperation to create competitive advantages and increase market expansion opportunities.

4. Support sustainable business practices by prioritizing environment, society, and Governance (ESG)
5. Increase transparency and trust in the supply chain to establish standards and mutual confidence, fostering long-term cooperation.

The company has implemented guidelines for practices between the company and its partners through various work areas, including

- **Strict selection process** Utilize criteria for quality, cost, delivery capability, and compliance with ESG standards.
- **Periodic performance evaluation** Establish standardized partner performance metrics to evaluate quality performance, delivery time, social responsibility, and level of participation in development projects.
- **Training & Capacity Building** which not only strengthens technical aspects and methods but also extends to ESG measures that the company wants its partners to understand, comprehend, and share the same goals with the company. This includes environmentally friendly production technologies, waste and pollution reduction, promotion of fair working conditions, labor welfare, and community development, as well as practices between partners and the company that will foster transparency in procurement, comply with legal standards, and strictly adhere to business ethics.
- **On-site Visit & Consultation** through the company's QM process, which fosters mutual potential development between the company and its partners.
- **Technology & Infrastructure Support** Currently, an online inspection system is used via the Fast Inspection platform, which can collect defects for the improvement and development process, some of which are conveyed back to partners through the company's QM process to foster joint development.

(5) Policy and guidelines for transparent, fair, and non-discriminatory procurement.

The company focuses on and promotes transparent, fair, and non-discriminatory procurement, including a fair and appropriate supplier selection process. The company has implemented a process to select potential suppliers whose products meet quality standards, deliver goods and services on time, do not violate labor laws and human rights, and prepares appropriate and fair contracts for counterparties. Furthermore, the company monitors compliance with contractual terms to prevent corruption and misconduct at all stages of the procurement process.

Furthermore, the company has a policy for procurement, sourcing, and building good business relationships with partners and contractors, conducting business based on fair mutual support for both parties, treating partners equally, considering the company's best interests, avoiding situations that create conflicts of interest, strictly adhering to commitments, and acting with transparency and fairness towards all parties to achieve mutual benefits, with the following guidelines:

- Competition based on equal information.
- No dishonest or corrupt practices in trade with partners.
- In cases where there is information indicating dishonest conduct, details must be disclosed to partners to jointly resolve the issue quickly and fairly.
- Strictly adhere to all conditions with partners. In cases where compliance is not possible, partners must be promptly informed to find solutions.

(6) Treatment of Competitors

The company has a policy to treat business competitors based on fair competition rules, not seeking confidential information of business competitors through dishonest or inappropriate means. It operates within the framework of good competition rules, does not attempt to damage the reputation of business competitors through malicious accusations without factual basis, and does not violate or gain knowledge of business competitors' trade secrets through fraudulent means. In 2025, no disputes or lawsuits were found between the company and its business competitors.

(7) Treatment of Creditors

The company has a policy to build trust with its creditors, emphasizing integrity and strict adherence to the terms and agreements made with them. The company has consistently repaid loans and interest accurately, on time, and in full, and has not used borrowed funds for purposes contrary to the loan's objective. Furthermore, the company does not conceal information or

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : SEN X PUBLIC COMPANY LIMITED Symbol : SENX

Market : mai Industry Group : Property & Construction Sector : SECTOR 0

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 is committed to managing the company under good corporate governance, including striving to elevate good corporate governance, which will build confidence among all shareholder and stakeholder groups. The company operates transparently and fairly to generate maximum benefit for all shareholders and stakeholders. Therefore, a written Good Corporate Governance Handbook and Business Ethics Handbook have been established. The Corporate Governance and Sustainability Committee will screen and propose these to the Board of Directors for approval, with a mandate for annual review of both handbooks. The company has disseminated these to all executives and employees for their awareness and adherence via the HR-Online system and has also published them for external parties on the company's website, www.sena.co.th.

In the year 2568 In the past, the Board of Directors has considered and reviewed the criteria for the Corporate Governance Report of Thai Listed Companies project. The company has improved its good corporate governance to align with the guidelines and criteria of the ASEAN CG Scorecard standard, aiming to develop corporate governance in accordance with the CGR project of the Thai Institute of Directors Association and in line with the anti-corruption policy. Furthermore, the Board of Directors has considered and reviewed the adoption of the "Principles of Good Corporate Governance for Listed Companies 2017" (Corporate Governance Code: "CG Code") from the Securities and Exchange Commission (SEC) and the Thai Institute of Directors Association, adapting them to suit the company's business context. The Board of Directors recognizes its responsibility as a leader to oversee the organization's good management, which leads to sustainable value creation for the business. For any principles that have not yet been established as policies or implemented, the management will report to the Corporate Governance and Sustainability Committee for annual review.

The Board of Directors is committed to developing the organization for sustainable growth, becoming a transparent and truly well-governed entity. Therefore, it adheres to policies that follow systematic management principles and good corporate governance processes, which are crucial factors in strengthening the organization.

to be systematic and efficient, leading to successful business operations for effectiveness and efficiency, and ensuring fairness to all parties involved with the company, whether shareholders, stakeholders, the Board of Directors, the executive team, and company personnel. A written "Corporate Governance Policy" has been established and communicated to all executives and employees of the company for their awareness and adherence. The Board of Directors will review the Corporate Governance Policy annually.

Furthermore, the duties and responsibilities of the Board of Directors include setting policies, vision, mission, desired values, strategies, direction, and operational goals of the company, as well as overseeing and evaluating management through sub-committees. The purpose is to enhance shareholder value. To successfully increase shareholder value, the Board of Directors must ensure that duties are performed in compliance with laws, objectives, and company regulations, and must also be aware of corporate governance, conflicts of interest, ethics, and business conduct. The Board has adopted the principles of good corporate governance, based on 8 guidelines, to create sustainable value for the business as follows:

Principle 1: Recognize the Board's Role and Responsibilities as an Organizational Leader Creating Sustainable Value for the Business (Establish Clear Leadership Role and Responsibilities of the Board)

The Board of Directors should understand its role and recognize its responsibility as a leader to oversee the organization's good management, as well as to govern the business to create sustainable value for the enterprise.

Principle 2: Define the primary objectives and goals of the business for sustainability. (Define Objectives that Promote Sustainable Value Creation)

The Board of Directors should define or oversee that the primary objectives and goals of the business (objective) for sustainability, serving as objectives and goals consistent with creating value for the business, customers, stakeholders, and society as a whole

Principle 3: Strengthen Effective Board (Strengthen Board Effectiveness)

The Board of Directors should be responsible for defining and reviewing the board structure, including its size, composition, and the proportion of independent directors, ensuring they are appropriate and necessary to guide the organization towards its defined objectives and goals. This also includes overseeing a transparent and clear process for the recruitment and selection of directors to ensure the board members possess qualifications consistent with the established composition.

Principle 4: Recruitment and Development of Senior Executives and Personnel Management (Ensure Effective CEO and People Management)

The Board of Directors should oversee the management and development of personnel to ensure they possess appropriate knowledge, skills, experience, and motivation, and establish a succession plan (Succession Plan) to prepare for the succession of the Chief Executive Officer and Managing Director, as well as to oversee the establishment of remuneration structures and performance evaluations for the business.

Principle 5: Promote Innovation and Responsible Business (Nurture Innovation and Responsible Business)

The Board of Directors should prioritize and support innovation that creates value for the business while also benefiting customers or stakeholders, and be socially and environmentally responsible, and ensure that management allocates and manages resources efficiently and effectively, considering the impact and development of resources to achieve the business's primary objectives and goals sustainably.

Principle 6: Ensure Appropriate Risk Management and Internal Control Systems (Strengthen Effective Risk Management and Internal Control)

The Board of Directors should oversee to ensure that the company has effective risk management and internal control systems to achieve its objectives effectively, and that it complies with relevant laws and standards. Additionally, the Board of Directors will monitor, supervise, and manage potential conflicts of interest that may arise between the company and management. the Board of Directors, or shareholders, as well as preventing improper use of the company's assets, information, and opportunities, and conducting transactions with related parties of the company in an inappropriate manner.

Principle 7: Maintain Financial Credibility and Information Disclosure (Ensure Disclosure and Financial Integrity)

The Board of Directors is responsible for ensuring that the financial reporting system and the disclosure of important information are accurate, adequate, timely, and in accordance with relevant rules, standards, and guidelines.

Additionally, the Board of Directors is responsible for monitoring the adequacy of financial liquidity and debt-paying ability, and establish mechanisms to resolve financial problems in cases where the business experiences or is likely to experience financial difficulties.

Principle 8: Support Shareholder Engagement and Communication (Ensure Engagement and Communication with Shareholders)

The Board of Directors prioritizes the company's shareholders, and the company ensures that shareholders are treated equally and Shareholders can fully exercise their fundamental rights as shareholders, such as (1) the right to buy, sell,

or transfer shares, (2) the right to a share of the profits of Company (3) The right to receive adequate relevant information through the company's website or the Stock Exchange of Thailand's website, or by any other means. (4) The right to attend meetings to independently exercise voting rights at shareholder meetings to appoint or remove directors, consider directors' remuneration, appoint auditors, declare dividends, increase capital and issue new shares, as well as the right to question the Board of Directors regarding the Board's reports and any other matters presented to the meeting for consideration and approval. The right to propose meeting agendas in advance and to nominate individuals for election as company directors, and to participate in important company decisions.

Furthermore, the Board of Directors, acting as representatives of the shareholders, is responsible for managing and overseeing the listed company to ensure that its operations are correct, transparent, auditable, and for the utmost benefit of the company and its shareholders as a whole. Therefore, in accordance with the aforementioned duties, the Board of Directors adheres to guidelines or principles to prevent, deter, and supervise listed companies, and considers the following important roles and responsibilities:

(1) Composition and structure of a good Board of Directors to prevent and deter inappropriate behavior by listed companies.

(2) The role and duties of the Board of Directors in helping to prevent and deter inappropriate behavior by listed companies.

(2.1) Performing duties with responsibility, care, and integrity.

(2.2) Ensuring that listed companies have efficient, adequate, and appropriate internal control systems.

(2.3) Overseeing and monitoring transactions involving the acquisition or disposal of significant assets ("MT") and transactions with related parties ("RPT"), including fundraising transactions of listed companies.

(2.4) Communication with Shareholders

(2.5) Promoting listed companies' compliance with the Principles of Good Corporate Governance for Listed Companies 2017 ("CG Code") and participation in various assessments by relevant agencies.

(3) Supporting and promoting the performance of duties by personnel and internal departments of listed companies to ensure that listed companies have good corporate governance. The Board of Directors must select individuals involved in the corporate governance system of the listed company, considering their knowledge, abilities, and experience, both internal personnel of the listed company such as directors, sub-committees, chief financial officers, secretaries, and investor relations units, etc., as well as external entities such as auditors, financial advisors, etc. Furthermore, it must promote, support, and facilitate the aforementioned groups or entities.

The company's corporate governance policy covers the company's operations to comply with corporate governance principles, which consist of 5 key categories as follows:

1. Shareholder Rights
2. Equal Treatment of Shareholders
3. Role towards Stakeholders
4. Information Disclosure and Transparency
5. Board Responsibilities

Reference link for the full version of corporate governance policy and guidelines : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 1-38

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, Other guidelines related to the board of directors

Nomination of directors

The Board of Directors has assigned the Nomination and Remuneration Committee, which is a sub-committee, to recruit individuals who possess the qualifications and do not have any prohibited characteristics as stipulated by law. These individuals must have the knowledge, abilities, and appropriate qualifications that align with the composition and structure of directors according to the company's business strategy, as well as experience that will help develop the company to achieve stable growth and progress. This process adheres to the policy and guidelines regarding the nomination of company directors, after which the committee proposes the candidates to the Board of Directors for appointment or to the shareholders' meeting for consideration of appointment (as the case may be).

Furthermore, the Board of Directors has established a policy that the Nomination and Remuneration Committee may consider selecting candidates for director appointments from lists proposed by shareholders. The company provides equal opportunities and rights to all shareholders to nominate candidates annually, in advance, at least three months before the end of the accounting year. Alternatively, candidates may be selected from the professional director registry of the Thai Institute of Directors Association or from qualified individuals with knowledge and experience relevant to the company's business, in order to ensure diversity in the board structure.

the Board of Directors (Board Diversity), which comprises directors with diverse knowledge, abilities, and experience in various fields, such as expertise in real estate development business, accounting and finance, legal matters, knowledge and expertise in businesses related to real estate development, sales and marketing, and administration and management, among others, which are suitable for the company's operations and align with its plans and strategies.

Recruitment Process

The Nomination and Remuneration Committee will consider recruiting individuals to serve as directors of the company based on recommendations of other directors in the company, the nomination of individuals for election as directors by the company's shareholders, recruitment by external consultants

recruitment from various agencies' director databases or recruitment through other processes deemed appropriate by the Nomination and Remuneration Committee.

Once the Nomination and Remuneration Committee has selected the list of individuals nominated as company directors or sub-committee members, the Nomination and Remuneration Committee shall screen their qualifications according to the criteria set by the Board of Directors and the following conditions:

1. Consider the suitability of knowledge, experience, and specialized abilities that are beneficial to the company, as well as experience in the core business or industry in which the company operates, to ensure that the Board of Directors has the specified composition. This is achieved by creating a Board Skills Matrix, which helps align director recruitment with the company's business direction.
2. Consider diversity in terms of gender, age, race, nationality, expertise, skills, and experience (Board Skills Matrix/Board Diversities), as well as academic knowledge and abilities (Hard Skills and Soft Skills) and factors supporting sustainability, in order to obtain directors who can perform their duties efficiently and to ensure that the overall composition of the Board of Directors is complete and comprehensive in terms of knowledge, abilities, experience, and diversity, thereby maximizing work efficiency.
3. Verify that the nominated individuals possess the qualifications required by law and regulatory bodies, such as the Public Limited Companies Act B.E. 2535 and the Securities and Exchange Act B.E. 2535.
4. Consider the time commitment of directors. If an existing director is to be re-appointed for another term, their performance during their previous term as director shall be reviewed. Additionally, the number of listed

companies in which each director holds a position shall be considered to ensure it is appropriate for the company's nature or business conditions, not exceeding 5 listed companies.

5. In the case of proposing the appointment of independent directors, the independence of the individual to be nominated as an independent director shall be considered in accordance with the criteria set by the SEC and the company's own criteria. Additionally, the necessity of recruiting additional independent directors shall be considered if any current independent directors are found to lack qualifications, in order to ensure that the company's Board of Directors structure complies with the policy set by the Board of Directors.

6. Consider the term of office for independent directors. If an existing independent director is to be re-appointed for another term, their continuous term of office, starting from the date of their initial appointment as an independent director, must not exceed 9 years, without any conditions.

Reference link for Nomination of directors : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 24

Determination of director remuneration

The Board of Directors mandates the Nomination and Remuneration Committee to review and screen the determination of directors' remuneration. This is based on the company's performance and business size, considering a comparison with the remuneration of directors of listed companies on the Stock Exchange of Thailand in similar business types and sizes, alongside the roles, duties, and scope of responsibilities of the Board of Directors. The proposal is then presented to the Board of Directors' meeting for submission to the Annual General Meeting of Shareholders for annual consideration and approval.

Criteria and procedures for proposing remuneration.

The Nomination and Remuneration Committee considers the remuneration for directors and sub-committee members and presents it to the meeting.

shareholders through the Board of Directors, based on the following consideration criteria:

1. The company's performance and business size, considering a comparison with the remuneration of directors of listed companies on the Stock Exchange of Thailand in similar business types and sizes.
2. Experience, roles, duties, and scope of responsibilities of directors and the performance of the Board of Directors.
each person
3. The determined remuneration must be able to attract qualified directors suitable for the company's current needs and circumstances.

Components of remuneration for directors and sub-committee members.

Remuneration for the Board of Directors and sub-committee members includes meeting allowances, which are paid for each meeting attended, applicable only to non-executive directors.

Reference link for Determination of director remuneration : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 28

Independence of the board of directors from the management

Sen X Public Company Limited has defined independent directors more stringently than the minimum requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand, as per the Capital Market Supervisory Board's announcement, with details as follows:

Independent Director refers to a person who possesses full qualifications and independence as defined by the company's Board of Directors in its Good Corporate Governance Policy and in accordance with the criteria of the Capital Market Supervisory Board, namely:

1. Holds shares not exceeding 1 percent of the total voting shares of the company, its parent company, subsidiaries, associated companies, or any legal entity that may have a conflict of interest. This includes shares held by related persons of the independent director.
2. Is not or has not been an executive director, employee, staff, consultant receiving a regular salary, or a controlling person of the company, its parent company, subsidiaries, associated companies, same-level subsidiaries, or any legal entity that may have a conflict of interest, unless such status has ceased for at least 2 years prior to the appointment.
3. Is not a person related by blood or by legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of an executive, major shareholder, controlling person, or a person to be nominated as an executive or controlling person of the company or its subsidiary.
4. Has no or has never had a business relationship, such as normal commercial transactions for business operations, leasing or subleasing real estate, transactions related to assets or services, or providing or receiving financial assistance, including other similar circumstances with the company.
parent company, subsidiaries, associated companies, or any legal entity that may have a conflict of interest in a manner that could impede independent judgment.
of their own, and has never been a major shareholder, a director who is not an independent director, or an executive of a person having a business relationship with the company.
parent company, subsidiaries, associated companies, or any legal entity that may have a conflict of interest, unless such status has ceased for at least 2 years prior to the appointment.
5. Is not or has not been an auditor of the company, its parent company, subsidiaries, associated companies, or any legal entity that may have a conflict of interest, and is not a shareholder.
major shareholder, a director who is not an independent director, an executive, or a managing partner of the auditing firm that audits the company.
parent company, subsidiaries, associated companies, or any legal entity to which they belong, unless such status has ceased for at least 2 years prior to the appointment.
6. Is not or has not been any professional service provider, including a legal advisor or financial advisor, who has received service fees exceeding 2 million baht per year from the company, its parent company, subsidiaries, associated companies, or any legal entity that may have a conflict of interest. In the case where the professional service provider is a legal entity, this includes being a major shareholder, a director who is not an independent director, an executive, or a managing partner of that professional service provider, unless such status has ceased for at least 2 years prior to the appointment.
7. Is not a director appointed as a representative of the company's directors, major shareholders, or shareholders who are related to.
major shareholder of the company.
8. Is not a director appointed by the company's Board of Directors to make decisions regarding the operations of the company, its parent company, subsidiaries, same-level subsidiaries, or any legal entity that may have a conflict of interest.
9. In cases where an independent director holds a position as an independent director in a parent company, subsidiary, and same-level subsidiary, the company must disclose information regarding such position and the total remuneration received by that independent director in the annual information statement / annual report (Form 56-1 One Report).
10. An independent director's tenure shall not exceed 9 consecutive years.
11. Has no other characteristics that would prevent them from providing independent opinions regarding the company's operations.

Balance of Power

The company stipulates that the Chairman of the Board, Chairman of the Audit Committee, and Chief Executive Officer shall not be the same person. or a person from the same family, to ensure clarity of duties for each position and the ability to express independent opinions. which ensures an appropriate balance of power and transparency in internal operations.

Reference link for Independence of the board : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf
of directors from the management

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Director development

Knowledge Development

The Company has a policy to encourage directors to continuously and sufficiently develop their knowledge and capabilities by supporting directors to attend training courses or seminars that enhance their operational knowledge, such as training organized by the Thai Institute of Directors (IOD). The Company also provides orientation for directors assuming their positions for the first time to inform them of the Company's business operating policies, as well as the scope of duties and responsibilities of the Board of Directors and its sub-committees. This includes providing relevant information such as the Annual Registration Statement/Annual Report (Form 56-1 One Report), corporate governance policy and ethics handbook, and company regulations. Furthermore, the Company has prepared a handbook for directors, compiling useful information for serving as a director of a listed company, such as the Public Limited Company Act B.E. 2535, the Securities and Exchange Act (No. 4) B.E. 2551, principles of good corporate governance for listed companies, and the handbook for directors of listed companies, among others.

Orientation for New Directors

The Company's Board of Directors mandates orientation for all new directors to build knowledge and understanding of the business and various operational aspects of the Company to prepare directors for their duties. Concurrently, there is a policy to enhance the knowledge and new perspectives of all directors in terms of corporate governance, industry conditions, technology business, and new innovations, to support the efficient performance of directors' duties, enabling them to assume their roles as quickly as possible. The Company Secretary acts as the coordinator for these matters.

Reference link for Director development : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Board performance evaluation

Board Self-Assessment

The Company has stipulated in its Good Corporate Governance Policy that the Board of Directors shall conduct a self-assessment of its performance at least once a year, every year, using a Board Self-Assessment form. This form is consistent with the updated guidelines of the Stock Exchange of Thailand, designed to provide the Board with a framework for reviewing its performance of duties, collectively considering achievements, problems, and obstacles encountered during the past year, and improving and developing the Board's performance in line with established policies.

The Company Secretary will send the Board of Directors' performance evaluation forms to all directors for their annual performance assessment both committee-level and individual forms. After each director completes the assessment, the forms will be submitted back to the Company Secretary to compile the individual directors' assessment scores, summarize the analysis of the Board of Directors' performance evaluation for the year, and report it to the Board of Directors for consideration to achieve the aforementioned objectives. The Board's self-assessment questionnaire

requires each director to complete and submit it to the Company Secretary, who will then summarize and present the assessment results to the Board of Directors' meeting. These results will be used to consider the appropriateness of the Board's composition, review achievements, problems, and obstacles encountered during the past year, and enhance the effectiveness of the Board of Directors' work. Furthermore, it also helps improve the relationship between the Board of Directors and management.

There are 2 types of performance evaluation forms in accordance with the guidelines of the Stock Exchange of Thailand: a committee-level evaluation form and an individual evaluation form. The criteria for evaluating the performance scores of the Board of Directors are divided into 5 levels, namely:

<u>Score Percentage</u>	<u>Level</u>
85-100	Excellent
75-84	Good
65-74	Satisfactory
50-64	Fair
Unsatisfactory 50	Needs Improvement

Reference link for Board performance evaluation : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Corporate governance of subsidiaries and associated companies

The Company has the following management policies for its subsidiaries and associates:

Management Policy for Subsidiaries

The Company will establish business operation policies that it deems supportive of achieving the Company's long-term objectives and goals for its subsidiaries through annual budget approvals and by appointing Company representatives at the executive director or senior executive level to serve as directors in the subsidiaries. This is to define the subsidiaries' business strategies and monitor whether their operations align with the business framework set by the Company. Directors in subsidiaries who are Company representatives will exercise their discretion in a manner that benefits the Company and the group as a whole. For matters of significance or those with implications for the subsidiary's business, the directors in the subsidiary who are Company representatives will report on operational progress or propose such matters for consideration and approval by the Executive Committee or the Board of Directors, as the case may be. Furthermore, management is responsible for regularly reporting the financial status and operating results of key subsidiaries by business line through financial reports to the Board of Directors on a quarterly basis.

Management Policy for Associates

Once the Company has entered into a joint venture with another company, the Company will appoint representatives to serve as directors in those associate companies to monitor whether the associate companies operate in line with the Company's expectations.

Policy

- The Company respects the rights and treats all stakeholders equally (Equitable Treatment) and is accountable for its decisions and actions, which can be explained and clarified (Accountability).
- The Company ensures transparent and verifiable disclosure of information (Transparency).
- The Company adheres to ethical principles and a code of conduct as the foundation for its business operations (Code of Conduct and Code of Ethics).

- The Company fosters growth for its subsidiaries and associates and enhances long-term shareholder value (Creation of Long Term Value Added), while considering the rights of other stakeholders. It strives to achieve a good balance between the differing interests of each stakeholder group and the Company, ensuring fairness to all parties.
- In cases where the Company and its subsidiaries or associates may bid for projects in competition with each other, the Company has a policy not to compete in core businesses with each other, and each other, and will operate to maximize benefits for the stakeholders of both the Company, its subsidiaries, or associates.
- The Company is aware of its responsibilities and performs its duties to the best of its ability for its actions towards all stakeholders, especially shareholders (Responsibility).

Management Aspect

- Consider appointing qualified individuals to serve as representatives of the Company as directors and/or executives in subsidiaries and associates, at least in proportion to the shareholding, to oversee and control business operations.
- Report the appointment of such representatives, along with their qualifications, to the Board of Directors for acknowledgment.
- Oversee that the Company's operations comply with approval authorities and procedures, including information disclosure and any actions in accordance with securities and stock exchange regulations, as well as the rules, announcements, orders, or requirements of the Stock Exchange of Thailand, including compliance with requirements regarding the disclosure of connected transactions and/or the acquisition or disposal of assets.
- Summary reports of the operating results of subsidiaries and associates are submitted to the Board of Directors quarterly. In the event of significant matters concerning such companies, such as capital increase/decrease or company dissolution, these matters shall be presented to the Board of Directors for approval of any actions.

In carrying out the aforementioned operations, the Company recognizes the importance of good corporate governance principles, which are key factors in strengthening the organization with an efficient system and is committed to conducting business in accordance with corporate governance guidelines to create mechanisms for controlling the Company's operations to be transparent, fair, and to build confidence among all stakeholders.

In the past, the nomination and voting rights for appointing individuals as directors in subsidiaries and associates were carried out by management. From 2022 onwards, according to the Board of Directors' resolution, the Executive Committee is authorized to handle matters related to investment in establishing new subsidiaries and/or investments for joint venture projects, including any necessary or related actions for establishing new companies and new company investments to support future real estate project development. However, if any investment exceeds the authority approved by the Board of Directors, it will be submitted to the Board of Directors for further consideration and approval.

The Company has established procedures requiring that such nominations and voting rights must be approved by the Executive Committee and reported to the Board of Directors. Individuals appointed as directors in subsidiaries or associates are responsible for acting in the best interests of those subsidiaries or associates. The Company also stipulates that appointed individuals must receive approval from the Executive Committee or the Board of Directors (as the case may be) before casting votes or exercising voting rights on significant matters. The appointment of directors as representatives in such subsidiaries or associates is in proportion to the Company's shareholding.

Furthermore, in the case of a subsidiary, the Company stipulates that individuals appointed by the Company must ensure that the subsidiary has complete and correct regulations regarding connected transactions, the acquisition or disposal of assets, or any other significant transactions of the said company, and applies the relevant principles for information disclosure and the aforementioned transactions in the same manner as the Company's principles. This also includes overseeing the collection of data and accounting records of the subsidiary to enable the Company to audit and compile consolidated financial statements in a timely manner.

Reference link for Corporate governance of subsidiaries and associated companies : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf
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Policy on the Chief Executive Officer's Directorships in Other Companies

The Company has established a policy regarding the Chief Executive Officer's directorships in other listed companies, which can be summarized as follows: the Chief Executive Officer should not hold directorships in other listed companies outside the Company's group, except in cases falling under specified exceptions.

The Board of Directors has established a policy for the Chief Executive Officer's directorships in other listed companies, allowing them to hold directorships in no more than 5 other listed companies, excluding subsidiaries, affiliated companies, and joint ventures of the Company, where the Company deems it necessary to oversee management to protect the Company's interests and ensure the most efficient management of the Company's operations.

For the year 2568 The Chief Executive Officer does not hold directorships in more than 5 other listed companies.

Reference link for the other policy and guidelines : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf
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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 conducts its business transparently, correctly, and fairly to foster stable growth and development, while upholding the rights of shareholders and treating all shareholder groups equally. Information is disclosed to shareholders in an equitable, consistent, and comprehensive manner, irrespective of whether they are retail or institutional investors. Furthermore, shareholders are afforded the opportunity to express their opinions and provide suggestions, including proposing agenda items or individuals for directorship positions at shareholder meetings.

Reference link for Shareholder : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf
Page number of the reference link : 7-9

Employee

The Company believes that employees are key factors and valuable resources in conducting business, and it treats employees at all levels fairly without discrimination. It respects employees' rights in accordance with fundamental human rights principles, international standards, and various laws and regulations. Furthermore, it prioritizes occupational health, safety of life and property, and the working environment of employees, as well as fostering a positive work culture and atmosphere and promoting teamwork. In addition, the Company provides equal opportunities for career advancement to all employees. Recognizing the importance of employee potential, it focuses on personnel development, providing continuous employee training both internally and externally, along with activities

to foster good relationships within the organization, both among employees themselves and between employees and management. Moreover, appropriate remuneration and welfare benefits are adjusted, based on Objective and Key Results (OKRs) scores, which measure individual employee performance. In addition, the Company has established a provident fund for employees and offers securities to executives and employees of the Company and/or its subsidiaries (Employee Stock Ownership Plan: ESOP) and an employer-employee joint investment program for the Company and its subsidiaries (Employee Joint Investment Program: EJIP).

Reference link for Employee : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Customer

The company prioritizes customer care and responsibility, which significantly contributes to business success. This is achieved by continuously and consistently developing the quality and variety of products and services to meet customer needs, thereby fostering strong long-term relationships. The company conducts customer satisfaction surveys to gather feedback and address complaints, utilizing this input to enhance service delivery and operational management. Furthermore, the company invests in the development of its customer-facing personnel through comprehensive training and knowledge transfer, both prior to and during their actual work, and by continuously improving their skills and expertise. Strict confidentiality of customer information and secrets is also maintained, ensuring that clients derive the utmost benefit from the services provided.

Reference link for Customer : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Business competitor

The company has established a policy regarding the treatment of trade competitors under the rules Note of competition. with integrity, without damaging competitors' reputations through negative or unsubstantiated accusations, and without seeking information or trade secrets through dishonest and inappropriate methods. Fair competition is conducted by focusing on the quality of reliable products and services. The company maintains good relationships as fellow traders in the same industry, and has no disputes regarding commercial business.

Reference link for Business competitor : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Business partner

The company recognizes the importance of business partners as crucial contributors to business operations, ensuring fair selection of partners, and negotiating and entering into agreements with partners to ensure fair returns for both parties. The company adheres to principles of equal treatment and fair competition for all partners.

Furthermore, the company emphasizes transparency and straightforwardness in its business operations, fair selection of business partners, and negotiating and entering into agreements with partners to achieve fair outcomes for both parties. The company will treat its partners in accordance with contractual agreements and the business ethics of the group.

Reference link for Business partner : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Creditor

The company has a policy focused on building trust with its creditors, emphasizing integrity and strict adherence to the terms and conditions of agreements made with creditors. The company has consistently made accurate, timely, and complete payments of loans and interest. Furthermore, it does not use borrowed funds in a manner contrary to the loan's objectives. Additionally, the company does not conceal any information or facts that could cause damage to its creditors.

Reference link for Creditor : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Government agencies

The company conducts its business with a shared responsibility towards the community, society, and environment, cooperates with both public and private sectors in combating corruption, and operates its business to foster and develop the nation's progress, by adhering to laws and regulations relevant regulations and rules, and in accordance with general business practices.

Reference link for Government agencies : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Community and society

The company is committed to operating its business for sustainable growth by establishing policies for social and community development, environmental protection, and enhancing the quality of life. The company also recognizes its social responsibility, which has led to its participation in the "Baan Ruam Tang Fun" (Dream Home Together) project, a project under Sena Development Public Company Limited, which constructs residences and donates the profits from the project's operations to designated hospitals each year, to procure and develop medical equipment, examination rooms, and various facilities in the hospitals as appropriate. There is clear financial management to ensure all profits genuinely go towards charity with transparency and accountability.

Furthermore, in the development of various products, the company prioritizes nature conservation and environmental protection by primarily using energy-saving materials. The consideration of social, community, and environmental responsibilities is stipulated as part of the sustainable development plan. The company has concretely implemented guidelines for the aforementioned stakeholders, which are documented in the company's Code of Ethics.

Personal Data Handling Policy

The company recognizes the importance of personal data protection, as it is part of social responsibility and a crucial foundation for building trustworthy business relationships. The handling of personal data must involve methods that ensure legal protection. Therefore, the company has consistently adhered to this principle. The unauthorized use of personal data for illicit gain, or the disclosure of information that may cause damage or allow identification of an individual without consent, constitutes a violation of the law and company discipline.

The company respects the privacy rights of customers, shareholders, employees, and other individuals associated with the company, and to ensure that such individuals will receive full protection of their rights under personal data protection laws. Therefore, the company has a Personal Data Protection Policy (Privacy Policy) to establish clear and appropriate criteria, mechanisms, supervisory measures, and management of personal data. This policy is published on the company's website, and the security systems of internal software are arranged to comply with the Personal Data Protection Act (PDPA).

Reference link for Community and society : <https://senxgroup.com/wp->

Page number of the reference link : 7-9

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The company prioritizes good corporate governance by establishing relevant policies and practices within its Corporate Governance Policy and Business Ethics, while also promoting genuine implementation to build trust among all stakeholders.

In the past year, the company has monitored compliance with good corporate governance, covering various matters in accordance with corporate governance practices.

In the year 2025, Directors, executives, and employees of the company have not committed any offenses or violated laws that resulted in legal action. Furthermore, the company's directors and executives have not committed any offenses or violated laws that resulted in criminal prosecution or civil penalties. (Civil Sanction) or administrative action, and no offenses related to corporate governance and business ethics.

In addition, the Company has communicated to raise awareness regarding corporate governance and business ethics. with the following details:

- 100% of directors received communication on corporate governance and business ethics.
- 100% of executives and employees received communication on corporate governance and business ethics.

Reference link for the full version of business code of conduct : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 1-12

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, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Board of Directors has established a written policy and guidelines on conflicts of interest, which are compiled in the company's business ethics. The company has a policy to comply with the guidelines of the Stock Exchange of

Thailand and the Act. Securities and Exchange Commission for the utmost benefit of the company. It is the duty of personnel at all levels to consider resolving issues of conflicts of interest prudently, adhering to principles of honesty, integrity, rationality, and independence within a sound ethical framework, as well as ensuring full disclosure of information for the overall benefit of the company.

The company informs new executives and employees to study the good corporate governance policy and practices and the code of conduct, which is part of employee regulations published on the website or Accessible HR New for personnel. All personnel, 100%, have signed to acknowledge and agree to comply with the good corporate governance policy and practices and the code of conduct, which include matters of interests and conflicts of interest.

In the year 2025, the company monitors the implementation of policies regarding interests and conflicts of interest as stipulated in the corporate governance policy and code of conduct. Communication and understanding have been fostered among directors, executives, and employees, with the Company Secretary designated to communicate via email to the aforementioned individuals. Furthermore, awareness of these matters is also communicated and raised with the company's directors through Board of Directors meetings.

with the proportion of individuals who received knowledge on preventing conflicts of interest as follows:

- Percentage 100 of directors have received communication on corporate governance and business ethics.
- Percentage 100 of executives and employees have received communication on corporate governance and business ethics.

In the year 2025, the company found no actions or received any tips or complaints regarding interests and conflicts of interest that violate the criteria of regulatory bodies and corporate governance principles.

Reference link for Prevention of Conflicts of Interest : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

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Anti-corruption

The company is committed to combating all forms of corruption, prohibiting directors, executives, and employees from engaging in any acts in a manner that implies acceptance or support of corruption, whether directly or indirectly, according to the general practices as follows:

1. Giving/Receiving Financial Support, Gifts, and Entertainment

It is prohibited to give/receive money, gifts, and entertainment that could be perceived as bribery or an attempt to bribe, including presents, souvenirs, cash, checks, shares, real estate, or similar items, to government officials, government agencies, private entities, business partners, customers, and all groups of stakeholders, whether directly or indirectly, to obtain undue benefits. Exceptions apply if the giving/receiving of gifts and entertainment is in accordance with customs, traditions, or generally accepted social etiquette, provided it is done transparently. Such giving/receiving must not create any advantage to obtain assistance or reciprocal benefits, lead to inappropriate concessions in business agreements, affect business decisions, and must comply with relevant laws. Furthermore, when the company gives gifts, it is to maintain good relationships with business partners without expecting specific services or improper reciprocation that violates business ethics. Such gifts must be given only in the company's name and may be branded gifts of the company are appropriate for the situation, such as giving gifts during New Year, Chinese New Year, or Songkran festivals, etc. These must not be in the form of cash or cash equivalents, such as checks, gift cards, or vouchers, etc.

2. Charitable Donations

Charitable donations are considered part of the company's organizational culture. The use of company funds or assets for charitable donations must be made solely in the name of the group of companies. Such donations must be to foundations, public charitable organizations, schools, temples, or hospitals that are certified or reputable. These donations must not expect any direct or indirect returns or hidden objectives.

The company has a policy to donate funds to state hospitals, using net profits from the "Baan Ruam Tang Fun" project, approved by the Board of Directors, to be given to designated hospitals each year as appropriate.

3. Political Assistance

The company does not provide political assistance to any political party, whether directly or indirectly. Therefore, directors, executives, and employees of the company must not engage in any political activities in the company's name or use company resources for such purposes.

The company supports compliance with laws and democratic governance. Employees are considered to have the right and duty to participate in or support various political activities independently and personally, outside of working hours, without using company assets for such acts, and avoid actions that may lead others to believe they are acts of the company.

4. Directors, executives, and employees of the company must not neglect or disregard. Upon discovering any act of corruption involving the company, it must be reported to the supervisor or the responsible person/unit, and cooperation must be provided in verifying the facts. If there are any doubts or questions, consult with the supervisor or the designated person/unit responsible for anti-corruption through the channels specified by the company. The company has established measures to protect whistleblowers or those who cooperate in reporting corruption.

5. The company communicates its anti-corruption policy. to subsidiaries, associates, other controlled companies, and business representatives, so that 'the company' implements the anti-corruption policy in accordance with its anti-corruption guidelines, serving as a good example of honesty, ethics, and good conduct, fostering a positive awareness among individuals within the organization, and communicating the anti-corruption policy to the public.

6. The company places importance on having a good internal control system. The company has a comprehensive policy for managing its internal control system in all activities adequately and appropriately for business operations based on the principles of organizational management that emphasize integrity and transparency, and in accordance with the international standards of COSO (The Committee of Sponsoring Organizations of the Treadway Commission). An internal audit unit is established to oversee the internal control system and audit items consistently and importantly, and to ensure that the company has an effective system that enhances the reliability of financial statements, as well as a good and efficient internal control system, with defined and assessed business risks, established prevention and risk management measures, and oversight of compliance with relevant laws and regulations, including the preservation of company assets, to help the company achieve the set goals.

7. This anti-corruption policy extends to human resource management processes. from recruitment or personnel selection promotions, training, employee performance evaluations, and fair compensation, which reflect the company's commitment to its anti-corruption policy by requiring supervisors at all levels to communicate and ensure employees understand and apply it in business activities under their responsibility, and to oversee its effective and efficient implementation.

Details are provided in the 'Anti-Corruption Policy' published on the company's website: <https://senxgroup.com/ir/anti-corruption/>

Reference link for Anti-corruption : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Whistleblowing and Protection of Whistleblowers

The Company provides channels for all stakeholder groups to report whistleblowing or complaints in cases of suspected violations of the Company's business ethics, illegal acts, including behaviors indicative of corruption, or unequal treatment. The Company Secretary is designated to act as the complaint receiving unit or to coordinate the receipt of information. Whistleblowers or complainants have the option to report directly to the Audit Committee at the address below.

1. Channels for complaints and suggestions

- at the Audit Committee's email: auditcom@senxgroup.com
- Send by mail to the Company Secretary Sen X Public Company Limited No. 542, Sena Fest Shopping Center Building, 1st Floor, Charoen Nakhon Road Khlong Ton Sai Subdistrict, Khlong San District, Bangkok 10600
- Complaint Box (Drop Box)
- Call Center 1173
- via the Company's website www.senxgroup.com
- QR code format

In cases where the complainant, an external party, chooses not to disclose their name, sufficient clear factual details or evidence (if available or possible) must be provided to demonstrate reasonable grounds to believe that there has been a violation of laws, regulations, company rules, or business ethics. of the company occurs.

For employees, complaints or suggestions can be submitted directly to the Board of Directors and executives via E-mail within the company's system or through a complaint box (Drop Box) that communicates directly with senior management.

All complaints will be treated with the utmost confidentiality. Complainants can submit complaints through more than one channel and are not required to disclose their identity. However, if they choose to reveal their identity, the Company will be able to inform them of the outcome or provide further details regarding the complaint.

2. Complaint Handling Process

2.1 Upon receiving a whistleblower report or complaint, the Company Secretary will compile the information and submit it to the Audit Committee monthly, or immediately if it is an urgent matter. An agenda item will be added to an existing meeting schedule for the same month, or a separate Audit Committee meeting will be convened if no meeting is scheduled.

2.2 The Audit Committee shall be responsible for considering, auditing, investigating the reported issues, and determining measures and/or passing resolutions for appropriate corrective actions regarding such matters.

- The Audit Committee may consider expanding the scope of audit and further investigation if the information is insufficient, or may propose the Board of Directors in cases where the audit issues concern senior executives.
- If the fact-finding investigation reveals credible information and evidence that the accused has indeed committed corruption, the Company will inform the accused of the allegations and grant them the right to prove their innocence.
- If the accused has indeed committed corruption, such corruption will be considered a violation of the anti-corruption policy and business ethics of

The Company shall be subject to disciplinary action in accordance with the regulations set by the Company, and if the act is illegal, the perpetrator may also face legal penalties. Disciplinary actions under the Company's regulations and the decision of the Audit Committee shall be final.

2.3 Subsequently, the Audit Committee will inform the Company Secretary and the Executive Committee for action in accordance with the instructions. The Audit Committee has passed a resolution to resolve the aforementioned issues and reported the results to the Audit Committee and the whistleblower/complainant (if disclosed), as well as reported the Audit Committee's operational results to the Board of Directors for acknowledgment.

2.4 Malicious complaints: If a whistleblower report, complaint, statement, or any information is proven to have been made maliciously, an employee of the company will face disciplinary action. However, if it is an external party whose actions cause damage to the company, the company will consider legal action against that individual.

3. Protection Measures

3.1 The Company will keep the information and identity of whistleblowers, complainants, and those complained against confidential.

3.2 Involved who may suffer damage, and will consider damage mitigation through appropriate and fair processes.

3.3 Complainants or those cooperating in fact-finding investigations may request the Company to implement appropriate protection measures, or the Company may implement protection measures on its own initiative, without a request from the complainant or cooperating party, if it perceives a potential for harm or insecurity.

3.4 The Company will not commit any unfair acts against whistleblowers or complainants, whether by changing job positions, job characteristics, workplaces, ordering suspensions, threatening, interfering with work performance, terminating employment, or performing any other acts that constitute unfair treatment towards whistleblowers or complainants, or those cooperating in fact-finding. The Company has no policy to demote or negatively impact employees who report incidents or clues of corruption, even if such actions cause the Company to lose business opportunities.

4. Review and Monitoring

To prevent recurring ethical complaints, the Company has assigned relevant departments to review and evaluate their respective work processes to identify shortcomings and implement appropriate corrective actions, thereby preventing similar complaints in the future. The Company has monitored compliance with business ethics. As follows:

- Communication and Awareness Building Communicate the business ethics to employees, executives, and directors for their acknowledgment, and regularly organize training/knowledge reviews on ethics, including having employees sign to acknowledge and adhere to them.
- Compliance with laws and regulations Verify compliance with relevant laws, prevent corruption, giving/receiving bribes, and Acts contrary to law and compliance with regulatory body rules
- Conflicts of Interest Disclosure and reporting of conflicts of interest, establishing guidelines for managing conflicts when they arise. Monitoring of related party transactions
- Use of Company Information and Assets There are guidelines for the appropriate use of company assets and resources, maintaining confidentiality, and Inside information: preventing the use of inside information for personal gain.
- Treatment of Stakeholders Treat employees fairly and equally. Conduct business with customers, partners, and competitors transparently, fairly, and without exploitation or inappropriate business practices.
- Complaint and Whistleblowing Channels Establish clear channels for receiving complaints/whistleblower reports, protect whistleblowers (Whistleblower Protection), and monitor, inspect, and report on operational results.
- Investigation and Punishment There is an investigation process when ethical violations are found, with appropriate, fair, and policy-consistent penalties, as well as corrective actions and prevention of recurrence.
- Reporting and Review Report on ethical compliance to the Corporate Governance and Sustainability Committee, including reviewing and appropriately updating the business ethics.

In Year 2025, The Company has not received any whistleblower reports or complaints related to corruption or violations of the Company's corporate governance policy.

Reference link for Whistleblowing and Protection of : <https://senxgroup.com/wp->

Prevention of Misuse of Inside Information

Policy on Preventing Misuse of Inside Information

The Company has established a policy on the use of inside information with one of its main objectives being to prevent the misuse of the Company's inside information for undue personal gain, thereby promoting transparency and preventing personal enrichment by directors, executives, and employees from the Company's inside information that has not yet been disclosed to the public. This policy also covers the trading of the Company's securities. Its key provisions include requiring directors, executives, and all levels of staff in the Company Secretary's Office and Investor Relations Department to prepare and submit reports on their holdings and trading of the Company's securities to the Company Secretary's Office for onward submission to the Securities and Exchange Commission, as the case may be, within the timeframe stipulated by relevant laws and regulations whenever there is a change. The Company Secretary's Office is also required to report changes in securities holdings of directors and executives to the meeting of the Board of Directors the Board of Directors quarterly. Additionally, directors and executives of the Company (including their spouses and minor children) must report changes in their securities holdings to the Securities and Exchange Commission under Section 59 of the Securities and Exchange Act B.E. 2535 (1992) (as amended) within 3 business days from the date of change in securities holdings, and also submit copies to the Company Secretary's Office for compilation, summarization, and presentation to the Company's Board of Directors meeting quarterly.

The Company has measures in place to ensure that such policies are disseminated to and understood and implemented by the Company's directors, executives, and employees, including:

- (1) Notified through training for new directors, executives, and employees.
- (2) Notified via HR-Online
- (3) Notified via HR-News

The Company recognizes the importance of overseeing the use of inside information in accordance with good corporate governance principles, adhering to good governance, and maintaining integrity in its operations. To ensure that the Company's shareholders receive equal information, the Company has established a policy for disclosing information, financial reports, and operational summaries, the key points of which are as follows:

1. disclose financial and business-related information and the Company's operating results accurately, completely, sufficiently, and reliably. timely and consistently to shareholders, investors, securities analysts, and the general public. The Company has complied with laws and regulations. regulations related to information disclosure strictly. Directors and executives, when trading securities, must prepare a report on their securities holdings.
according to the form within the specified timeframe.
2. The oversight of inside information usage is the responsibility of directors, executives, and employees, who must not disclose material inside information. which would affect the Company's business and stock price and has not yet been disclosed to the public, and will not use opportunities or information obtained as a director, executive, or employee of the Company for personal gain or to provide inside information to others.
3. Regarding the trading of the Company's securities and engaging in businesses that compete with or are related to the Company, the Company has established preventive measures by restricting access to information only to relevant directors and senior executives, and by prohibiting directors and executives from trading. the Company's securities within 30 days prior to the disclosure of quarterly and annual financial statements, and within 24 hours. after the disclosure of such financial statements.
4. Use and Maintenance of Information Technology Systems (IT Security)
 - (1) The Company has complied with various laws, regulations, rules, and standards related to the use of information technology.

(2) The Company has a data security system to maintain confidentiality, integrity, and availability of information, as well as to prevent the misuse or unauthorized alteration of data.

(3) The Company has considered information technology risks and has measures in place to manage such risks in various aspects, such as: business continuity management, incident management affecting information system security, information asset management, etc.

(4) The Company has considered the allocation and management of information technology resources, establishing criteria and factors for prioritizing IT plans, such as suitability and alignment with strategic plans, impact on business operations, urgency of use, IT budget and human resources, and consistency with the business model.

Any violation that causes damage or loss of business opportunities to the Company is considered a breach of the Company's policies and business ethics, subject to severe disciplinary action and liability under the Securities and Exchange Act (No. 4) B.E. 2551 (2008).

In the year In 2025, the Company monitors compliance with policies on conflicts of interest as stipulated in the corporate governance and ethics policy. This has been communicated and explained to directors, executives, and employees, with the Company Secretary tasked to communicate via email to these individuals regarding the policy and guidelines for preventing the misuse of inside information. Furthermore, awareness of this matter is also communicated to the Company's directors through Board of Directors meetings. Additionally, reminders for the prohibition of trading during the Silent Period/Blackout Period are issued every quarter. with the proportion of individuals who received knowledge about preventing the misuse of inside information, including policy and guideline reviews, as follows:

- 100% of directors received communication on corporate governance and business ethics.
- 100% of executives and employees received communication on corporate governance and business ethics.

In Year 2025, Not found Securities trading by directors, executives, and employees during periods designated by the Company as no-trading periods is managed correctly and completely in accordance with the Company's policies.

Reference link for Prevention of Misuse of Inside Information : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 33-34

Gift giving or receiving, entertainment, or business hospitality

Company executives and employees are prohibited from engaging in any act that constitutes acceptance or support of corruption, directly or indirectly. The giving/receiving of money, items, and entertainment that indicates bribery or corruption is prohibited, including gifts, souvenirs, cash, checks, shares, real estate, or similar items, to government officials, government agencies, private entities, business partners, customers, and all groups of stakeholders, directly or indirectly, to obtain undue benefits. Exceptions apply if the giving/receiving of items and entertainment is in accordance with customs, traditions, or generally accepted social etiquette, provided it is done transparently. Such giving/receiving must not create any undue advantage to obtain assistance or benefits, lead to inappropriate concessions in business agreements, affect business decisions, and must comply with relevant laws.

In this regard, when the company gives gifts, it is to maintain good relationships with business partners, without expecting specific services or returns that are not in accordance with business ethics. Gifts must be given only in the name of the company and may be presented as gifts bearing the company's logo.

The company's gifts should be appropriate for the situation, such as gifts during New Year, Chinese New Year, or Songkran festivals, etc. They must not be in the form of cash or cash equivalents such as checks, gift cards, or vouchers.

Reference link for Gift giving or receiving, entertainment, or business hospitality : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 9-11

Compliance with laws, regulations, and rules

The company prioritizes respecting and complying with laws, regulations, and rules related to business operations, establishing the following guidelines:

1. Comply with laws, regulations, and rules, and respect customs and traditions related to the business
2. Comply with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission
3. Strictly adhere to the company's internal regulations and working procedures
4. Adhere to the principles of good corporate governance as prescribed by the Stock Exchange of Thailand
5. Comply with the Anti-Corruption Policy Manual

Reference link for Compliance with laws, regulations, and rules : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 3

Information and assets usage and protection

Directors, executives, and employees are responsible for utilizing the company's resources and assets as efficiently as possible. The following guidelines have been established for this purpose:

1. Utilize company assets economically and for maximum benefit.
2. Maintain company assets in good condition, preventing damage or loss, for efficient and sustainable use.
3. Do not use company assets for personal gain or to benefit others.

Reference link for Information and assets usage and protection : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 7-8

Anti-unfair competitiveness

The company has a policy to treat trade competitors based on fair competition rules, not to seek confidential information from trade competitors through dishonest or inappropriate means, and to conduct business fairly within the framework of the law, taking into account ethics in conducting business with customers, partners, and the company's business associates, fairness in competition with other business operators, and the trade competition laws under which the company operates. The company will not engage in any actions that may result in unfair trade practices and hinder free competition, with the following guidelines:

1. Operate within the framework of good competition rules, conduct business fairly and ethically, respect fair competition rules, and not engage in any actions that may result in unfair trade practices, hinder market mechanisms or free competition, or have the effect of destroying, damaging, obstructing, or restricting the business operations of others.
2. Not attempt to damage the reputation of trade competitors through malicious accusations without factual basis.
3. Not violate or gain knowledge of trade secrets of trade competitors through fraudulent means.
4. Avoid actions that are unlawful, unfair, or without reasonable cause, which may result in distorting market mechanisms and prices.

5. Will not take any actions that result in the cessation of competition with business rivals, whether directly or indirectly, and must not exchange business information, or enter into agreements with competitors, partners, or customers to reduce or limit competition in the market.

Reference link for Anti-unfair competitiveness : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 6

Information and IT system security

The company has established an Information Technology Security Policy with the objective of ensuring that personnel, users, executives, or related individuals of the company and its subsidiaries are aware of the importance of information technology security, as well as being informed about their duties, responsibilities, and practical guidelines for controlling various risks. The content covers guidelines for policy formulation, policy details, and policy implementation, in order for the company's information technology systems and computer systems, under Sena Development Public Company Limited, to be appropriate, secure, and capable of continuously supporting the company's operations. The systems are used correctly in accordance with the provisions of the Computer-Related Crime Act, the Personal Data Protection Act, and other relevant laws, as well as preventing threats that could cause damage to the company. Therefore, an Information Technology Security Policy has been established to ensure that the company's information technology systems and computer systems, under Sena Development Public Company Limited, are appropriate, secure, and capable of continuously supporting the company's operations. The systems are used correctly in accordance with the provisions of the Computer-Related Crime Act, the Personal Data Protection Act, and other relevant laws, as well as preventing threats that could cause damage to the company.

Reference link for Information and IT system security : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 11-12

Environmental management

The company conducts its business based on principles of good corporate governance, including social and environmental responsibility, considering the benefits of all stakeholders. Its objective is to develop quality real estate projects that are responsible towards society, communities, and the environment, developing residences that are comprehensively aligned. It adheres to sustainable organizational development guidelines (Sustainable Development) to provide good housing and a sustainable quality of life. Furthermore, the company has a sustainable business operation policy under short-term and long-term strategies, considering society, communities, and the environment. This is achieved by setting important goals and challenges aimed at global mega-trends (New Mega Trends) to enhance the quality of life with meticulous care and seriousness in creating a sustainable society. "To be the most lifelong trusted partner for our customers," Sena aims to be the most trusted brand throughout our customers' lives.

Reference link for Environmental management : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 37-38

Human rights

The company's respect for human rights creates a fair, respectful, and equitable working environment for both employees and all stakeholders, as follows:

1. Protection of the Right to Non-Discrimination

The company must ensure that there is no discrimination based on factors such as race, gender, age, religion, or disability, including

Promoting diversity and acceptance of differences in the workplace.

2. Right to Fair Compensation

The company should provide appropriate and fair compensation to all workers, without economic exploitation.

3. Right to Work in a Safe Environment

Employees must be protected from various hazards in terms of safety and health, and employee welfare must be cared for is important.

4. Right to Express Opinions

The company should support and respect employees' rights to express opinions and participate in decision-making, including the right to ask questions or submit suggestions.

5. Protection of Privacy

Maintaining the privacy of employees and related personal information, such as medical data or other personal information, should be protected according to legal principles.

6. Right to Access Development Opportunities

The company must provide opportunities for employee potential development, whether in education, training, or growth opportunities within the organization.

7. Protection of Children's and Labor Rights

The company must comply with international standards regarding the prohibition of child labor or forced labor.

Reference link for Human rights : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 9

Safety and occupational health at work

The company prioritizes the management of Safety, Health, and Environment (SHE) in its business processes. The organization is committed to continuously improving and developing business processes to minimize environmental, occupational health, and safety impacts, with the following guidelines:

1. Operate all processes in compliance with laws, regulations, practices, and various requirements related to safety, hygiene, and the environment.
2. Establish workplace safety as the primary responsibility of all employees in their operations.
3. Require all employees to maintain cleanliness and orderliness in their respective work areas.
4. Support workplace safety activities and prevention guidelines, and learn, cooperate, and strictly adhere to all established safety measures and emergency plans.
5. Be aware of one's own responsibilities and duties, ensuring that one's work does not pose a danger to others or negatively impact surrounding communities or the environment throughout the operational period.
6. Be vigilant in observing deficiencies in safety standards throughout the operational process. If deficiencies are found, follow the appropriate procedures established by the organization to reduce the risk of accidents.
7. Conduct regular safety inspections at the workplace, and provide training, knowledge, and demonstrations on the use of various safety equipment and systems by experts on a regular basis.
8. Support and organize regular activities that promote good hygiene for employees, such as annual health check-ups, appropriate holiday scheduling, etc.

9. Do not allow any unauthorized personnel into the operational area unless permission is granted by a supervisor.

10. Utilize environmental resources economically, efficiently, and to their maximum benefit, such as electricity, tap water, and paper usage. Avoid actions that create negative impacts on the environment.

Reference link for Safety and occupational health at work : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf

Page number of the reference link : 9-11

Partner Code of Conduct

Comprising principles and practices 7 aspects as follows

1. Business integrity and fairness
2. Product and service quality
3. Occupational health and safety operations in compliance with government laws, regulations, and rules
4. Environmental preservation
5. Privacy, confidentiality, and intellectual property
6. Labor protection and human rights
7. Anti-corruption

Reference link for the other policy and guidelines : https://senxgroup.com/wp-content/uploads/2026/03/15_SENX_Supplier-s-Code-of-Conduct.pdf

Page number of the reference link : 1-6

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The company conducts its business and operations in accordance with good corporate governance principles, is legitimate, and is committed to creating and supporting the enhancement of potential and driving business expansion in all forms, including treating all stakeholders fairly. The company stipulates this as the duty and responsibility of all directors, executives, and employees, who must acknowledge and strictly adhere to the established policies and practices to achieve business objectives and for the benefit of stakeholders, shareholders, and society. Furthermore, to ensure that the company's directors, executives, and employees uphold good practices and conduct themselves in a manner appropriate for professional real estate development business, as well as possessing ethics and social responsibility, by adhering to the principles of honesty, fairness, and transparency as paramount, a Business Ethics and Code of Conduct for Sen X Public Company Limited has been established as a standard to serve as a framework for business operations and as a guideline for future practice.

The company promotes adherence to the Code of Conduct by publishing the Good Corporate Governance Policy and Business Ethics on the company's website https://senxgroup.com/ir/corporate_governance/ to inform external parties. Internal communication has also been conducted within the company to enable study

and understanding, ensuring that the company's directors, executives, and employees are aware and can correctly implement it to foster an organizational culture and strictly adhere to it. Employees who violate or fail to comply will be subject to disciplinary action.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : https://senxgroup.com/wp-content/uploads/2026/03/14_SENX_Code-of-business-conduct-15-12-68_EN.pdf
 Page number of the reference link : 1-12

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 : S__1205985287.jpg

Diagram of participation in anti-corruption networks



Image of participation in the anti-corruption network

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 : Yes
corporate governance policy and guidelines, or
board of directors charter

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

In the past year 2025, the Board of Directors considered and reviewed the criteria for the Corporate Governance Survey project. Thai Listed Companies (Corporate Governance Report of Thai Listed Companies) by improving the company's good corporate governance to develop governance according to the CGR project of the Thai Institute of Directors Association and in line with the anti-corruption policy.

Furthermore, the Board of Directors has considered and reviewed the implementation of the Principles of Good Corporate Governance for Listed Companies Year 2017 (Corporate Governance Code: CG Code) of the Securities and Exchange Commission (SEC) and the Thai Institute of Directors Association (IOD) to be adapted appropriately to the company's business context. The Board of Directors recognizes its responsibility as a leader to oversee the organization's good management, which leads to sustainable value creation for the business. For any criteria that have not yet been established as a policy or implemented, the management will report to the Board of Directors for annual review.

In the year 2025, the Board of Directors has developed good corporate governance practices as follows:

1. Review the charters of the Board of Directors and sub-committees annually 2025 to be complete, appropriate, and consistent with the principles of good corporate governance for listed companies for the year 2017 (Corporate Governance Code 2017) prepared by the Office of the Securities and Exchange Commission and recommendations from the Thai Institute of Directors Association (IOD).
2. Review the company's corporate governance policy for the year 2025 to be consistent with the amendments to the Public Limited Company Act, the Personal Data Protection Act (PDPA), as well as the principles of good corporate governance for listed companies of the Stock Exchange of Thailand, and the recommendations of the Thai Institute of Directors Association (IOD) from the CGR project evaluation results, and to present them to the Board of Directors meeting for consideration and approval of the revised corporate governance policy.
3. Oversee that the Annual General Meeting of Shareholders (AGM) complies with laws and practices according to the AGM Checklist criteria, as well as continuously adheres to Corporate Governance (CG) principles and good practices. Furthermore, emphasis has been placed on the company's practices registered for the Annual General Meeting of Shareholders under the circumstances of the Coronavirus disease outbreak 2019 (COVID-19)
4. Oversee and support the company in adhering to corporate governance principles and consider the results of the Corporate Governance Survey project for listed companies (CGR) organized by the Thai Institute of Directors (IOD). The Board of Directors considered and provided recommendations to improve and develop policies and various practices to align with the criteria, as well as the project's recommendations.
5. Oversee and support the company in conducting sustainability assessments for selection SET ESG Ratings organized by the Stock Exchange of Thailand (so that investors, investment analysts, and fund managers can use SET ESG Ratings to make investment decisions
6. Promote training and knowledge sharing on corporate governance, business ethics, and anti-corruption and anti-bribery, so that executives and employees are aware of the causes, damaging impacts, as well as regulations and penalties, which will lead to increased awareness and caution.
7. Prepare self-assessment forms for the Board of Directors and sub-committees annually 2025 to use the evaluation results to improve operational efficiency and achieve the company's objectives, and to report the evaluation results to the Board of Directors for acknowledgment, and disclose them in the annual registration statement/annual report (Form 2018 ne Report) of the company

8. Report the performance of sub-committees to the Board of Directors for acknowledgment and prepare reports according to the Stock Exchange's requirements, disclosed in the annual registration statement/annual report.

2025 (Form 2018 ne Report) of the company

With a strong commitment to operating under good corporate governance, social responsibility, and sustainable development, by continuously raising operational standards, the Board of Directors will perform its duties to the best of its ability by overseeing, promoting, and supporting the company to strictly adhere to good corporate governance policies and business ethics, alongside social responsibility, for the maximum benefit and equality of all stakeholders, and to lead the company to stable and sustainable growth.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice
SEC

The board of directors, as representatives of shareholders, is responsible for managing and overseeing listed companies to ensure that their operations are correct, transparent, auditable, and primarily for the utmost benefit of the company and its shareholders as a whole. Therefore, in accordance with the aforementioned responsibilities, the board of directors adheres to guidelines or principles of practice to prevent, deter, and supervise listed companies, and considers the following important roles and duties:

1. Composition and structure of a good board of directors to prevent and deter inappropriate behavior of listed companies

2. Role and duties of the board of directors in preventing and deterring inappropriate behavior of listed companies

(2.1) Performing duties with responsibility, prudence, and integrity

(2.2) Ensuring that listed companies have efficient, adequate, and appropriate internal control systems

(2.3) Oversight and monitoring of transactions involving the acquisition or disposal of significant assets (MT) and related party transactions (RPT), including fundraising transactions of listed companies

(2.4) Communication with shareholders

(2.5) Promoting listed companies' compliance with the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) and participation in various assessments by relevant agencies

3. Supporting and promoting the performance of duties by personnel and internal units of listed companies to ensure that listed companies Good corporate governance is in place. The board of directors must select individuals involved in the corporate governance system of listed companies, considering their knowledge, abilities, and experience, including internal personnel of the listed company, such as directors sub-committees, chief accounting and financial officers, secretaries, and investor relations units, etc., as well as external agencies such as auditors, financial advisors, etc. They must also promote, support, and facilitate the aforementioned groups of individuals or agencies.

Other corporate governance performance and outcomes

The company is committed to managing its business with integrity, transparency, and accountability, under the principles of good corporate governance, and has continuously developed its corporate governance to be effective and suitable for the company. As a result, the company has received assessments and awards.

Endorsed by various organizations as follows:

Annual Corporate Governance Assessment of Listed Companies 2025

Results of the Corporate Governance Report of Thai Listed Companies (CGR) assessed by the Thai Institute of Directors (IOD), where the company received a good corporate governance assessment result for listed companies within the criteria of Excellent

Assessment of the Quality of the Annual General Meeting of Shareholders 2025

Results of the Annual General Meeting of Shareholders (AGM Checklist) quality assessment, evaluated by the Thai Investors Association (TIA). The company has consistently prioritized and improved the quality of its Annual General Meetings, resulting in the company being assessed under the 5 TIA criteria with a perfect score of 100 points for quality assessment.

Corporate Governance Structure

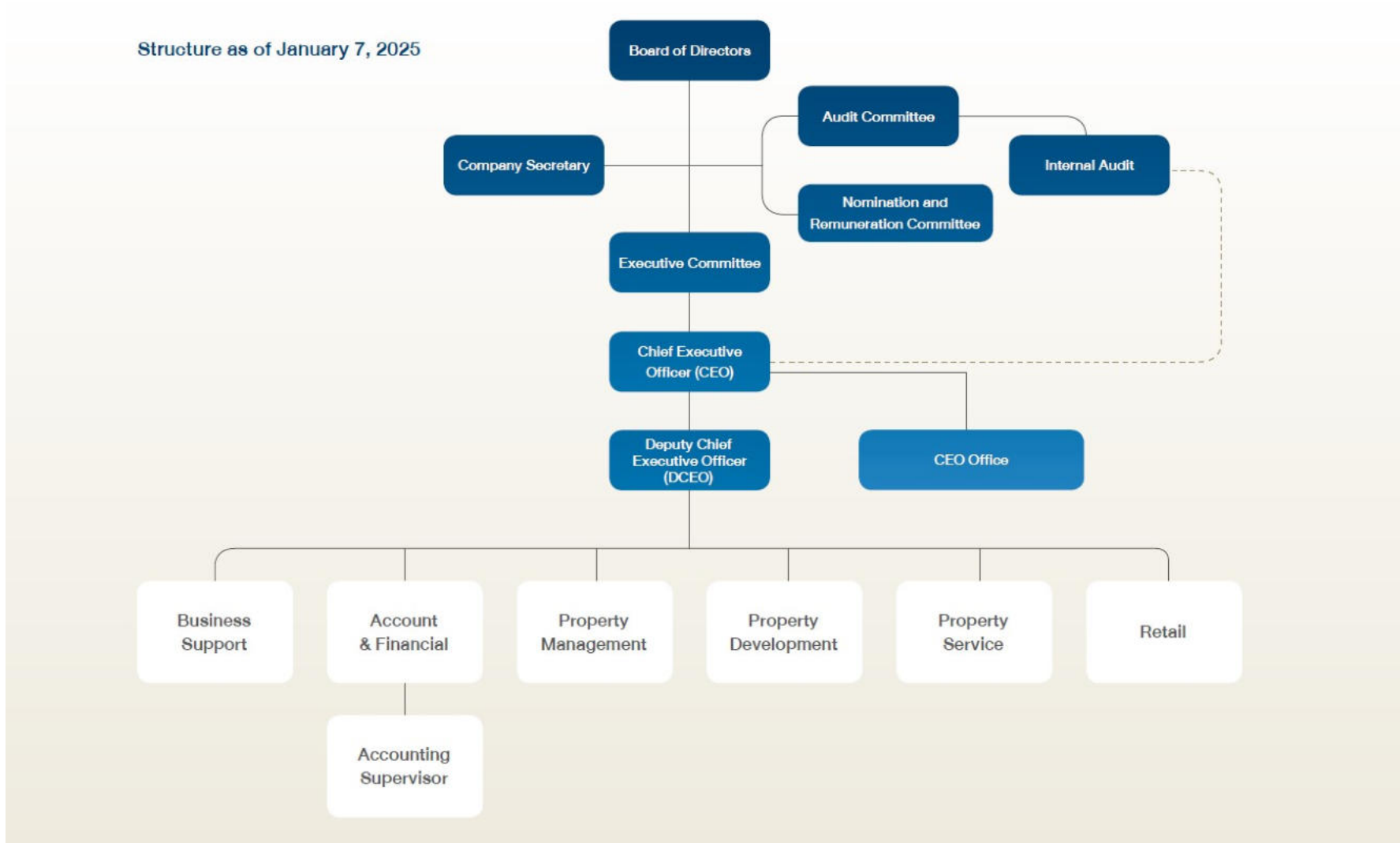
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 7 Jan 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	7		7		7	
	3	4	3	4	3	4
Executive directors	3		3		3	
	0	3	0	3	0	3
Non-executive directors	4		4		4	
	3	1	3	1	3	1
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	0		0		0	
	0	0	0	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	42.86	57.14	42.86	57.14	42.86	57.14
Executive directors	42.86		42.86		42.86	
	0.00	42.86	0.00	42.86	0.00	42.86
Non-executive directors	57.14		57.14		57.14	
	42.86	14.29	42.86	14.29	42.86	14.29
Independent directors	57.14		57.14		57.14	
	42.86	14.29	42.86	14.29	42.86	14.29
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	61		60		61	
	62	61	63	57	64	58

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. WORAMIT KRUTTO Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Economic Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>1 Mar 2022</p>	<p>Strategic Management, Corporate Management, Finance, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. RAPEE MOUNGNONT Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Educational Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	4 Jul 2023	Marketing, Accounting, Finance, Law, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. KANNIGAR KOVISUTH Gender: Female Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Mar 2022	Accounting, Corporate Management, Audit, Finance & Securities, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. TIRAVUTTI JIRACHAISRI Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	8 Mar 2022	Data Management, Law, Governance/ Compliance, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. KESSARA THANYALAKPARK Gender: Female Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	15 Dec 2021	Property Development, Sustainability, Accounting, Finance, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. WANNIPA WUTHIWATANA Gender: Female Age : 69 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 Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,105,800 Shares (0.097755 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>13 Dec 2022</p>	<p>Governance/ Compliance, Sustainability, Accounting, Finance, Property Development</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Ms. SIVANAN THANYALUCKPARK Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : International Business Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,010,621 Shares (0.047871 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	11 Nov 2024	Accounting, Finance, Property Development, Business Administration

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.

Diagram of list of the board of directors



Mr. Woramit Krutto



Dr. Rapee Moungnont



Mrs. Kannigar Kovisuth



Mr. Tiravutti Jirachaleri



Asst. Prof. Dr. Koesara
Thanyalekpark



Mrs. Wannipa Wuthiwatana



Ms. Sivanan Thanyaluckpark

List of board of directors who resigned / vacated their position during the year

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 companys certificate of registration
1. Mr. WORAMIT KRUTTO	Chairman of the board of directors		✓	✓		
2. Mr. RAPEE MOUNGNONT	Director		✓	✓		
Total (persons)		3	4	4	0	3

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 companys certificate of registration
3. Mrs. KANNIGAR KOVISUTH	Director		✓	✓		
4. Mr. TIRAVUTTI JIRACHAISRI	Director		✓	✓		
5. Ms. KESSARA THANYALAKPARK	Director	✓				✓
6. Mrs. WANNIPA WUTHIWATANA	Director	✓				✓
7. Ms. SIVANAN THANYALUCKPARK	Director	✓				✓
Total (persons)		3	4	4	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Finance & Securities	1	14.29
2. Property Development	3	42.86
3. Law	2	28.57
4. Marketing	1	14.29
5. Accounting	6	85.71
6. Finance	6	85.71
7. Sustainability	2	28.57

Skills and expertise	Number (persons)	Percent (%)
8. Data Management	1	14.29
9. Corporate Management	3	42.86
10. Strategic Management	1	14.29
11. Audit	1	14.29
12. Governance/ Compliance	5	71.43
13. Business Administration	1	14.29

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	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, Others : It is stipulated that the Chairman of the

Board, the Chairman of the Audit Committee, and the Chief Executive Officer shall not be the same person or members of the same family.

- Increasing the proportion of independent directors to more than half.

The Board of Directors, as of December 31, 2025 consists of 7 members, comprising highly qualified individuals with diverse expertise and specialized knowledge essential for the company. This composition enables the Board to formulate strategies, policies, and oversee their effective and efficient implementation, while also balancing power between the directors and management. Furthermore, the company has defined independent directors more stringently than the minimum requirements set by the Securities and Exchange Commission and the Stock Exchange of Thailand, as per the Capital Market Supervisory Board's announcement. The company has 4 independent directors, accounting for 57.14 percent of the total board members.

Board Composition	Number (persons)	Proportion (%)
Board of Directors	7	100.00
Male	3	42.86
Female	4	57.14
Independent Directors	4	57.14
Directors independent from management	4	57.14
Executive Directors	3	42.86

- The company has appointed independent directors totaling 1 person participated in determining the agenda for the Board meeting, with Mr. Woramit Kruttho, who serves as Chairman and Independent Director, participated in determining the agenda for the said meeting to enhance independence and align with the Board's responsibilities under good corporate governance principles.

- The company stipulates that the positions of Chairman, Chairman of the Audit Committee, and Chief Executive Officer shall not be held by the same person or by individuals from the same family. This ensures clarity of duties for each position and allows for independent expression of opinions, thereby fostering an appropriate balance of power and transparency in internal operations.

- Authorized Signatory Directors Ms. Ketsara Thanyalakpark or Mrs. Wannipa Wuttiwat or Ms. Siwanan Thanyalakpark, two out of three directors, shall jointly sign and affix the company's seal.

Reference link for the measures for balancing the power between the board of directors and the management : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX-Charter-of-the-Board-of-Directors.pdf

Page number of the reference link : 1-10

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors, as representatives of the shareholders, plays a crucial role in setting the company's direction, policies, vision, mission, and business strategies, and has important duties in overseeing and monitoring management's operations. The Board has approved the Board of Directors' Charter and corporate governance guidelines for the Board

of Directors to serve as a framework for performing duties and balancing management's power, and to ensure that the company's operations are conducted in a manner that maximizes benefits for shareholders and aligns with the established vision, mission, policies, and strategies.

The Board of Directors' Charter has been reviewed and approved by the Board of Directors' Meeting, effective from December 15, 2025 onwards.

Scope of Authority, Duties, and Responsibilities of the Board of Directors

1. Perform duties in accordance with laws, objectives, and the company's articles of association, including establishing policies, vision, mission, desired values, strategies, direction, and operational goals of the company, reviewing them to ensure alignment with changing circumstances, as well as overseeing and evaluating management through sub-committees, and complying with resolutions of the shareholders' meeting, except for matters requiring special approval as stipulated by regulations or laws, or connected transactions and significant asset acquisitions/dispositions according to rules of the Stock Exchange or as stipulated by other regulatory bodies, etc.
2. Consider and approve key business policies, such as corporate governance policy, risk management policy, and anti-corruption policy, as well as appointing sub-committees to oversee these policies.
3. Consider and approve business policies, objectives, operational plans, business strategies, and annual budgets, reviewing them to ensure alignment with changing circumstances.
4. Consider and approve the appointment of individuals who possess qualifications and do not have prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (1992) and the securities and stock exchange laws, including announcements, regulations, and/or rules related to the position of director, in cases where a director's position becomes vacant for reasons other than term expiration.
5. Consider and appoint executive directors, selected from the company's directors or other executive-level employees, and define the scope of authority, duties, and responsibilities of the executive directors.
6. Consider and appoint independent directors and audit committee members based on their qualifications and absence of prohibited characteristics as stipulated by securities and stock exchange laws, including announcements, regulations, and/or relevant rules of the Stock Exchange, and propose them to the shareholders' meeting for consideration and appointment as independent directors and audit committee members of the company.
7. Consider and determine or amend the names of directors authorized to bind the company.
8. Appoint any other person to conduct the company's business under the control of the Board of Directors, or may delegate authority to such person to have powers and/or within the timeframe deemed appropriate by the Board, which the Board may revoke, withdraw, change, or amend such powers.
9. Consider and approve the acquisition or disposition of assets, unless such transactions require approval from the shareholders' meeting. Such approval shall be in accordance with announcements, regulations, and/or rules related to the Stock Exchange.
10. Consider and approve connected transactions, unless such transactions require approval from the shareholders' meeting.
shareholders. Such approval shall be in accordance with announcements, regulations, and/or relevant rules of the Stock Exchange.
11. Establish appropriate and sufficient internal control systems and monitor their effectiveness to meet accepted standards, such as The Committee of Sponsoring Organizations (COSO), by disclosing the adequacy of internal controls and review reports in the annual report.
12. Establish a framework for information technology management policies and security measures for information technology systems to meet industry-accepted standards, and continuously monitor, review, and update them to align with and mitigate IT risks.

13. Ensure the preparation and disclosure of financial information that is accurate, complete, timely, and reflects operating results and financial position in accordance with accounting standards prescribed by accounting laws, as well as disclosing other important organizational information accurately and completely according to relevant rules and practices.

14. Consider and approve the payment of interim dividends to shareholders when it is evident that the company has sufficient profits to do so, and report such dividend payment to the shareholders' meeting at the next shareholders' meeting. The delegation of powers, duties, and responsibilities of the Board of Directors shall not constitute a delegation or sub-delegation that allows the Board of Directors or its delegates to approve transactions in which they or persons who may have a conflict of interest are involved or benefit (as defined in the SEC Board's announcements) for both the company and its subsidiaries.

15. Promote the creation and appropriate adoption of innovation and technology to ensure efficient business operations and resource utilization, and to generate mutual benefits for the company, partners, stakeholders, and society.

16. Promote the company's financial stability to ensure continuous business operations.

17. New directors are introduced to the organization's overview, company operations, strategic plans, annual work plans, legal regulations, and ethics related to directors. Senior executives and the company secretary present this information before the new directors' first meeting.

18. Promote training and development for directors and senior executives in various forms, such as seminars, lectures, and site visits, to enhance modern knowledge and new experiences in line with changing situations, benefiting their performance.

19. Ensure continuous management and development of the company's personnel to possess knowledge and skills for ongoing operations.

20. Review the charters of the Board of Directors and sub-committees at least once a year.

21. Prepare the Board of Directors' performance report in accordance with the Stock Exchange's requirements and disclose it in the company's annual registration statement/annual report (Form 56-1 One Report).

22. Support compliance with personal data principles and promote the company's adherence to legal provisions.

1) Personal Data

Respect the privacy rights of customers, shareholders, employees, and other individuals involved with the company. Any operations involving personal data, including collection, use, and disclosure, will be conducted to ensure full protection of personal data owners' rights, in accordance with laws and the company's personal data protection policy.

2) Data Recording, Reporting, and Retention

Recognize the importance of internal data management, where data recording or reporting must comply with the company's criteria.

defined and complete according to the law. As for data retention, it must be kept in a secure state and be available for reference or use by the company when needed.

23. Any other matters stipulated under the provisions of securities laws and/or regulations of the Stock Exchange of Thailand that require approval from the Board of Directors' Meeting and the Shareholders' Meeting, and perform any other duties as prescribed by law, including the principles of good corporate governance for listed companies in 2017, and adhere to the guidelines of the Securities and Exchange Commission (SEC) regarding good practices for the Board of Directors to prevent and deter inappropriate behavior by listed companies.

Board of Directors' Meetings

The company has established the following criteria for Board of Directors' meetings:

1. The Board of Directors schedules meetings in advance each year, with at least 5 meetings annually, and additional special meetings as necessary and appropriate, with at least 5 business days' notice before the meeting date. Generally, Board of Directors' meetings are held every Tuesday or Thursday in the week of the 2nd or 3rd

week of the month, and may be subject to change or additional meetings scheduled as appropriate. Each director must attend at least 75% of the Board of Directors' meetings held each year, unless there are reasonable grounds and necessity. and every meeting must have at least half of the total number of directors present to constitute a quorum. This is for good corporate governance of the company has a policy to set a minimum quorum for voting, requiring no less than 2 out of 3 of the total number of directors.

2. Meeting agendas are clearly defined in advance. The Chairman and CEO should jointly consider selecting items for the Board meeting agenda, and the agenda must be clearly specified. The company secretary is responsible for ensuring that directors receive meeting documents sufficiently in advance, at least 5 business days before the meeting, for study and consideration to provide opinions and cast votes.

3. The Board of Directors receives sufficient, complete, continuous, and timely information before every meeting. Directors can contact the company secretary directly and independently. The company secretary is responsible for advising the Board of Directors on matters related to compliance with various laws and regulations.

4. The Chairman is responsible for allocating sufficient time for management to present information documents for discussion, and sufficient time for the Board to discuss key issues, providing opportunities and encouraging each director to express their opinions before summarizing the conclusions from the meeting.

5. The Board has a policy to allow non-executive directors to meet among themselves as necessary to discuss various management issues of interest, without the presence of management, and the CEO should be informed of the meeting outcomes.

6. The Board encourages the CEO to invite senior executives to attend Board meetings to provide additional detailed information as direct operational personnel.

7. When considering various agenda items, directors with a conflict of interest in the matter under consideration shall not have voting rights and must not be present at the meeting during that agenda item.

8. Minutes of every meeting must be recorded in writing, and approved meeting reports must be stored and made available for inspection by the Board of Directors and relevant parties.

Meetings among non-executive directors

The company has a policy to allow Non-Executive Directors (NEDs) to meet among themselves as appropriate. without management attending the meeting to provide an opportunity for non-executive directors to discuss various issues arising in the company and recommendations for improving the company's operations, at least once a year. For the year 2025 has arranged for Meetings once in December 2025. to support management's administration. The company incorporates the outcomes of post-meeting management processes, including suggestions and opinions from non-executive directors, and conveys them to management for further action.

Reference link for the board charter : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX-_Charter-of-the-Board-of-Directors.pdf

Page number of the reference link : 1-10

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Role

- Risk management

Scope of authorities, role, and duties

1. Perform duties in accordance with laws, objectives, and company regulations, including establishing policies, vision, mission, desired values, strategies, direction, and operational goals of the company, by reviewing them to align with changing circumstances. This also includes overseeing and evaluating management through sub-committees, as well as complying with resolutions of shareholders' meetings, except for matters requiring special approval, which must comply with regulations or laws, or related party transactions and significant asset acquisitions/disposals according to SET regulations or other regulatory bodies, as applicable.
2. Consider and approve key business policies, such as corporate governance policy, risk management policy, and anti-corruption policy, as well as appointing sub-committees to oversee these policies.
3. Consider and approve business policies, objectives, operational plans, business strategies, and annual budgets, by reviewing them to align with changing circumstances.
4. Consider and approve the appointment of individuals who possess qualifications and do not have prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 and the Securities and Exchange Act, including announcements, regulations, and/or rules related to the director position in cases where a director position becomes vacant for reasons other than term expiration.
5. Consider and appoint executive directors, selected from the company's directors or other executive-level employees, and define the scope of authority, duties, and responsibilities of the executive directors.
6. Consider and appoint independent directors and audit committee members based on their qualifications and absence of prohibited characteristics for independent directors and audit committee members as per the Securities and Exchange Act, including relevant announcements, regulations, and/or rules of the SET, and propose them to the shareholders' meeting for consideration and appointment as independent directors and audit committee members of the company.
7. Consider and determine, as well as amend, the names of directors authorized to bind the company.
8. Appoint any other person to conduct the company's business under the control of the Board of Directors, or may delegate authority to such person with powers and/or for a period as deemed appropriate by the Board. The Board may revoke, withdraw, change, or amend such authority.
9. Consider and approve asset acquisition or disposal transactions, unless such transactions require approval from the shareholders' meeting. Such approval shall be in accordance with relevant announcements, regulations, and/or rules of the SET.
10. Consider and approve connected transactions, unless such transactions require approval from the shareholders' meeting. Such approval shall be in accordance with relevant announcements, regulations, and/or rules of the SET.
11. Establish appropriate and adequate internal control systems and monitor the effectiveness of internal control systems in accordance with accepted standards, such as The Committee of Sponsoring Organizations (COSO), by disclosing the adequacy of internal controls and review reports in the annual report.
12. Establish a framework for information technology management policy and information technology security measures in accordance with industry-accepted standards, and regularly monitor, review, and update them to align with and address IT risks.
13. Ensure the preparation and disclosure of financial information that is accurate, complete, timely, and reflects operating results and financial position in accordance with accounting standards prescribed by accounting laws, as well as disclosing other important organizational information accurately and completely in accordance with relevant rules and practices.
14. Consider and approve the payment of interim dividends to shareholders when it is evident that the company

has sufficient profits to do so, and report such dividend payment to the shareholders' meeting at the next meeting. However, the delegation of duties and responsibilities by the Board of Directors shall not constitute a delegation or sub-delegation of authority that allows the Board of Directors or its delegates to approve transactions in which they or persons who may have a conflict of interest are involved or receive benefits (as defined in the SEC Board's announcements) for both the company and its subsidiaries.

15. Promote the creation and appropriate adoption of innovation and technology to ensure efficient business operations and resource utilization, and to create mutual benefits for the company, business partners, stakeholders, and society.

16. Promote the company's financial stability to ensure continuous business operations.

17. New directors shall be introduced to the overall organization, company operations, strategic plans, regular work plans, laws, regulations, and ethics related to directors, with senior management and the company secretary presenting such information before the new directors' first meeting.

18. Promote training and development for directors and senior executives in various forms, such as seminars, lectures, and site visits, to enhance up-to-date knowledge and new experiences in line with changing circumstances, benefiting their performance. 19. Ensure the management and development of the company's personnel to continuously possess knowledge and competence in their work.

20. Consider and review the charters of the Board of Directors and sub-committees at least once a year.

21. Prepare the Board of Directors' performance report in accordance with SET requirements and disclose it in the company's annual registration statement/annual report (Form 56-1 One Report).

22. Support compliance with personal data principles and promote the company's adherence to legal provisions:

1) Personal Data: Respect the privacy rights of customers, shareholders, employees, and other individuals involved with the company. Any operations involving personal data, including collection, use, and disclosure, shall ensure that data subjects' rights are fully protected in accordance with laws and the company's personal data protection policy.

2) Data Recording, Reporting, and Retention: Recognize the importance of internal data management. Data recording or reporting must comply with the company's established criteria and be accurate and complete according to law. Data retention must ensure that information is kept securely and can be referenced or utilized by the company when needed.

23. Any other matters stipulated under the provisions of the Securities and Exchange Act and/or the regulations of the Stock Exchange of Thailand that require approval from the Board of Directors' meeting and the shareholders' meeting, and perform any other duties as prescribed by law, including the Principles of Good Corporate Governance for Listed Companies 2017, and comply with the guidelines of the Securities and Exchange Commission (SEC) regarding Best Practices for the Board of Directors to prevent and deter inappropriate conduct by listed companies.

Reference link for the charter

https://senxgroup.com/wp-content/uploads/2026/03/1_SENX-_Charter-of-the-Board-of-Directors.pdf

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Review the financial statements of the Company and its subsidiaries to ensure that they are accurate according to financial reporting standards, reliable, and adequately disclosed.

2. Review that the Company and its subsidiaries have adequate, appropriate, and effective internal control and internal audit systems, in conjunction with the external auditor, and consider the independence of the internal audit unit, as well as approve the appointment, transfer, or dismissal of the head of the internal audit unit or any

other unit responsible for internal audit.

3. Review compliance with the Securities and Exchange Act, regulations of the Securities and Exchange Commission (SEC), and laws related to the business of the Company's group.
4. Consider, select, and propose the appointment of independent persons to serve as the Company's external auditor and propose their remuneration, as well as attend meetings with the external auditor without management present at least once a year.
5. Investigate matters reported by the Company's external auditor in cases where the auditor finds suspicious behavior indicating that a director, manager, or person responsible for the Company's operations has committed an offense as stipulated in the Securities and Exchange Act B.E. 2535 (SEC Act), and report the preliminary investigation results to the Securities and Exchange Commission (SEC Office) and the external auditor within 30 days from the date of notification by the external auditor.
6. Consider and provide opinions on significant asset acquisition or disposal transactions (MT) and related party transactions (RPT) of the listed company in compliance with laws and SET regulations, to ensure that such transactions are reasonable and provide the maximum benefit to the Company.
7. Consider details related to the use of proceeds from fundraising, including implementing mechanisms to properly and appropriately oversee and monitor the use of proceeds in accordance with the disclosed objectives.
8. Verify information on directors' securities holdings in cases of doubt regarding compliance with or violation of SET regulations concerning the acquisition or disposal of securities by directors and employees, or in cases of complaints from external parties, or other cases when there is reasonable cause.
9. Review that the Company has anti-corruption processes, the accuracy of reference documents, and self-assessment forms regarding the enterprise's anti-corruption measures under the Collective Action Coalition Against Corruption (CAC) project, including providing recommendations on guidelines for handling whistleblowing and appropriate protection measures.
10. Review that the Company has a risk management policy, compliance with the policy, and appropriate and effective risk management guidelines.
11. Prepare the Audit Committee's report to be disclosed in the Company's annual report (Form 56-1 One Report), which must be signed by the Chairman of the Audit Committee and include at least the following information:
 - (a) Opinion on the accuracy, completeness, and reliability of the Company's financial statements;
 - (b) Opinion on the adequacy of the Company's internal control system;
 - (c) Opinion on compliance with the Securities and Exchange Act, SET regulations, or laws related to the Company's business;
 - (d) Opinion on the suitability of the external auditor;
 - (e) Opinion on transactions that may involve conflicts of interest;
 - (f) Number of Audit Committee meetings and attendance of each Audit Committee member; (g) Overall opinions or observations received by the Audit Committee from performing its duties according to the Audit Committee Charter;
 - (h) Other items that shareholders and general investors should be aware of within the scope of duties and responsibilities assigned by the Board of Directors.
12. Approve the annual audit plan and review the performance of the internal audit unit to ensure compliance with international standards for the professional practice of internal auditing.
13. Consider reviewing the Audit Committee Charter at least once a year.
14. Report the performance results of the Audit Committee to the Board of Directors for acknowledgment.
15. Perform any other duties assigned by the Board of Directors with the approval of the Audit Committee.

Reference link for the charter

https://senxgroup.com/wp-content/uploads/2026/03/3_SENX_Charter-of-the-Audit-Committee.pdf

Role

- Others
- Business operations supporting the performance of the Board of Directors

Scope of authorities, role, and duties

1. To endorse the Company's vision, business strategies, business direction, business policies, goals, guidelines, operational plans, development plans, and annual budget for submission to the Board of Directors for consideration and approval.
2. To consider and approve the issuance of various regulations, rules, operational manuals, and the scope of management's responsibilities to ensure that all operations are conducted systematically.
3. To provide recommendations on human resource management systems, work plans, and budgets.
4. To perform other duties as stipulated by law to be within the powers and duties of the Executive Committee.
5. To have the authority to consider and approve specific cases or any operations in the ordinary course of the Company's business, within the annual budget or financial limits approved by the Board of Directors, and to exercise powers as specified.
6. To have the authority to manage the Company's finances and investments as follows:
 - 6.1 To have the authority to consider and approve borrowing or seeking credit from financial institutions, guaranteeing credit lines, including payments or expenditures for ordinary business transactions, transactions supporting ordinary business, leasing or subleasing transactions, inter-subsidiary loans, such as investment expenditures for land acquisition or land and building acquisition, construction investment, purchase of construction materials and equipment, rent and service fees, and various operational expenses, provided that the limit for each item does not exceed 500 million Baht or an equivalent amount, or as assigned by the Board of Directors.
 - 6.2 To have the authority to consider and approve investments in joint venture projects to support ordinary business transactions and transactions supporting ordinary business, provided that the limit for each case does not exceed 200 million Baht or an equivalent amount, or as assigned by the Board of Directors.
 - 6.3 To have the authority to consider and approve financial management for liquidity investments, such as investments in funds and various debt instruments, provided that the limit for each item does not exceed 500 million Baht.
 - 6.4 To have the authority to consider and approve the acquisition of ordinary shares in limited companies, public companies, or other legal entities, within the Company's specific limit of 500 million Baht per transaction, with a total limit not exceeding 3,000 million Baht per year. This includes authorizing individuals or groups of individuals delegated by the Executive Committee to determine various details related to the acquisition of ordinary shares in other companies, as necessary and appropriate in connection with the transaction.
 - 6.5 To have the authority to consider and approve the establishment of subsidiaries to support real estate project development or the future business expansion of the Company or its affiliated companies, with a limit not exceeding 100 million Baht per transaction.
 - 6.6 To have the authority to consider and approve the sale or disposal of assets of the Company and its affiliated companies, with a limit not exceeding 10 million Baht per transaction.
7. To have the authority to consider and approve entering into guarantees or providing guarantees for debts, liabilities, and contractual performance of legal entities related to the business or operations of the Company and its affiliated companies, within a limit of 100 million Baht per transaction, with a total limit not exceeding 500 million Baht per year.
8. To determine an efficient organizational structure and management.
9. To supervise and approve matters related to the operations of the Company and its affiliated companies, and may appoint or delegate any one or more persons to act on behalf of the Executive Committee as deemed

appropriate. The Executive Committee may revoke, change, or amend such powers.

10. To consider and review the Executive Committee Charter at least once a year.

11. To perform any other duties as assigned by the Board of Directors. Provided that, in the aforementioned delegation of authority to the Executive Committee, no Executive Committee member with a vested interest or a potential conflict of interest with the Company or its affiliated companies in any matter shall be allowed to cast a vote on that matter. The approval of such interested party transactions may need to comply with the Notification of the Stock Exchange of Thailand regarding Rules, Procedures, and Disclosure of Connected Transactions of Listed Companies.

Reference link for the charter

https://senxgroup.com/wp-content/uploads/2026/03/2_SENX_Charter-of-the-Executive-Committee.pdf

The Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Duties and Responsibilities regarding Recruitment

1.1 Consider and propose the results of the selection of individuals suitable for nomination as new directors, by establishing transparent policies, criteria, and methods for recruitment, to be submitted to the Board of Directors meeting and/or the Shareholders' Meeting for consideration and approval.

1.2 Establish and review policies and criteria for the recruitment of the Board of Directors and sub-committees, adhering to good corporate governance principles, with clarity and transparency, for the Board of Directors' consideration and submission to the Shareholders' Meeting.

1.3 Consider, select, and propose suitable individuals to serve as company directors whose terms have expired, and/or whose positions have become vacant, and/or for additional appointments, for the Board of Directors' consideration and approval and submission to the Shareholders' Meeting.

1.4 Consider the Succession Plan for the Chief Executive Officer position and review such plan annually for the Board of Directors' acknowledgment.

1.5 Ensure the orientation of new directors to understand the company's business, roles and responsibilities, and significant developments. 1.6 Support the company in providing opportunities for minority shareholders to nominate individuals for selection as company directors.

2. Duties and Responsibilities regarding Remuneration

2.1 Consider guidelines for determining fair and reasonable remuneration, including other benefits, for company directors, to be submitted to the Board of Directors meeting for consideration.

2.2 Establish policies and criteria for determining the remuneration of the Board of Directors and sub-committees, to be submitted to the Board of Directors for approval and/or to the Shareholders' Meeting for approval.

2.3 Present policies and criteria for determining remuneration and other benefits for company directors and directors on sub-committees, for the Board of Directors' acknowledgment.

2.4 Consider the appropriateness and approve the determination of necessary and suitable remuneration, both monetary and non-monetary, to attract and retain members of the Board of Directors and sub-committees, for the Board of Directors' consideration.

2.5 Establish criteria and methods for evaluating the performance of the Board of Directors, sub-committees, and the Chief Executive Officer, for the Board of Directors' acknowledgment.

3. Review the Charter of the Nomination and Remuneration Committee at least once a year.
4. Report the performance of the Nomination and Remuneration Committee to the Board of Directors for acknowledgment and prepare reports in accordance with the Stock Exchange of Thailand's regulations, to be disclosed in the company's Annual Registration Statement/Annual Report (Form 56-1 One Report).
5. Perform any other duties assigned by the Board of Directors.

Reference link for the charter

https://senxgroup.com/wp-content/uploads/2026/03/4_SENX_Charter-of-the-Nomination-and-Remuneration-Committee.pdf

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. RAPEE MOUNGNONT Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Educational Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	4 Jul 2023	Marketing, Accounting, Finance, Law, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Mrs. KANNIGAR KOVISUTH^(*)</p> <p>Gender: Female</p> <p>Age : 71 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 : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Mar 2022	Accounting, Corporate Management, Audit, Finance & Securities, Governance/ Compliance
<p>3. Mr. TIRAVUTTI JIRACHAISRI</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Public Administration</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>	8 Mar 2022	Data Management, Law, Governance/ Compliance, Accounting, Finance

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member

List of committee members	Position	Appointment date of executive committee member
<p>1. Ms. KESSARA THANYALAKPARK Gender: Female Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>1 Mar 2022</p>
<p>2. Mrs. WANNIPA WUTHIWATANA Gender: Female Age : 69 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</p>	<p>Member of the executive committee</p>	<p>13 Dec 2022</p>
<p>3. Ms. SIVANAN THANYALUCKPARK Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : International Business Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 May 2024</p>
<p>4. Ms. TIDARAT PATTONG Gender: Female Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>11 Nov 2024</p>

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees ⁽¹⁾

Subcommittee name	Name list	Position
The Nomination and Remuneration Committee	Mr. WORAMIT KRUTTO	The chairman of the subcommittee (Independent director)
	Mrs. KANNIGAR KOVISUTH	Member of the subcommittee (Independent director)
	Mr. TIRAVUTTI JIRACHAISRI	Member of the subcommittee (Independent director)

Remark: ⁽¹⁾ 1. Mr. WORAMIT KRUTTO 2. Mrs. KANNIGAR KOVISUTH 3. Mr. TIRAVUTTI JIRACHAISRI

List of subcommittees who resigned / vacated their position during the year

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 ⁽²⁾

List of executives	Position	First appointment date	Skills and expertise
1. Ms. KESSARA THANYALAKPARK Gender: Female Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	11 Nov 2024	Property Development, Sustainability, Accounting, Finance, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
2. Ms. SIVANAN THANYALUCKPARK ^{(*)(**)} Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : International Business Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Chief Financial Officer	13 May 2024	Accounting, Finance, Property Development, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

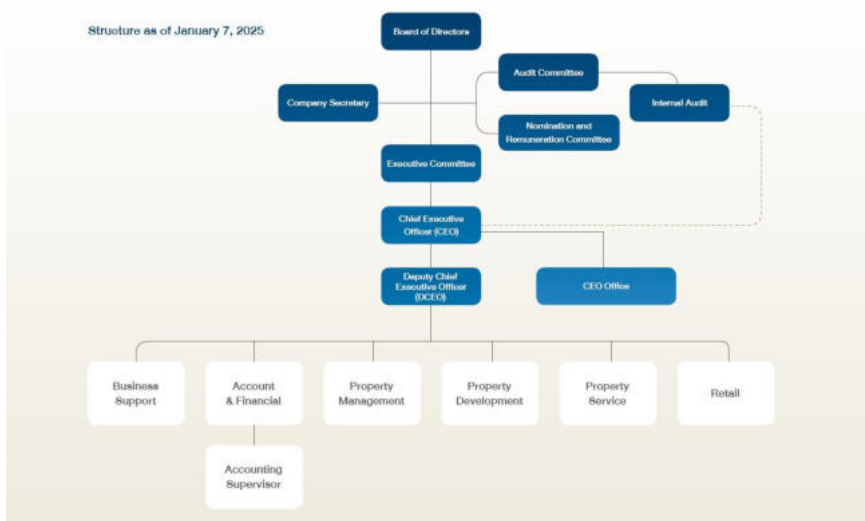
(**) Accounting supervisor

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

Remark: ⁽²⁾ 1. Ms. KESSARA THANYALAKPARK 2. Ms. SIVANAN THANYALUCKPARK

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

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



Remuneration policy for executive directors and executives

Compensation for executives, for which the Company's Board of Directors has established policies and criteria for executive compensation, including salaries, bonuses, or other forms of remuneration based on the Company's performance and the executives' individual performance. Such compensation is appropriately determined in accordance with the Company's compensation structure, considered in conjunction with the Company's operational results, and aligned with performance (Performance Management), as well as the practices and standards of leading businesses in the same industry.

Reference link for remuneration policy for executive directors and executives : https://senxgroup.com/wp-content/uploads/2026/03/1_SENX_Corporate-Governance-Policy-15-12-68_EN.pdf

Page number of the reference link : 28

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	9,995,451.00	14,111,853.00	3,092,892.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	9,995,451.00	14,111,853.00	3,092,892.00

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	198,575.00	351,984.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	Yes	Yes	Yes

The Company provides remuneration to its executives in accordance with the principles and policies established by the Company, linked to the Company's performance and individual performance. The level of executive remuneration is designed to attract and retain qualified executives as required by the Company. It comprises salary, bonuses, provident fund contributions, and social security fund contributions. Additionally, the Company has regulations stipulating other benefits for senior executives in various forms, such as company cars, fuel expenses, maintenance costs, provident fund, and other welfare benefits as company employees.

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Sasinan Wichotkantapong	sasinanw@senxgroup.com	02-5414642 # 10713

List of the company secretary

General information	Email	Telephone number
1. Ms. Sukonta Kasemsuk	sukontak@senxgroup.com	02-5414642 ect.10407

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Pavipat Maneenil	Pavipatm@sena.co.th	02-5414642 #10315

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Sukonta Kasemsuk	sukontak@senxgroup.com	02-5414642 #10407

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Sukonta Kasemsuk	sukontak@senxgroup.com	02-5414642#10407

Company's auditor⁽³⁾

Remark: ⁽³⁾ In accordance with the resolution of the Annual General Meeting of Shareholders for the year 2025, the appointment of certified public accountants from Grand Audit Co., Ltd. was approved, namely Mr. Jetsada Hungsapruk, Certified Public Accountant Registration No. 3759, and/or Ms. Kannika Viphanurat, Certified Public Accountant Registration No. 7305, and/or Ms. Bongkochrat Suomsiri, Certified Public Accountant Registration No. 13512, and/or Mr. Jiroj Siroj, Certified Public Accountant Registration No. 5113, and/or Mr. Thanathit Raksathianphap, Certified Public Accountant Registration No. 13646, and/or Mr. Supoj Mahantachaisakul, Certified Public Accountant Registration No. 12794, and/or Mr. Poj Assavasantichai, Certified Public Accountant Registration No. 4891, and/or Mrs. Sumana Seneewong Na Ayudhya, Certified Public Accountant Registration No. 5897, and/or Mr. Wichien Prungpanich, Certified Public Accountant Registration No. 5851, and/or Mr. Komin Linpratchaya, Certified Public Accountant Registration No. 3675, and/or Ms. Kotchamon Soonhuan, Certified Public Accountant Registration No. 11536, and/or Ms. Kanjvarat Saksriboworn, Certified Public Accountant Registration No. 13273, and/or Mr. Worapol Wiriyakulphong, Certified Public Accountant Registration No. 11181, and/or Ms. Arunrat Saenprasertsuk, Certified Public Accountant Registration No. 14348, and/or Ms. Kanita Sawangwong, Certified Public Accountant Registration No. 14943, and/or Ms. Phanita Wijitsarat, Certified Public Accountant Registration No. 14937, or other certified public accountants from Grand Audit Co., Ltd., as the Company's auditors for the year 2025, and the audit fee for the fiscal year 2025 was determined. In this regard, Mr. Jetsada Hungsapruk, Certified Public Accountant Registration No. 3759, is the signatory auditor of the Company's financial statements for the year 2025.

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 number +66 2105 4661	1,940,000.00	-	1. Mr. JADESADA HUNGSAPRUEK Email: jessada@karinaudit. co.th License number: 3759

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The company focuses on sustainable business operations by prioritizing socially and environmentally responsible operations and adhering to good corporate governance principles. The Board of Directors has established policies and guidelines for good corporate governance, anti-corruption within the organization, and a business code of conduct, in compliance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as relevant regulatory bodies or good corporate governance guidelines. This also includes a sustainable business operation plan covering economic, social, and environmental aspects, to ensure the company operates responsibly, transparently, and fairly to wards sustainable growth and development.

Under the company's operations, the Board of Directors has assessed the adequacy and sufficiency of internal control systems, encompassing enterprise risk management and corruption risk assessment. This initiative aims to enhance employees' knowledge and understanding, and to encourage all employees to participate in analyzing and assessing risks stemming from both internal and external factors. The objective is to identify effective management approaches for preventing and mitigating potential risks or impacts. A manual for internal risk management practices has also been developed. Furthermore, the company prioritizes the prevention of corruption by establishing a written 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
Mr. WORAMIT KRUTTO	Chairman of the board of directors	1 Mar 2022	Strategic Management, Corporate Management, Finance, Governance/ Compliance
Mrs. KANNIGAR KOVISUTH	Director	1 Mar 2022	Accounting, Corporate Management, Audit, Finance & Securities, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
Ms. SIVANAN THANYALUCKPARK	Director	11 Nov 2024	Accounting, Finance, Property Development, Business Administration

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

Criteria for selecting independent directors and for nominating directors and senior executives.

Nomination Process.

The Nomination and Remuneration Committee, comprising 3 independent directors from the total number of Nomination and Remuneration Committee members. For all 3 remuneration items, the selection of individuals to serve as company directors will be considered based on the recommendations of other directors within the company.

Nomination of individuals for election as directors by the company's shareholders, selection by external consultants, selection from director databases of various agencies, or selection through other processes deemed appropriate and suitable by the Nomination and Remuneration Committee. Once the Nomination and Remuneration Committee has selected the list of individuals nominated as company directors or sub-committee directors, the Nomination and Remuneration Committee shall consider screening their qualifications as determined by the Board of Directors and according to the following selection criteria.

1. Consider the suitability of knowledge, experience, and specialized skills that are beneficial to the company. Having experience in the core business or industry in which the company operates, in order to ensure that the Board of Directors has the composition as specified, by preparing a Board Skills Matrix, which helps align the director nomination process with the company's business direction.
2. Consider diversity in terms of gender, age, race, nationality, expertise, skills, and experience (Board Skills Matrix/Board Diversities), as well as academic knowledge and abilities (Hard Skills and Soft Skills) and factors supporting sustainability, in order to obtain directors who can perform their duties effectively and to ensure that the overall composition of the Board of Directors is complete in terms of knowledge, abilities, experience, and diversity, thereby maximizing work efficiency.
3. Verify that the nominated individual possesses qualifications in accordance with laws and regulations of regulatory bodies, such as the Public Limited Company Act B.E. 2535 and the Securities and Exchange Act B.E. 2535.
4. Consider the dedication of the director's time. If an existing director is to be re-appointed for another term, their performance during their previous term as director shall be considered, including the number of listed companies each director holds positions in, to ensure suitability with the nature or business conditions of the company, not exceeding 5 listed companies.

5. In the case of proposing the appointment of independent directors, the independence of the nominated individual shall be considered according to the criteria set by the SEC Office and the company's criteria, as well as considering the necessity of recruiting additional independent directors if current independent directors are found to lack qualifications, in order to ensure that the company's board structure aligns with the policy set by the Board of Directors.
6. Consider the tenure of independent directors. If an existing independent director is to be re-appointed for another term, their continuous tenure from the date of their initial appointment as an independent director must not exceed 9 years, without conditions.

Director Qualifications.

1. Possessing correct qualifications and not having prohibited characteristics under the Public Limited Company Act, the Securities and Exchange Act, the company's regulations, and relevant regulatory bodies, as well as the company's good corporate governance. In the case of nominating an individual to serve as a director on the company's Nomination Committee, such individual must meet the definition of an independent director of the company, and in the case of an Audit Committee director, additional qualifications as prescribed by law must be met.
2. Being a qualified person with diverse knowledge, abilities, skills, experience, and expertise beneficial to the operations of The Company.
3. Being independent, performing duties as a director with due care, being honest, having good physical and mental health, and being able to fully dedicate oneself to working with the company.
4. Having a good work history, not engaging in business or being a partner in an ordinary partnership, or being a limited liability partner in a limited partnership, or being a director of another private or public company that operates a similar business and competes with the company's business, unless the shareholders' meeting has been informed prior to the resolution of appointment and all relevant laws have been complied with.

Duties and Responsibilities of the Independent Directors.

The company has defined independent directors more strictly than the minimum requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand, as per the announcement of the Capital Market Supervisory Board, with details as follows:

Independent Director. Refers to individuals who fully meet the qualifications and are independent as defined by the company's Board of Directors in its good corporate governance policy and in accordance with the criteria of the Capital Market Supervisory Board, namely:

1. Holding shares not exceeding 1% of the total voting shares of the company, its parent company, subsidiaries, associated companies, or entities that may have conflicts of interest. This includes the shareholding of persons related to the independent director.
2. Not being or having been a director involved in management, an employee, a staff member, a consultant receiving a regular salary, or a controlling person of the company, its parent company, subsidiaries, associated companies, same-level subsidiaries, or entities that may have conflicts of interest, unless such characteristics have ceased for at least 2 years prior to appointment.
3. Not being a person with a blood relationship or a legal relationship as a father, mother, spouse, sibling, or child, including the spouse of a child of an executive, major shareholder, controlling person, or a person to be nominated as an executive or controlling person of the company or its subsidiary.
4. Having no or never had business relationships, such as normal commercial transactions for business operations, leasing or subleasing real estate, transactions related to assets or services, or providing or receiving financial assistance, including other similar circumstances with the company.
parent company, subsidiaries, associated companies, or entities that may have conflicts of interest in a manner that could impede independent judgment of their own, and never having been a major shareholder, a non-independent director, or an executive of a person having a business relationship with the company.

parent company, subsidiaries, associated companies, or entities that may have conflicts of interest, unless such characteristics have ceased for at least 2 years prior to appointment.

5. Not being or having been an auditor of the company, its parent company, subsidiaries, associated companies, or entities that may have conflicts of interest, and not being a major shareholder, a non-independent director, an executive, or a managing partner of an audit firm where an auditor of the company, its parent company, subsidiaries, associated companies, or entities that may have conflicts of interest is affiliated, unless such characteristics have ceased for at least 2 years prior to appointment.

6. Not being or having been any professional service provider, including a legal advisor or financial advisor, who has received service fees exceeding 2 million baht per year from the company, its parent company, subsidiaries, associated companies, or entities that may have conflicts of interest. In the case where the professional service provider is a juristic person, this includes being a major shareholder, a non-independent director, an executive, or a managing partner of that professional service provider, unless such characteristics have ceased for at least 2 years prior to appointment.

7. Not being a director appointed to represent the company's directors, major shareholders, or shareholders related to the company's major shareholders.

8. Not being a director assigned by the company's board of directors to make decisions regarding the operations of the company, its parent company, subsidiaries, associated companies, same-level subsidiaries, or entities that may have conflicts of interest.

9. In cases where an independent director holds a position as an independent director in a parent company, subsidiary, and same-level subsidiary, the company must disclose information regarding such position and the total remuneration received by that independent director in the annual information statement / annual report (Form 56-1ne Report).

10. The continuous tenure of an independent director shall not exceed 9 years.

11. Having no other characteristics that would prevent the provision of independent opinions regarding the company's operations.

Tenure of Independent Directors.

The Board of Directors has stipulated that the continuous tenure of independent directors shall not exceed 9 years, without conditions, effective from the year 2022 onwards.

Business or professional relationships of independent directors over the past year

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

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 through the nomination committee : Yes

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

Number of directors from major shareholders

Number of directors from each group of major : 3
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The Board of Directors has established a policy for the Nomination and Remuneration Committee to consider selecting candidates for directorships from the list proposed by shareholders. The company provides equal opportunities and rights to all shareholders to nominate candidates annually, in advance of the end of the accounting year, with a specified period of 3 months, via the company's website. Alternatively, qualified individuals with knowledge and experience relevant to the company's business may be considered to ensure diversity in the Board of Directors' structure (Board Diversity). This includes directors with knowledge, abilities, and experience in various fields, such as expertise in real estate development business, accounting and finance, legal matters, knowledge and expertise in businesses related to real estate development, and expertise in administration and management, among others. These qualifications are suitable for the company's business operations and align with its plans and strategies.

In the year 2025, the company proceeded to inform and nominate individuals for consideration as directors in advance of the meeting. This is for the Nomination Committee to screen them first and then present them to the Board of Directors for consideration to be proposed for approval at the Annual General Meeting of Shareholders, published on the company's website www.sena.co.th and announce news online through the system of SET, for the general knowledge of shareholders, starting from September 30, 2025, with a period for receiving information from shareholders from October 1, 2025, to December 31, 2025. It was found that no shareholders nominated individuals for consideration as directors of the company.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
--	---------------------

Qualifications, knowledge, or experience	Skill and expertise
<p>Possesses integrated skills and expertise, with knowledge in the real estate development business from strategic to operational levels, combined with business administration knowledge focusing on systematic growth as a director.</p> <p>Expertise in setting direction and organizational management to enhance competitive capabilities, while emphasizing governance through stringent risk management to protect the interests of stakeholders.</p> <p>Furthermore, a leader in driving the organization towards long-term success through sustainability principles (ESG) to create a tangible balance between business profitability and contributions to society and the environment.</p>	<p>Property Development, Sustainability, Corporate Management, Risk Management, Business Administration</p>

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. WORAMIT KRUTTO (Chairman of the board of directors, Independent director)	Non-participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP)
2. Mr. RAPEE MOUNGNONT (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2006: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Hot issue for Director Topic: The Evolving Role of Audit Committee in Fostering Trust and Transparency (2/2025)

List of directors	Participation in training in the past financial year	History of training participation
3. Mrs. KANNIGAR KOVISUTH (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: Hot issue for Director: The Evolving Role of Audit Committee in Fostering Trust and Transparency (3/2025) • 2025: IOD Forum 2025: Role of Independent Directors in Overseas Expansion and International Markets • 2024: Independent Director Forum 2024 "Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business
4. Mr. TIRAVUTTI JIRACHAISRI (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: Hot issue for Director: The Evolving Role of Audit Committee in Fostering Trust and Transparency (3/2025) • 2025: IOD Forum 2025: Role of Independent Directors in Overseas Expansion and International Markets
5. Ms. KESSARA THANYALAKPARK (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Accreditation Program (DAP) • 2005: Director Certification Program (DCP)
6. Mrs. WANNIPA WUTHIWATANA (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: ESG Scholarship 2025, CMDF ESG in the Boardroom: A Practical Guide for Board
7. Ms. SIVANAN THANYALUCKPARK (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company has stipulated in its Good Corporate Governance Policy that the Board of Directors shall conduct self-performance evaluations at least once a year, every year, using a Board Self-Assessment form. This form is consistent with the updated guidelines of the Stock Exchange of Thailand, designed to assist the Board in reviewing its performance of duties, collectively considering achievements, problems, and obstacles encountered during the past year, as well as improving and developing the Board's performance in line with established policies. The Company Secretary will distribute the performance evaluation forms to all members of the Board of Directors for their annual performance assessment, which includes two types of forms: a collective evaluation form and an individual evaluation form. Once each director has completed their assessment, the forms will be returned to the Company Secretary to compile the evaluation scores of each director and summarize the analysis of the Board's performance evaluation for the year. The results will then be reported to the Board of Directors for consideration to achieve the aforementioned objectives.

In the year 2025 The Board of Directors resolved to approve the use of two performance evaluation forms in accordance with the guidelines of the Stock Exchange of Thailand, comprising a collective evaluation form and an individual evaluation form. The criteria for evaluating the Board's performance scores are divided into 5 levels:

Score Level %	Level
85-100	Excellent
75-84	Very Good
65-74	Good
50-64	Fair
Below 50	Needs Improvement

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

Performance evaluation of the Board of Directors and sub-committees. The criteria for evaluating the performance scores of the Board of Directors are divided into 5 levels: Excellent, Good, Fairly Good, Satisfactory, and Needs Improvement, based on the annual evaluation results. 2025 received an excellent rating.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	98.63	Excellent
	Self-assessment	97.16	Excellent

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	99.58	Excellent
	Self-assessment	97.16	Excellent
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	96.13	Excellent
	Self-assessment	97.16	Excellent
	Cross-assessment (assessment of another director)	None	None
The Nomination and Remuneration Committee	Group assessment	99.12	Excellent
	Self-assessment	97.16	Excellent
	Cross-assessment (assessment of another director)	None	None

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 CEOs responsibilities and assigned duties, The companys 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://senxgroup.com/en/ir-en/56-1-one-report/>

Page number of the reference link : 1

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⁽⁴⁾

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

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	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. WORAMIT KRUTTO (Chairman of the board of directors, Independent director)	5	/	5	1	/	1		/	
2. Mr. RAPEE MOUNGNONT (Director, Independent director)	5	/	5	1	/	1		/	
3. Mrs. KANNIGAR KOVISUTH (Director, Independent director)	5	/	5	1	/	1		/	
4. Mr. TIRAVUTTI JIRACHAISRI (Director, Independent director)	5	/	5	1	/	1		/	

Names of Board members	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)
5. Ms. KESSARA THANYALAKPARK (Director)	5	/	5	1	/	1		/	
6. Mrs. WANNIPA WUTHIWATANA (Director)	5	/	5	1	/	1		/	
7. Ms. SIVANAN THANYALUCKPARK (Director)	5	/	5	1	/	1		/	

Remark: ⁽⁴⁾ Director No. 5. Ms. Kesara Thanyalakpark (Company Director/Chief Executive Officer) attended 3 meetings and 2 online meetings, totaling 5 times.

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. WORAMIT KRUTTO (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. RAPEE MOUNGNONT (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
3. Mrs. KANNIGAR KOVISUTH (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Mr. TIRAVUTTI JIRACHAISRI (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
5. Ms. KESSARA THANYALAKPARK (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mrs. WANNIPA WUTHIWATANA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
7. Ms. SIVANAN THANYALUCKPARK (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration of the Board of Directors The Board of Directors has established policies and criteria for the remuneration of the Board of Directors and various sub-committees, that is fair and reasonable, with the Nomination and Remuneration Committee responsible for reviewing by carefully considering the appropriateness of the remuneration that consistent with the assigned duties and responsibilities, the performance of duties by the Board of Directors that benefits the company, including comparison with businesses in similar types and sizes, as well as considering performance, achievements, business environment and the overall economic conditions. The directors' remuneration is regularly reviewed to align with the overall business landscape.

Policy and Criteria for Remuneration of the Company's Board of Directors

Remuneration of the Board of Directors. The Board of Directors has established policies and criteria for the remuneration of the Board of Directors and various sub-committees, ensuring fairness and reasonableness. The Nomination and Remuneration Committee is responsible for reviewing and carefully considering the appropriateness of the remuneration, ensuring it is consistent with the assigned duties and responsibilities, the performance of duties by the Board of Directors that benefits the company, and by comparing it with businesses of similar types and sizes, as well as considering performance, achievements, and the business environment, business, and overall economic conditions. The directors' remuneration is regularly reviewed to align with the overall business landscape.

It should be noted that the remuneration paid to the Board of Directors is in the form of meeting allowances, with no other benefits, in accordance with the resolution of the Annual General Meeting of Shareholders. 2025 with remuneration equal to the year 2023 2024 and 2025 in the past. Details are as follows:

Remuneration of the Company's Board of Directors	Year 2023 (Baht/meeting)	Year 2024 (Baht/meeting)	Year 2025 (Baht/meeting)
1. Company Directors <ul style="list-style-type: none"> ● Chairman of the Board ● Independent Director ● Director 	60,000 40,000 10,000	60,000 40,000 10,000	60,000 40,000 10,000
2. Audit Committee <ul style="list-style-type: none"> ● Chairman of the Audit Committee ● Audit Committee Member 	40,000 20,000	40,000 20,000	40,000 20,000
3. Nomination and Remuneration Committee Member <ul style="list-style-type: none"> ● Chairman of the Nomination and Remuneration Committee ● Nomination and Remuneration Committee Member 	20,000 10,000	20,000 10,000	20,000 10,000

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. WORAMIT KRUTTO (Chairman of the board of directors, Independent director)			340,000.00		0.00
Board of Directors (Chairman of the board of directors)	300,000.00	0.00	300,000.00	No	
The Nomination and Remuneration Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	
2. Mr. RAPEE MOUNGNONT (Director, Independent director)			400,000.00		0.00
Board of Directors (Director)	200,000.00	0.00	200,000.00	No	
Audit Committee (Chairman of the audit committee)	200,000.00	0.00	200,000.00	No	
3. Mrs. KANNIGAR KOVISUTH (Director, Independent director)			320,000.00		0.00

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 (Director)	200,000.00	0.00	200,000.00	No	
Audit Committee (Member of the audit committee)	100,000.00	0.00	100,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
4. Mr. TIRAVUTTI JIRACHAISRI (Director, Independent director)			320,000.00		0.00
Board of Directors (Director)	200,000.00	0.00	200,000.00	No	
Audit Committee (Member of the audit committee)	100,000.00	0.00	100,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
5. Ms. KESSARA THANYALAKPARK (Director)			50,000.00		0.00
Board of Directors (Director)	50,000.00	0.00	50,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
6. Mrs. WANNIPA WUTHIWATANA (Director)			50,000.00		0.00
Board of Directors (Director)	50,000.00	0.00	50,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
7. Ms. SIVANAN THANYALUCKPARK (Director)			50,000.00		0.00
Board of Directors (Director)	50,000.00	0.00	50,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
8. Ms. TIDARAT PATTONG (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

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	1,050,000.00	0.00	1,050,000.00
2. Audit Committee	400,000.00	0.00	400,000.00
3. Executive Committee	0.00	0.00	0.00
4. The Nomination and Remuneration Committee	80,000.00	0.00	80,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,780,000.00	1,600,000.00	1,530,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	1,780,000.00	1,600,000.00	1,530,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of 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 : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors 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

Management Policy for Subsidiaries

The Company will establish business operational policies that it deems supportive of achieving the Company's long-term objectives and goals for its subsidiaries through the approval of annual budgets and by appointing Company representatives, at the executive director or senior management level, to serve as directors on the boards of subsidiaries. This is to define the business strategies of the subsidiaries and monitor whether their operations align with the business framework set by the Company. Directors in subsidiaries who are representatives of the Company shall exercise their discretion in a manner that benefits the Company and the group as a whole. For matters of significance or those impacting the business of the subsidiary, directors in the subsidiary who are representatives of the Company shall report on operational progress or propose such matters for consideration and approval by the Executive Committee or the Board of Directors, as the case may be. Furthermore, management is responsible for reporting the financial status and operating results of key subsidiaries by business line through financial reports to the Board of Directors on a quarterly basis.

Management Policy for Joint Ventures/Associates

Once the Company has entered into a joint venture with another company, it will appoint representatives to serve as directors in those joint ventures to monitor whether the joint ventures operate in line with the Company's expectations.

Policy

1. The Company respects the rights and treats all stakeholders equally (Equitable Treatment), and is accountable for decisions and actions that can be explained and clarified. (Accountability)
2. The Company ensures transparent and verifiable disclosure of information. (Transparency)
3. The Company ensures that ethical principles and a code of conduct serve as the foundation for its business operations (Code of Conduct and Code of Ethics).
4. The Company fosters growth for its subsidiaries and associates and enhances long-term value for shareholders (Creation of Long-Term Value). while also considering the rights of other stakeholders, fostering a good balance between the diverse interests of each stakeholder group and the Company, with fairness to all parties.
5. In cases where the Company, its subsidiaries, or associates may bid for projects in competition with each other, the Company's policy is not to compete in core businesses with one another and to act in a manner that maximizes benefits for the stakeholders of the Company, its subsidiaries, or associates.
6. The Company is aware of its responsibilities and performs its duties to the best of its ability for its actions towards all stakeholders, especially shareholders. (Responsibility)

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

Management Aspect

1. Consideration shall be given to appointing qualified individuals to represent the Company as directors and/or executives in subsidiaries and joint ventures, at least in proportion to its shareholding, to oversee and control business operations.
2. A report on the appointment of such representatives, along with their qualifications, shall be submitted to the Company's Board of Directors for acknowledgment.

3. Oversee that the Company's practices comply with the approved authorities and operations, including the disclosure of information and any actions that comply with the Securities and Exchange Act and the regulations, announcements, orders, or requirements of the Stock Exchange of Thailand, as well as compliance with the requirements regarding the disclosure of connected transactions and/or the acquisition or disposal of assets.
4. Summary reports on the operational performance of subsidiaries and joint ventures shall be submitted to the Board of Directors every quarter, and in cases of significant matters concerning Regarding such companies, actions such as capital increase/decrease or company dissolution shall be submitted to the Board of Directors for approval of any actions.

In all the aforementioned operations, the Company recognizes the importance of good corporate governance principles, which are key factors in strengthening the organization with an efficient system, and is committed to conducting business in accordance with corporate governance guidelines to establish mechanisms for controlling the operations of The Company ensures transparency, fairness, and builds confidence among all stakeholders.

Previously, the nomination and voting for the appointment of individuals as directors in subsidiaries and joint ventures were carried out by the management since the year 2018 onwards, pursuant to the Board of Directors' resolution approving the delegation of authority to the Executive Committee to handle matters related to investment in the establishment of new subsidiaries and/or investments for joint venture projects, including the authority to undertake any necessary or related actions concerning the establishment of new companies and investments by new companies to support future real estate development projects. However, if any investment exceeds the authority approved by the Board of Directors, it shall be submitted to the Board of Directors for further consideration and approval.

Furthermore, in the case of a subsidiary, the Company stipulates that individuals appointed by the Company must ensure that the subsidiary has complete and correct regulations regarding connected transactions, the acquisition or disposal of assets, or any other significant transactions of such company, and applies the principles related to disclosure and the aforementioned transactions in the same manner as the Company's principles, including overseeing the collection of data and accounting records of the subsidiary so that the Company can audit and compile them to prepare consolidated financial statements in a timely manner.

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 over the past year : Yes

the Board of Directors established written policies and guidelines regarding conflicts of interest, which are compiled in the Company's Business Ethics Handbook. Furthermore, the Company has a policy to comply with the guidelines of the Stock Exchange of Thailand and the Act. Securities and Stock Exchange, for the utmost benefit of the Company. It is the duty of personnel at all levels to carefully consider resolving issues of conflicts of interest prudently, adhering to principles of honesty, integrity, rationality, and independence within a sound ethical framework, as well as ensuring full disclosure of information for the overall benefit of the Company.

In the year In 2025, the Company has not received any complaints regarding the disrespect of shareholders' fundamental rights. The Company has treated all shareholders equally, and no use of the Company's inside information for personal gain has been found.

Number of cases or issues related to conflict of interest

	2023	2024	2025
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 : Yes
inside information to seek benefits over the past year

The Company has established a policy on the use of inside information, with one of its primary objectives being to prevent the misuse of the Company's inside information for undue personal gain. This is to ensure transparency and prevent directors, executives, and employees from seeking personal benefits by using the Company's inside information that has not yet been disclosed to the public. The policy also covers the trading of the Company's securities. The key substance is to require directors, executives, including all levels of staff in the Company Secretary's Office and Investor Relations Department, Prepare and submit reports on the Company's securities holdings and trading to the Company Secretary's Office for onward submission to the Office.the Securities and Exchange Commission, as the case may be, within the period specified by relevant laws and regulations. Whenever there is a change, the Company Secretary's Office shall report changes in securities holdings of directors and executives to the Board of Directors' meeting quarterly. Furthermore, the Company's directors and executives (including spouses and minor children) must report changes in securities holdings to the Securities and Exchange Commission Office, in accordance with Section 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 submitting copies to the Company Secretary's Office for compilation, summarization, and presentation to the Company's Board of Directors quarterly.

The Company has measures to ensure that this policy has been disseminated to directors, executives, and employees for their acknowledgment and compliance, including:

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

The Company recognizes the importance of overseeing the use of inside information in accordance with good corporate governance principles, adhering to ethical conduct.

good governance, integrity in business operations. And to ensure that the Company's shareholders receive equal information, the Company has established a policy for disclosing information, financial reports, and operational summaries, the key points of which are as follows:

1. Disclose financial and business-related information and the Company's operating results accurately, completely, sufficiently, reliably, timely, and consistently to shareholders, investors, securities analysts, and the general public. The Company strictly adheres to laws, regulations, and rules related to information disclosure. Directors and executives, when trading securities, must report their securities holdings as per the prescribed form within the specified time.
2. The oversight of inside information use is the responsibility of directors, executives, and employees, who must not disclose material inside information which would affect the Company's business and securities prices and has not yet been disclosed to the public, and must not use opportunities or information gained from being a director, executive, or employee of the Company for personal gain or to provide inside information to others.
3. Regarding the trading of the Company's securities and engaging in businesses that compete with or are related to the Company, the Company has established preventative measures by restricting access to information only to relevant directors and senior executives. Furthermore, directors and executives are prohibited from trading the Company's securities within 30 days prior to the disclosure of quarterly and annual financial statements, and within 24 hours after such financial statements are disclosed.
4. Use and Maintenance of Information Technology Systems (IT Security)
 - The Company complies with all relevant laws, regulations, rules, and standards concerning the use of information technology.
 - The Company has a data security system for maintaining confidentiality, integrity, and availability of data, as well as preventing unauthorized use or alteration of data.
 - The Company has considered information technology risks and has measures to manage such risks in various areas, such as business continuity management, incident management affecting information system security, and information asset management, etc.
 - The Company has considered the allocation and management of information technology resources. Criteria and factors for prioritizing information technology plans have been established, such as suitability and alignment with strategic plans, impact on business operations, urgency of use, budget and human resources for information technology, and alignment with the business model, etc.

Any violation that causes damage or loss of business opportunities to the Company is considered by the Company to be a breach of its policies and business ethics, and will result in severe disciplinary action and is also an offense under the Securities and Exchange Act (No. 4) B.E. 2551. In the past year, no directors or executives were found to have traded securities during the blackout period stipulated by the Company's policy, which was correctly and completely defined.

Promoting Innovation and Responsible Business Conduct

The Board of Directors prioritizes development and investment expansion to create opportunities for the organization's business growth. The decision to select a business model for investment must align with the organization's primary objectives and goals. The Company's Business Development Department will be responsible for studying and analyzing information on investment projects. Future cash flow forecasts will be evaluated through financial models to compare these assumptions with external and internal data sources of the group of companies, including forecasting economic and industry growth rates for estimating future cash flows. These will undergo review by the Executive Board, considering the potential impacts and cost-effectiveness relative to resources, while remaining based on ethics, responsibility, and creating sustainable value for the enterprise.

The Company will support innovation at both the internal operational process level and the inter-organizational cooperation level. Such innovation refers to initiating things in new ways. Additionally, it may refer to changes in ideas or production to add value to the business. The goal of innovation is positive change to improve things and increase productivity. To maximize benefits for society, the Company has the following operational guidelines:

1. Survey the Company's current business processes to determine if and how they pose risks or negative impacts on society or the environment, and study solutions to mitigate such impacts. Furthermore, the Company will thoroughly and comprehensively study, consider, and analyze work processes to create opportunities for developing business innovations.
2. Analyze problem-solving approaches and continuously and consistently develop innovations. This creates opportunities for inventing new products, for the Company's growth, and for meeting consumer demands.

The dissemination of innovation is considered a social responsibility, by communicating and disseminating information to stakeholders, both directly and indirectly, through various communication channels to ensure that the Company's information reaches all stakeholders comprehensively.

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

	2023	2024	2025
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 year : Yes
- 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 joined the declaration of intent for the Private Sector Collective Action Coalition Against Corruption project on July 12, 2023, with numerous leading Thai private sector businesses participating. This demonstrates a shared commitment to operating within a framework and procedures consistent with international principles. The Company has established a written policy against all forms of corruption, including prohibiting bribery for business benefits. Following the Company's signing of the declaration of intent for the Thai Private Sector Collective Action Coalition Against Corruption, the Company must apply for certification from the CAC (Collective Action Coalition) Committee within 18 months from the date of the declaration of intent.

The Company has conducted a self-assessment regarding anti-corruption measures using a 71-item corruption risk assessment form. Management is responsible for implementing and establishing policies and measures as specified in the assessment form, to be presented to the Chairman of the Board for further consideration before being submitted to the Board for approval and enforcement at a later opportunity. Subsequently, the Company proceeded to apply for certification with the Secretary of the Thai Private Sector Collective Action Coalition Against Corruption project committee for consideration of membership in the Thai Private Sector Collective Action Coalition Against Corruption. On July 1, 2024, the Company received notification of the certification results from the Thai Private Sector Collective Action Coalition Against Corruption (CAC) Committee, which resolved to certify Sen X Public Company Limited SENX as a member of the Thai Private Sector Anti-Corruption Coalition. The Company must apply for recertification every 3 years.

The Company has established a written Anti-Corruption Policy to serve as clear guidelines for business operations and to develop into a sustainable organization. To date, the Company's board of directors and executives have not committed any acts of corruption or ethical misconduct. (Further details can be found in the Anti-Corruption Policy under the Corporate Governance and Business Ethics Policy on the Company's website www.senxgroup.com, under the topic Anti-Corruption Policy.)

The Company communicates its anti-corruption policies and measures, including relevant laws or regulations, to directors, executives, and employees to foster understanding, instill awareness, and recognize the dangers of such actions. This also ensures that all employees are aware of the impacts, damages, penalties, and complaint procedures. In the past year, the Company had employees who underwent orientation on anti-corruption in accordance with the Company's anti-corruption policies and measures, with this topic being one of the subjects for new employee orientation who must receive training before commencing work, have been trained and have signed to acknowledge and comply with the policy, achieving 100%.

Communication and Training

1. New employees

All employees all new employees will receive a copy of the Anti-Corruption Policy and undergo training on the said policy during new employee orientation. On the first day of work, annually, 2025, with a total of 237 participants.

2. Current employees

All employees, will receive a copy of the Anti-Corruption Policy to help ensure they are aware of and understand the Company's anti-corruption policy. Additionally, the Company will inform employees whenever there are updated changes, which employees can view on the Company's website, the Company's intranet system, and news announcements on the Human Resources Department's online public relations media. including providing training to all employees at least once a year. once, to ensure all employees are aware of and recognize the importance of the policy. For external parties and business associates, the Company will disseminate information through its website, annual reports, annual registration statements, as well as electronic channels or other channels deemed appropriate by the Company, to foster understanding and support anti-corruption efforts.

To date, the Company's board of directors and executives have not committed any acts of corruption or ethical misconduct.



Number of cases or issues related to corruption

	2023	2024	2025
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 : Yes
procedures over the past year

Complaint Handling Policy

To enable both internal and external stakeholders to participate in the anti-corruption process, the Company has established a policy allowing all stakeholder groups to report / suggest / submit complaints or inquiries if they observe any actions suspected of violating or not complying with laws, regulations, rules, and business ethics. Tips or complaints can be submitted to the Chairman of the Company's Audit Committee or the Company's Human Resources Department. All complaints will be screened, investigated for facts, and reported to the Board of Directors for consideration and appropriate measures. Complainants or whistleblowers will have their rights protected, whether they

are company employees or external individuals. The Company reserves the right not to disclose detailed information regarding investigations or disciplinary actions that may affect personal data and confidentiality.

unless disclosure is required by law and relevant regulatory bodies.

Channels for complaints / reporting corruption.

1. Audit Committee Email: auditcom@senxgroup.com
2. Mail to the Company Secretary.
Sen X Public Company Limited
No. 542, Sena Fest Shopping Center Building, 1st Floor, Charoen Nakhon Road.
Klong Ton Sai Subdistrict, Klong San District, Bangkok 10600.
3. Drop Box (located at SENX Company Office, 1st Floor, Sena Fest Shopping Center Building).
4. Call Center 1173
5. Report corruption via www.senxgroup.com
6. QR code format.

In the year 2025 The company has not received any tips or complaints related to corruption or violations of the company's corporate governance policy.

Number of cases or issues related to whistleblowing

	2023	2024	2025
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

The Board ensures the review of the company's vision, mission, and strategies, and monitors the implementation of these strategies. In the past year 2025, the Board regularly reviewed the organization's vision, mission, and strategies to ensure alignment with business goals and strategies. Additionally, the Board periodically monitors the performance of the management team on a quarterly basis to ascertain that the company's performance is consistent with the goals and strategies of the group of companies.

Furthermore, the application of the "Principles of Good Corporate Governance for Listed Companies 2017" (Corporate Governance Code: "CG Code") from the Securities and Exchange Commission (SEC) and the Thai Institute of Directors (IOD) was considered and reviewed to be adapted appropriately to the company's business context. The Board of Directors recognizes its responsibility as a leader to oversee the organization's good management, which leads to the sustainable creation of value for the business.

Regarding performance in corporate governance, sustainability, and enterprise risk, the company focuses on sustainable business operations by emphasizing responsible operations towards society and the environment and adhering to good corporate governance principles. The Board of Directors has established policies and practices for good corporate governance, anti-corruption within the organization, and a business code of conduct in line with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as relevant regulatory bodies or

good governance guidelines. This also includes a sustainable business operation plan covering economic, social, and environmental aspects, to ensure the company operates responsibly, transparently, and fairly, leading to sustainable growth.

Under the company's operations, the Board of Directors has assessed the adequacy and sufficiency of internal control systems, covering enterprise risk management and the assessment of corruption risks. This is to enhance employees' knowledge and understanding and to encourage all employees to participate in analyzing and assessing risks from both internal and external factors, to find effective management approaches to prevent and mitigate potential risks or impacts. Furthermore, a manual for internal risk management practices has been developed. In addition, the company prioritizes the prevention of corruption by establishing a written anti-corruption policy and actively promotes adherence to this policy. The company reviews the aforementioned policies, code of conduct, charters, and practices at least once a year to ensure they remain current.

In the past year 2025, the Board of Directors approved the review of the corporate governance policy, code of conduct, and charters to align with sustainability governance operations, and the goals and business strategies of the group of companies.

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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. RAPEE MOUNGNONT (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Mrs. KANNIGAR KOVISUTH (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. TIRAVUTTI JIRACHAISRI (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee⁽⁵⁾

The Audit Committee met with management and certified public accountants to review financial transaction data, discuss potential changes in accordance with financial reporting standards, and also met with the internal audit department to acknowledge the results of the internal control system review, exchange independent opinions and suggestions, and report the meeting results to the Board of Directors for acknowledgment. The key aspects of its duties are summarized as follows:

1. Review of financial reports The Audit Committee reviewed and considered the quarterly financial reports and annual financial statements. 2025, which has been reviewed and audited by the auditor. The auditor expressed an unqualified review result / opinion on the said financial statements. The Audit Committee invited management and the auditor to attend every meeting where financial statements were considered. The Audit Committee inquired the auditor about the accuracy and completeness of the financial statements, the appropriateness of accounting methods, the adjustment of material items affecting the financial statements, the scope of the audit, and the adequacy of accurate and appropriate disclosure. The Audit Committee also reported to the Board of Directors for consideration and approval of the said financial statements.

Furthermore, the Audit Committee met with the auditor without the presence of management to independently discuss key issues in the preparation of financial statements and the disclosure of information beneficial to financial statement users.

2. Review of related party transactions or transactions that may have conflicts of interest The Audit Committee reviewed related party transactions or transactions that may have conflicts of interest between the company and related entities, in accordance with the announcements of the Securities and Exchange Commission and the Stock Exchange of Thailand, to ensure that such transactions are conducted under general commercial terms, are reasonable, and adhere to principles of accuracy, prudence, and transparency, taking into account the benefits of the company and its stakeholders.

3. Review of the effectiveness of internal control systems The Audit Committee reviewed the compliance with the Securities and Exchange Act, regulations of the Securities and Exchange Commission, requirements of the Stock Exchange of Thailand, as well as other laws related to the company's business operations, including the adequacy of the internal control system by considering the audit plan and acknowledging audit reports from internal auditors, to ensure sufficient management, prevention or reduction of errors, risks, or fraud. The Audit Committee is of the opinion that the company's internal control system is appropriate and sufficient for its business operations, and no material deficiencies were found.

4. Oversight of internal audit work The Audit Committee oversaw the internal audit work by considering internal audit reports submitted by internal auditors. During quarterly Audit Committee meetings, discussions were held and/or recommendations were provided on various issues, including monitoring the progress of corrective actions for identified findings, to ensure that management prioritizes the management of identified risk issues and promptly implements corrective actions. Furthermore, the annual internal audit plan and budget to support the implementation of the plan were considered and approved.

5. Review of risk management The Audit Committee reviewed the appropriateness and effectiveness of the company's risk management process to ensure that risk management aligns with and supports the organizational strategy.

6. Review and oversight of anti-corruption policy The Audit Committee reviewed the appropriateness of the anti-corruption policy and manual, compliance with self-assessment forms related to anti-corruption measures, and compliance with anti-corruption policies and measures.

7. Consideration of the appointment of the annual auditor 2026 The Audit Committee considered and selected, proposing the appointment of an auditor, based on the auditor's qualifications and past performance, including the consideration of the auditor's remuneration. It was resolved to approve Grin Audit Co., Ltd. as the auditor for the company and its subsidiaries for the year. 2026, which will then be submitted to the Board of Directors for consideration and further approval at the Annual General Meeting of Shareholders in 2026.

In summary The Audit Committee performed its duties and responsibilities as stipulated in the Audit Committee Charter, utilizing its knowledge, experience, due diligence, and sufficient independence in performing its duties to

provide opinions and various recommendations. Throughout this period, the Audit Committee received excellent cooperation from the Board of Directors, management, and all relevant parties, and no practices were found to be non-compliant with the provisions of the Securities and Exchange Act and the regulations of the Stock Exchange of Thailand, ensuring that the company achieves its set goals with quality under good corporate governance and for the utmost benefit of all stakeholders.

Remark: ⁽⁵⁾ with Miss Pawipat Maneenil as the Secretary of the Audit Committee.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 18

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. KESSARA THANYALAKPARK (The chairman of the executive committee)	18	/	18	18/18 (100.00%)
2 Mrs. WANNIPA WUTHIWATANA (Member of the executive committee)	18	/	18	18/18 (100.00%)
3 Ms. SIVANAN THANYALUCKPARK (Member of the executive committee)	18	/	18	18/18 (100.00%)
4 Ms. TIDARAT PATTONG (Member of the executive committee)	18	/	18	18/18 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

in 2025 Executive Committee held a total of 18 meetings, with all directors holding office at that time attending the meetings in full, to monitor and consider important matters assigned by the Board of Directors. and support the operations of the Board of Directors in establishing rules and guidelines in various areas with responsibility and prudence in conducting business.

Meeting attendance of The Nomination and Remuneration Committee

Meeting The Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of The Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WORAMIT KRUTTO (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. KANNIGAR KOVISUTH (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. TIRAVUTTI JIRACHAISRI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of The Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee held a total of 2 meetings, with all directors holding office at that time attending together to monitor and consider important matters assigned by the Board of Directors, summarized as follows:

1. Regarding nominations

1.1 To consider the appointment of directors in place of those whose terms have expired, where the Nomination and Remuneration Committee has proceeded according to the established nomination process and criteria, to propose to the Board of Directors and the Annual General Meeting of Shareholders for consideration and approval. Interested directors shall not participate in the meeting and shall abstain from voting on such matters.

In 2025, the Board of Directors provided an opportunity for minority shareholders to participate in corporate governance and provide opinions on business operations, including proposing agenda items and nominating individuals to serve as directors in place of those whose terms have expired, in advance for the year 2025, during October 1, 2024, until December 31, 2024. via the company's website, where it appeared that no shareholder nominated any individual to enter the director selection process at the Annual General Meeting of Shareholders for 2025.

1.2 To consider the appointment of directors whose terms have expired, where the Nomination and Remuneration Committee has considered the composition of the sub-committees, qualifications, knowledge, expertise, abilities, as well as relevant skills and suitability for performing the duties of the sub-committee directors.

various, and present to the Board of Directors for consideration and approval of appointment.

1.3 To consider establishing a Succession Plan policy, including To comply with the principles of good corporate governance for listed companies in 2017 regarding the oversight of a succession plan, in preparation for the succession of the Chief Executive Officer, and for the Chief Executive Officer to report the performance of the succession plan to the Board of Directors for their acknowledgment periodically, at least once a year.

2. Regarding remuneration consideration

To consider and screen policies and criteria for determining remuneration for company directors and sub-committee directors, based on responsibilities, business size, business environment, overall economic conditions, performance linked to overall results, and alignment with the company's long-term strategies and goals, as well as

comparing with remuneration rates.

of companies in the same industry group, which is at a competitive and reasonable level, with disclosure in the company's Annual Information Form/Annual Report 2025 (Form 56-1 One Report).

3. To consider reviewing the charter of the Nomination and Remuneration Committee for 2025 to align with the principles of corporate governance good for listed companies in 2017 (Corporate Governance Code 2017) prepared by the Securities and Exchange Commission and the recommendations of the Thai Institute of Directors Association (IOD).

4. To arrange for the performance evaluation of the Nomination and Remuneration Committee for 2025, to use the evaluation results to improve operational efficiency and achieve the company's objectives, and to report the evaluation results to the Board of Directors for acknowledgment, along with disclosing the evaluation in the company's Annual Information Form/Annual Report 2025 (Form 56-1 One Report).

5. To provide a performance report of the Nomination and Remuneration Committee for the Board of Directors' acknowledgment, and to prepare a report in accordance with the Stock Exchange of Thailand's regulations, disclosed in the company's Annual Information Form/Annual Report 2025 (Form 56-1 One Report).

The Nomination and Remuneration Committee has fully performed its assigned duties. with caution, prudence, full capability, and per independently, and has provided straightforward opinions, utilizing principles of equality, fairness, and transparency, in accordance with good corporate governance principles, for the utmost benefit of the company and all stakeholders.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

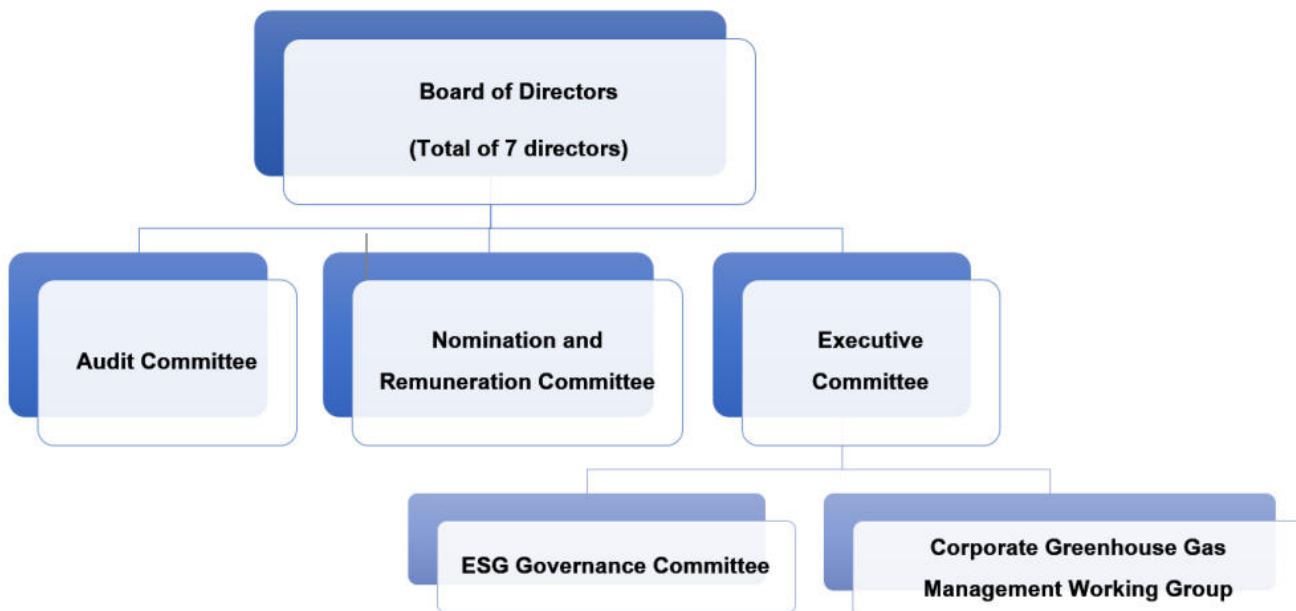
Sen X Public Company Limited is committed to and prioritizes conducting business in accordance with sustainable development practices (Sustainable Development), encompassing economic, social, environmental aspects, and business operations based on good corporate governance principles, by considering all relevant stakeholders, both in project areas and society as a whole, to return benefits to the community, society, and environment for their sustainable existence.

The company aims to elevate new standards of real estate services, "to be among the top five in the country in providing comprehensive and fully integrated real estate services with international standards, as well as creating and developing premium real estate projects." distinguished by innovation and digital technology to sustainably meet the demands of modern living in all dimensions."

Currently, the company continues to adhere to the guidelines for sustainable organizational development (Sustainable Development), applying ESG principles to our business operations by taking responsibility for society, communities, and the environment, fostering sustainability, transparency, ethics, accountability according to stock exchange standards, and demonstrating serious environmental concern in all dimensions.

The company continuously develops its real estate business under a vision and mission to fully leverage its core competencies in real estate service management to support all residential projects, innovating digital technology in residential services to meet the challenge of " **Life Simplifier**" Delivering service excellence, responding to diverse needs in a modern lifestyle, committed to creating sustainable living approaches based on fundamental principles of environmental conservation, energy saving, and cost-effectiveness to achieve maximum customer satisfaction, while enhancing growth potential with stability and sustainability, by defining operational strategies to benefit society, the environment, and all stakeholder groups.

Management structure for sustainable development



Reference link for sustainability policy : https://senxgroup.com/wp-content/uploads/2025/04/10_SENX_Sustainable-Development-and-Social-Responsibility-Policy.pdf

Page number of the reference link : 1-2

Sustainability management goals

Does the company set sustainability management goals : Yes

The company sets sustainability management targets to ensure efficient and effective sustainability management, while also linking the organization's sustainability performance with the United Nations Sustainable Development Goals (SDGs), with details as follows:

Strategy Sustainability aspect	Indicators	Target Year 2025	Performance Year 2024	Performance Year 2025
Environmental aspect (Environment)	Electricity consumption	Reduce by 4%	704,486	638,850.00
	Water consumption	Reduce by 4%	13,981.00	20,439.00
	Consumption of consumables	Reduce by 4%	21,988.00	66,300.00
	Greenhouse gas emissions	Reduce by 4%	559 tCO ₂ e	382 tCO ₂ e
	Waste management	Average General Waste ≤ 0.5 Kg./person/day	To be determined Target	0.49 Kg./person/day

		Average Recycled Waste ≥ 0.05 Kg./person/day	To be determined Target	0.05 Kg./person/day
	Air pollutant emissions	According to inspection standards Environmental Impact Assessment (EIA)		
Social aspect (Social)	Employee training hours	6 hours/person/year	6.11 hours/person/year	12.34 hours/person/year
	Overall employee satisfaction with the organization	5 full points	4.09 points	4.10 points
	Work-related fatalities (persons)	0	0	0
	Lost-time injuries (persons)	0	2	1
	Complaints regarding human rights violations from employees and business partners of the company (cases)	None	None	None
Economic and good corporate governance aspects (Economic and Good Corporate Governance)	Customer satisfaction level	80%	82.89%	80.14%
	Complaints or disputes regarding unfair competition (cases)	None	None	None
	Other complaints or disputes (cases)	None	None	None
	Cases of business ethics violations	None	None	None
	Corporate governance assessment results	Excellent level	Excellent level	Excellent level

The company has a policy of sustainable business operations under short-term and long-term strategies, thus defining 3 key factors for driving the business.

3G Key factors driving sustainable business



E = Green Environment

Because the beginning of having a good quality of life must start at "Environment"

Sena, we care the natural resources that surround us. Because after all, the environment is the most urgent matter that every part of society must give importance and attention that the future of future generations to face the problem of Climate Crisis or the shortage of natural resources.



S = Great Social

Because a good society starts from seeing important goals and working together to reach the same goal. By starting from a small point called "Society"

Sena, we attend and give importance to human resource management of the organization with fairness and equality by focusing on the physical and mental happiness of employees including paying attention to the working environment of employees must be of good quality. as well as always caring for our customers, communities and external associates associated with our organization.



G = Good Governance

Because of business Must be based on the foundation that adheres to the principle of "Good Governance"

At Sena, we pay attention and give importance to management and business operations under transparency that can be verified. Both in terms of anti-corruption, corruption, including good corporate governance, along with taking care of the interests of stakeholders with the company fairly.

With the following guidelines:

1. The company should instill awareness and promote sustainable development to achieve balance in economic, social, environmental, and governance aspects for all board members, executives, and employees, leading to a culture of sustainable business operations.
2. The company should utilize natural resources only as necessary, which may cause impacts leading to damage to communities, society, environment and quality of life for the public, and supports energy and environmental conservation.
3. The company cooperates in operating in accordance with laws, regulations, standards, or agreements in various matters related to all aspects of the company's business.
4. The company aims to understand, communicate, and disclose information transparently to society and stakeholders, including shareholders, customers, partners, and business allies, regarding the company's operational status and facts, its responsibilities to the community and society, and to cooperate in providing timely information to investors, shareholders, and the general public.
5. The company supports activities beneficial to the community, society, and environment to foster sustainable development and self-reliance.
6. The company promotes and supports a culture of learning and innovation in all its operational systems to generate knowledge and create new processes and products, thereby meeting the needs of all stakeholders in terms of economic, social, and environmental aspects.
7. The company supports and instills awareness campaigns regarding social, environmental, and natural resources among employees at all levels.

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

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 goals of sustainable management over the past year : Yes

The company has sustainability management goals that link business value creation with sustainability approaches, emphasizing the communication of environmental values (Environmental Value Proposition) alongside the comprehensive development of residential projects and services. In 2025, the company further enhanced its operations and communications on the following key issues:

1. Waste Management & Circular Living

The company promotes waste management within residential projects and buildings under its management through the development of source separation systems, the adoption of technology and digital platforms to support waste

management, and the promotion of recycling and resource recovery (Circular Economy), as well as campaigning to raise awareness among residents and building users to continuously participate in waste reduction and minimize environmental impact.

2. Low Carbon Initiative and Carbon Monitoring

The company prioritizes systematic greenhouse gas emission management, focusing on developing approaches for Carbon Monitoring to collect, track, and evaluate data on energy consumption and activities related to greenhouse gas emissions in projects and organizational operations. In the year In 2025, the company began developing processes for tracking energy and related resource data, such as electricity consumption, renewable energy usage (e.g., Solar Energy in installed projects), and information related to building and common area operations, to serve as a database for future organizational carbon footprint assessment.

This approach enables the company to Increase transparency in environmental data reporting. support the setting of long-term greenhouse gas reduction targets. Prepare for climate measures that may impact the business.

The company aims to develop continuous Carbon Monitoring to serve as a tool supporting strategic management and enhancing competitiveness within the context of a low-carbon economy.

3. Sustainable Lifestyle Communication

The company incorporates environmental issues, efficient energy use, waste reduction, and the use of technology. Smart Living has become an integral part of marketing communications to raise awareness and promote sustainable living behaviors among customers, residents, and all stakeholders.

This approach supports the company's marketing strategies not only in driving business growth but also in creating environmental and social value, alongside elevating standards for sustainable project development and long-term service provision.

Information on impacts on stakeholder management in business value chain

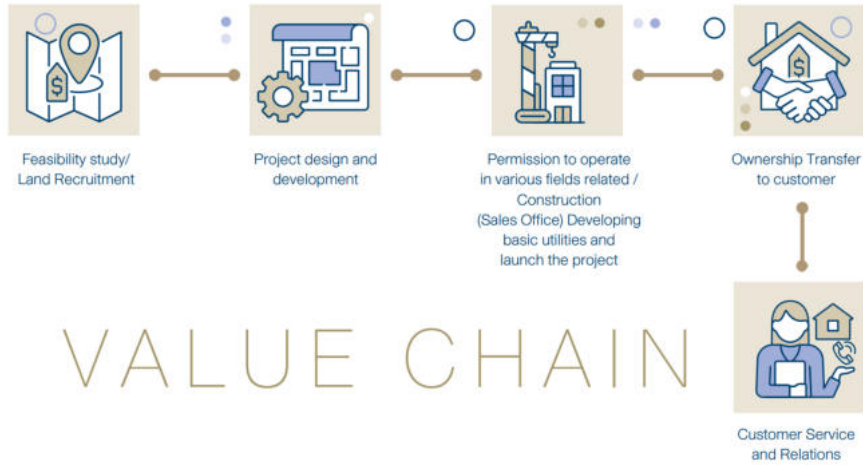
Business value chain

Value chain	Process	Stakeholders
1. Feasibility study of the project and land acquisition process	<ul style="list-style-type: none"> ● Procuring land in potential locations without legal issues ● Adhering to transparency and fairness In every step of land acquisition ● Defining target customer groups and analyzing competitors ● Arranging funding sources ● Risk analysis and key legal and regulatory issues Related ● Maintain financial liquidity 	<ul style="list-style-type: none"> ● Landowners ● Business partners ● Community and society ● Financial institutions ● Investors ● Competitors

<p>2. Project model and timeline development</p>	<ul style="list-style-type: none"> ● Project area design to be consistent with the surrounding residential environment ● Designing buildings, common areas, and surrounding landscapes to meet consumer needs ● Selection of high-quality and environmentally friendly construction materials 	<ul style="list-style-type: none"> ● Employees ● Partners ● Relevant government agencies ● Community and society ● Contractors
<p>3. Obtaining permits for various related operations / Construction (Sales Department) Infrastructure development</p>	<ul style="list-style-type: none"> ● Legally obtaining construction permits and complying with government regulations ● Having contractor selection criteria and fair procurement processes (Anti-Corruption) ● Selecting high-quality and environmentally friendly construction materials ● Construction control and inspection of work to meet standards ● Soliciting opinions from people in the communities surrounding the project ● Managing environmental impacts for surrounding communities ● Efficient use of resources, reducing pollution emissions and construction waste disposal, both direct and indirect ● Safety measures and Occupational health 	<ul style="list-style-type: none"> ● Employees ● Partners ● Relevant government agencies ● Community and society ● Contractors
<p>4. Proceeding with ownership transfer</p>	<ul style="list-style-type: none"> ● Facilitating buying and selling ● Loan application ● Inspection and rectification of work, transfer of ownership ● Paying attention to every detail in delivering quality, standard-compliant residences to customers 	<ul style="list-style-type: none"> ● Customers ● Employees ● Relevant government agencies ● Financial institutions ● Condominium juristic person

<p>5. After-sales service and customer relations</p>	<ul style="list-style-type: none"> ● Juristic person management ● Customer satisfaction assessment ● Building customer relationships ● Handling complaints (360-degree App / Call Center) 	<ul style="list-style-type: none"> ● Residents / Customers ● Employees ● Condominium juristic person
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Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

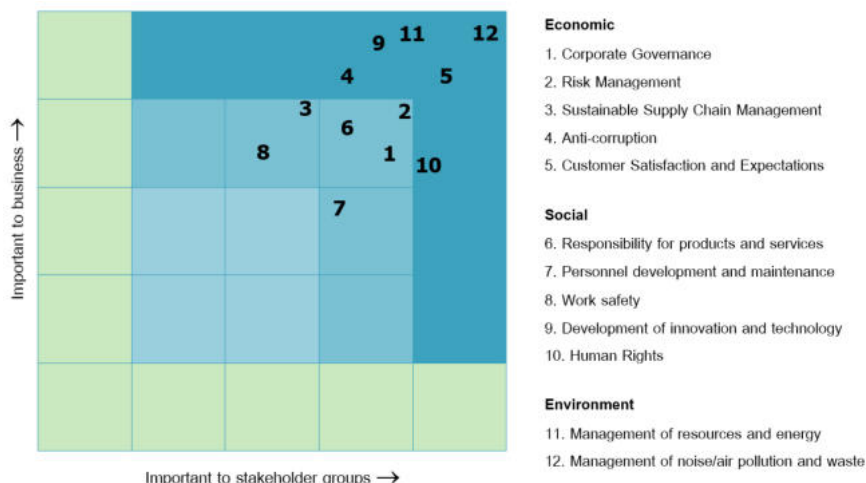
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Career advancement opportunities - - Appropriate and fair compensation and benefits - - Respect for fundamental rights in accordance with international principles and laws - - Work-life balance 	<ul style="list-style-type: none"> - Personnel development policy and appropriate adjustment of compensation and welfare rates - - Providing equal opportunities for career advancement to all employees 	<ul style="list-style-type: none"> • Press Release • Employee Engagement Survey • Others <ul style="list-style-type: none"> • Annual Performance Evaluation
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Quality of products and services- - Comprehensive after-sales service 	<ul style="list-style-type: none"> - Services that consistently meet customer needs. - - Maintain a policy of non-disclosure of customer information and confidentiality. 	<ul style="list-style-type: none"> • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Community Relations Activities

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<p>Good and continuous growth in performance Dividend payment</p>	<p>- Conducting business with fairness and transparency- Treating all shareholder groups equally- Disclosing accurate, sufficient, and timely information to shareholders</p>	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • 56-1 One Report • Participate in the Listed Company Meets Investors event (Opp Day) organized by the Stock Exchange of Thailand • Website www.senxgroup.com
<ul style="list-style-type: none"> • Suppliers 	<p>Fair contracts and compensation</p>	<p>- Fair and transparent selection of business partners - The company adheres to principles of equality and fair competition for all business partners.</p>	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Evaluation Before and After Service Use • Joint Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community • Society • Others <ul style="list-style-type: none"> • Environment 	<p>- Social, Community, and Environmental Development Participation- Compliance with Laws, Operating Responsibly, and Avoiding Negative Impacts</p>	<p>Implementation of measures to prevent and mitigate environmental impacts in accordance with the Environmental Impact Assessment (EIA) report, concerning safety and the maintenance of environmental quality in the operational area.</p>	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • The Baan Ruam Thang Fan project is implemented, with all profits donated to state hospitals. • Implement a scholarship program • Support and conduct activities for the promotion and preservation of religion, Thai culture, and traditions.
<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Competitor 	<p>Operate business transparently under fair trade and competition.</p>	<p>Operate business transparently under fair trade and competition.</p>	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Strengthening positive relationships as fellow operators in the same industry
<ul style="list-style-type: none"> • Creditor 	<p>Compliance with contractual terms and agreements; Fair and transparent business operations; Compliance with laws</p>	<p>Adherence to terms and contracts with integrity Compliance with business-related laws Participation in the Anti-Corruption Organization (CAC)</p>	<ul style="list-style-type: none"> • Visit • Others <ul style="list-style-type: none"> • Information Exchange and Networking Meeting for Relationship Building

Diagram of the stakeholder analysis in the business value chain



Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

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"> • Environmental Management Standards Policy and Compliance • Energy Management • Waste and Waste Management • Greenhouse Gas Management • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Good Governance • Sustainable Supply Chain Management • Innovation Development • Others : Customer satisfaction and expectations. Human resource development and care. Work safety.

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://senxgroup.com/ir/esg-report/>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of preventing risks in its real estate development business for sale, rent, and comprehensive residential services, as this business may be affected by various internal and external risk factors.

Therefore, the Company assesses risk factors and implements preventive measures in all aspects, including studying consumer behavior and the needs of target customer groups in terms of location, project type, house design, and price levels, among others. Research is conducted both before and during project implementation to effectively reduce risks from changes in consumer behavior, minimize sales forecast discrepancies, reduce liquidity problems, and ensure the Company's investment is utilized efficiently in project development.

The Company recognizes and values the importance of good corporate governance and management to drive organizational growth and stable business expansion.

has a stable financial position and generates appropriate returns for shareholders. The Board of Directors has appointed a Risk Management Committee, comprising independent directors and executives. This committee has developed a risk management policy, duties, and responsibilities for managing risks, preventing, reducing risks, or effectively mitigating potential impacts. Furthermore, the Company places importance on preventing corruption. The Company has established a policy for compliance with anti-corruption laws and conducts continuous annual corruption risk assessments. A policy for preventing involvement in corruption has been defined and included in the Company's Corporate Governance Policy and Business Ethics Handbook, which has been published on the Company's website.

Operational Framework

Good Corporate Governance and comprehensive risk management covering all aspects of risk. with the Audit Committee (Audit Committee) Responsible for reviewing the risk management system under the supervision of the Board of Directors to ensure the organization's risk management aligns with its objectives. is at an acceptable level for the organization, and establishes risk management policies for all units to adhere to, including the development of strategies and the assessment of both external and internal risk factors, covering all aspects of risk such as strategic, operational, financial, compliance, and event-related risks, as well as corruption risks.

by reviewing both internal and external risk factors that may affect the organization annually.

with the following risk management structure, roles, duties, and responsibilities:

Board of Directors

Responsible for setting policies, strategic directions, and overseeing an effective risk management system, by defining the framework for the company's risk management operations, covering various risk aspects, including climate change governance, as well as establishing policies, structure, roles, duties, and responsibilities of those involved in risk management activities, and overseeing potential risks to the company, to help the company achieve its stated objectives and goals. In the year 2025, to ensure the company's operations are efficient. The Board of Directors regularly monitors, acknowledges, provides recommendations, and oversees risk management operations through reports from management.

Audit Committee

Comprises 3 independent directors, responsible for overseeing and reviewing risk management within the organization, with a focus on auditing the internal control system (Internal Control) and compliance with relevant policies, to ensure that the company's internal control system is appropriate and sufficient to oversee operations in line with goals,

objectives, laws, and regulations consistent with the guidelines of the SEC and the Stock Exchange of Thailand, as well as considering accurate and reliable financial reports with complete and sufficient disclosure of information, to enhance confidence in the organization's auditing and risk management processes effectively.

Executive Committee

Comprises 4 directors, responsible for managing risks within the organization, overseeing specific and clearly defined risks with systematic operations, covering economic, social, and environmental risks. The Board of Directors has approved the establishment of a Risk Management Committee to define the framework for the company's risk management operations, including policies, structure, roles, duties, and responsibilities of those involved in risk management activities, and to oversee potential risks to the company, to help the company achieve its stated objectives and goals.

Chief Executive Officer

Responsible for establishing a risk management system in accordance with the policies and guidelines set by the Board, considering and defining strategies, and ensuring the implementation and monitoring of enterprise-wide risk management.

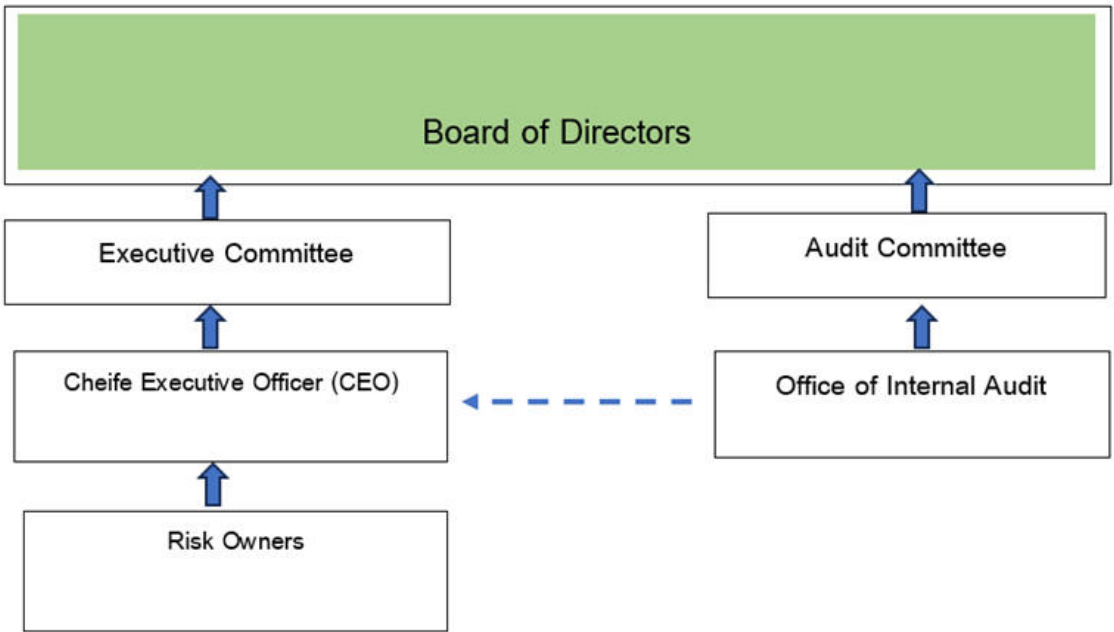
significant risks in both business operations and sustainability, including climate. Communicate and develop an organizational culture aware of risks, and review the suitability of systems and measures to align with business changes, regulations, and relevant legal requirements.

Internal Audit Department

Responsible for inspecting and reviewing operational processes to ensure compliance with relevant policies, regulations, rules, and guidelines, to ensure the company's internal control system is appropriate, and to report to the Audit Committee for submission to the Board of Directors.

Risk Owners

Responsible for identifying, analyzing, and assessing risks, and developing risk management plans at an acceptable level, to be presented to the Risk Management Control, Monitoring, and Coordination Working Group.



Risk Management Process

- 1. Objective Setting
- 2. Define Risk Rating Scale and Risk Appetite, including Risk Tolerance.
- 3. Risk Identification

- 4. Risk Assessment
- 5. Risk Response
- 6. Risk Management Monitoring and Reporting

Risk Assessment Matrix

Impact	Very High (5)	5	10	15	20	25
	High (4)	4	8	12	16	20
	Moderate (3)	3	6	9	12	15
	Low (2)	2	4	6	8	10
	Very Low (1)	1	2	3	4	5
		Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)
Likelihood						

Risk Rating level	Risk Importance and Severity		Symbol
16 - 25 (Very High)	Very High Severity/ Importance	Must be managed immediately.	
10 - 15 (High)	High Severity/ Importance	Must be managed urgently.	
4 - 9 (Moderate)	Moderate Severity/ Importance	Must be regularly monitored and reviewed.	
1 - 3 (Low)	Low Severity/ Importance	Acceptable risk level for the company.	

In this regard, the Company has defined acceptable risk levels under Risk Assessment by The Company's acceptable risk level (Risk Appetite) refers to risks that have been assessed and are within Low Level is considered an acceptable risk level, but controls are in place to prevent the risk level from escalating, and there is a defined Risk Tolerance Level refers to risks that are flexible from acceptable criteria. (score not exceeding 15 points) where the Company's risk management is within acceptable criteria and does not cause significant impact. For risk levels exceeding the Company's acceptable risk appetite (Exceeding Risk Appetite), these are risks that have been assessed as being at a level from medium to extreme.

Reference link to risk management policy and plan : https://senxgroup.com/wp-content/uploads/2025/04/7_SENX_Enterprise-Wide-Risk-Management-Policy_21-1-2568.pdf

Page number of the reference link : 1-3

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 Competitive Risks in Real Estate Development Business

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy

ESG risk factors : Yes

Risk characteristics

As of the end of 2025, the remaining supply in the housing market was approximately 239,168 units, with a total value of approximately 1,341,313 million Baht, an increase of about 2-5% from the previous year due to demand not fully recovering and a slowdown in public sector sales.

Divided into main categories, including:

- Tens of thousands of condominium units, which still constitute a significant proportion of the supply (a continuously increasing trend from the previous year).
- Horizontal development projects, including detached houses, semi-detached houses, and townhouses, also continue to have a large accumulated number of unsold units due to purchasing power not yet fully recovering.

The real estate market in this area remains highly competitive, with hundreds of developers, including those listed on SET/MAI and smaller companies. Consequently, no single developer can definitively dictate prices and supply in the market. Buyers have numerous options and can easily compare products through online channels and various housing exhibitions.

Risk-related consequences

- Sales rates and revenue may be lower than anticipated.
- Profit margins decreased due to price competition.
- Project sales cycle extended, impacting cash flow.

Risk management measures

The real estate market, whether residential or commercial, cannot be considered solely as a whole. It must be segmented by area and price level, because a good market for one developer may not be a good market for another, and a good location or price for one consumer may not be a good location or price for another. Therefore, the company thoroughly studies market data and conducts feasibility studies at the local level every time before commencing investment.

Competition in the real estate market therefore requires in-depth information from market research, both broad and in-depth, for each area, each type of real estate, and each price level. The company continuously conducts such market research. Feasibility studies are conducted for the development of each project, from preliminary studies to thorough and detailed analyses in terms of finance, marketing, design, etc. We are therefore confident in developing projects and meeting market demands according to current trends and future prospects.

The company has a strong and active collaboration with Hankyu Hanshin Properties Group from Japan, with whom it has been a business partner for over 9 years. This partnership helps promote the development of residential projects with high quality and standards.

The company can control competitive risks by creating differentiation through seeking new opportunities, such as considering diversifying the business into real estate sectors related to public health and elderly care, which aligns with public health concerns. This also involves seeking opportunities in new areas, quickly acquiring land in suitable locations, responding to customer group needs at desired price points consistent with purchasing power and travel conditions, studying other innovations that can be extended to the real estate development business, developing various applications, and continuously developing personnel to create and improve the best products and services for customers.

Furthermore, the company can seamlessly expand into businesses related to the real estate sector, such as solar energy businesses, which can be applied to residential and commercial properties, warehousing businesses, project management businesses, real estate brokerage businesses, golf course businesses, etc.

Risk 2 Risk of contractor and labor shortage

Related risk factors : Strategic Risk
• Government policy

Operational Risk
• Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

Thailand continues to face a persistent labor shortage in the construction sector, particularly concerning skilled labor and construction workers in urban and suburban areas. This situation has compelled real estate development businesses to increasingly rely on labor from neighboring countries. Concurrently, the government's ongoing investment in transportation infrastructure and public utility projects has significantly increased the demand for labor in the construction sector, which may lead to a shortage of both labor and contractors during specific periods.

Risk-related consequences

Labor and contractor shortages may lead to prolonged project construction periods, increased labor and construction costs, and could also affect the ability to control costs and deliver projects according to the planned schedule. Furthermore, the continuous adjustment and increase of minimum wage rates, particularly in Bangkok and its metropolitan areas, may result in higher labor costs for developers and impact the overall cost structure of real estate development projects.

Risk management measures

The Company places importance on systematically managing contractor and labor risks. This includes selecting qualified and standardized contractors according to the Company's criteria and fostering long-term collaboration through continuous engagement to enhance stability in construction project execution.

In addition, the Company has established appropriate construction plans and timelines, closely monitors and controls progress, and stipulates conditions and penalties for late delivery of work, to help mitigate construction timeline risks, control costs, and reduce the impact of labor fluctuations.

Concurrently, the Company has prioritized the management of Emerging Risks arising from changes in labor structure, government policies, and the business environment. This involves continuous review and improvement of contractor and labor management approaches, as well as elevating work standards and applying appropriate technologies to enhance construction efficiency and address long-term challenges.

Risk 3 Risk from land acquisition for future project development

Related risk factors : Strategic Risk
• Government policy

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

ESG risk factors : Yes

Risk characteristics

Land for residential development in suitable locations, at appropriate prices, and of appropriate sizes is becoming increasingly scarce, starting to run out, or is available only at prices too high to develop projects that meet the company's target groups in each location.

Increased competition in the real estate business has led to intense competition among developers for land acquisition, especially in prime locations in central Bangkok or areas along mass transit routes. This may expose the company to risks related to land procurement and acquisition not aligning with business plans, as well as rising land prices impacting project development costs, potentially preventing projects from achieving returns in line with investment plans.

Risk-related consequences

The Company holds undeveloped land (Land Bank) that is not yet ready for project development, resulting from business acquisitions that included undeveloped or incomplete development land, or from land acquired in the past and held for future project development. However, since land is a high-value asset requiring significant investment, and project development takes at least one year per project, depending on the project size.

Investing in land acquisition for future holding without immediate development plans for that area carries the risk of reduced liquidity and the inability to utilize such capital for working capital or for developing other projects.

Furthermore, it increases project development costs due to the financial costs incurred from land acquisition.

Additionally, land tax obligations under the law must be considered.

However, the Company has a plan for land acquisition for project development, ranging from defining guidelines for land procurement each year, considering target areas and land price levels that yield high returns on investment and align with the type and price level of the real estate projects to be developed, to ensure a continuous supply of land for project development. In the consideration of acquiring each plot of land, a preliminary feasibility study and evaluation for project development will be conducted, considering the opportunities and potential from developing such land, the growth direction of residential areas, the development routes of rail mass transit projects, legal restrictions, and a thorough title deed verification, to mitigate risks in all aspects before making a decision to purchase the land.

Risk management measures

Market studies are regularly conducted to assess trends and potential for residential development in each area, in order to mitigate risks from rising land prices, the risk of being unable to acquire locations with future development potential, or risks from changing government policies, such as land and building taxes and the planning of rail mass transit projects.

In addition, the Company procures land by purchasing directly from landowners, handled internally by its departments under clearly defined land procurement procedures, and also procures land through brokers, with whom the Company maintains good relationships with several land brokers, enabling continuous land procurement for future real estate development projects.

Risk 4 Regulatory and Legal Risks

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

Impact of changes in legal regulations and operational procedures for the real estate business. There are several relevant rules, regulations, or laws, such as the Land Allocation Act, the Condominium Act, and the National Environmental Quality Promotion and Protection Act, among others. In the past, the Company has had a clear policy to operate in compliance with relevant laws and regulations and has prepared for new regulations, studying the impacts, advantages, and disadvantages of various rules to maximize benefits for the Company and all stakeholder groups.

The promulgation of the Personal Data Protection Act B.E. 2562 (2019), which came into effect on June 1, B.E. 2565 (2022). This law directly impacts business operations, as data is considered a type of asset in the operations of all organizations. For example, personal data of employees, business partners, and especially customers, carries a risk of violating the regulations under the Personal Data Protection Act if there are no secure personal data management measures in place.

Risk-related consequences

may cause project delays, incur additional costs, or prevent the project from being executed as planned, thereby impacting revenue, operating results, and stakeholder confidence, and may also lead to fines or legal proceedings.

Risk management measures

For the company, as a data controller, various policies have been established in relation to the Personal Data Protection Act (PDPA). These include the implementation of personal data security measures, the establishment of operational procedures compliant with legal requirements from the initial stage of data acquisition for business use, data storage and retention, and the provision of training to foster understanding of the essential aspects of the law and correct practices for employees directly involved with customer and partner personal data. Furthermore, understanding of the PDPA is communicated to all employees within the organization to raise awareness and ensure caution in the use of personal data.

Risk 5 Housing Loan Credit Policy Risk of Financial Institutions

Related risk factors : Strategic Risk

- Government policy

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Income volatility

ESG risk factors : Yes

Risk characteristics

Risks related to financial institutions' housing loan policies stem from the economic slowdown, Thailand's high household debt burden, and the uncertainty of public income. This has led financial institutions to be more stringent in considering loan approvals. Data from 20242025 indicates that housing loans in the commercial banking system grew by only approximately 12 percent per year, which is considered the lowest level in over 20 years. Although the Bank of Thailand has implemented measures to relax Loan-to-Value (LTV) criteria since 2025 to support greater access to credit, financial institutions still primarily focus on assessing borrowers' repayment ability.

Risk-related consequences

Stricter credit approval may cause residential buyers, especially middle-income groups and first-time homebuyers, to be unable to access credit as needed. This results in a slowdown in property transfer rates and sales of real estate projects, which may impact the company's revenue, cash flow, and ability to manage inventory. Furthermore, the project sales period may lengthen, and the company may need to implement additional sales promotion measures or financial conditions, leading to a reduction in the company's profit margins during certain periods.

Risk management measures

The company also implements measures to screen retail buyers, or pre-approval for booking housing estates or condominiums, to mitigate issues of purchase cancellations due to unsuccessful loan applications and to minimize lost sales opportunities. Furthermore, it coordinates with financial institutions, including both commercial and state-owned banks, to closely monitor the lending policies of each institution and to adapt its loan management strategies for homebuyers to align with the specific requirements of each financial institution at various times.

In addition, the company has launched the "Rent-to-Own Home LivNex" project, an innovation developed by the company to address the challenges of customers in the mid-to-lower market segments who do not yet possess sufficient eligibility to directly secure loans from financial institutions. This program allows them to rent and save money concurrently, thereby enabling them to eventually acquire ownership of the property.

Risk 6 Risks from the fluctuation of construction material costs and minimum wage costs

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
 - Government policy
- Operational Risk
- Climate change and disasters
 - Impact on the environment
- ESG risk factors : Yes

Risk characteristics

Key factors in the company's business operations include, in addition to land acquisition costs, construction costs, which represent a significant risk factor impacting the company's business. Construction costs primarily consist of material costs and labor costs. The prices of construction materials are subject to fluctuations based on global supply and demand, economic growth, inflation rates, and domestic construction conditions, as well as adjustments to the minimum wage. This presents a risk of potentially higher construction costs in the future, particularly in the steel and steel products category, which has experienced substantial growth in line with increasing global steel prices. Furthermore, prices for various construction materials, such as electrical and plumbing equipment, concrete products, and other construction materials, may rise due to increased raw material costs, crude oil prices, and transportation expenses, especially if tensions arise involving countries that serve as key production bases.

Risk-related consequences

Fluctuations in construction material and labor costs may result in project costs exceeding estimates, leading to a reduction in gross profit margins and potentially affecting the ability to set competitive selling prices in the market. Furthermore, if costs increase rapidly during construction, some projects may require work plan adjustments, experience delivery delays, or necessitate a reduction in certain specifications. This could impact customer satisfaction and the company's corporate image.

Risk management measures

The company manages risks by carefully planning costs in advance. It utilizes long-term material procurement contracts or lump-sum contracts with contractors to mitigate risks from price fluctuations. This also includes selecting cost-

effective technologies and alternative materials without compromising the quality of construction work. Furthermore, the company enhances the efficiency of construction processes and closely controls labor costs to maintain profitability and long-term competitiveness.

Risk 7 Liquidity risk and access to funding sources

Related risk factors :

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

ESG risk factors : Yes

Risk characteristics

The real estate development business is a capital-intensive industry, encompassing investments in land acquisition, land development, construction, and sales. These activities collectively demand substantial capital until the company receives the majority of the sales value on the date of ownership transfer, which occurs upon the completion of construction. Furthermore, the company's project management duration typically ranges from one to two years or more, depending on the project's scale. Consequently, this business inherently involves risks pertaining to financial liquidity management and securing the necessary funding sources for its operations.

Risk-related consequences

If the company is unable to manage its liquidity sufficiently or access funding sources as planned, it may lead to project development delays, postponement of new investments, or the necessity to rely on higher-cost funding sources. This would impact cash flow, debt repayment capability, and project returns, and could also affect investor and financial institution confidence in the long term.

Risk management measures

The company has implemented a policy to increase liquidity in accessing funding sources by establishing business partnerships with several financial institutions, which have consistently provided strong credit support. The company will compare offers to select the most cost-effective options, including project development loans (Pre-Finance), for which the company has Pre-Finance limits to support all projects. The company also utilizes fundraising for liquidity management by issuing short-term bills, as well as short-term and long-term debentures suitable for funding project development and business expansion. The issuance of these debentures has been well-received by the market due to the company's reputation and business experience. Furthermore, the company prioritizes financial liquidity management by conducting business with careful consideration in project development, from selecting land locations for investment, conducting research to analyze the feasibility of various projects, and emphasizing the details of all critical components in each project to ensure the success of every project.

Good and strong cooperation with Hankyu Hanshin Properties Group from Japan, a business partner for over 9 years, also helps enhance financial potential for even stronger growth.

Furthermore, the Board of Directors has a clear policy on capital management, which includes risk management.

Regarding finance, to mitigate risks that may affect the company's operations and financial position, there is supervision and monitoring to ensure that management continuously reports operational results. There are also contingency plans in place for situations where financial difficulties are anticipated, considering fairness to all stakeholders equally. This includes ensuring liquidity management to be prepared for timely debt repayment to creditors under emergency situations, enabling debt repayment even during liquidity crises. Should there be any inability to comply with agreed-upon conditions, the company will inform creditors and proceed to find solutions, as well as ensure that accurate and complete information is reported to creditors.

Risk 8 Financial risk from increasing interest rates

Related risk factors :

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations

ESG risk factors : Yes

Risk characteristics

Financial risk from increasing interest rates arises from the company's necessity to utilize both short-term and long-term financing sources for project development, including the issuance of debentures or borrowing from financial institutions. Interest rates fluctuate according to economic conditions and the monetary policy of the central bank. Should interest rates increase, this will directly result in an increase in the company's financial costs.

Risk-related consequences

The increase in interest rates may lead to higher interest expenses for the company, impacting net profit and operating cash flow. Furthermore, it could diminish the ability to set competitive housing sale prices and indirectly affect customers' purchasing power due to increased housing loan repayment burdens. This, in turn, may result in a decrease in purchase decisions and property transfer rates.

Risk management measures

The Company systematically prioritizes interest rate risk management by establishing policies to manage its capital structure appropriately and in line with the nature of the real estate development business, which requires long-term investment. The Company diversifies its funding sources, including loans from financial institutions, bond issuance, and the use of internal working capital, to avoid over-reliance on any single source of funds. Furthermore, it manages the proportion of fixed-rate and floating-rate loans in an appropriate ratio to mitigate the impact of interest rate fluctuations in the market.

In addition, the Company plans its borrowings in alignment with the development plans and revenue recognition of each project. This includes carefully considering the debt structure and repayment maturity periods to maintain appropriate liquidity and debt-servicing capability. The Company closely monitors macroeconomic conditions and the monetary policy direction of the Bank of Thailand to inform its financial and investment decisions appropriately at each period.

In terms of business operations, the Company manages project costs in conjunction with financial management. This involves considering appropriate selling prices, sales launch strategies, and project development timing to align with market conditions and changing financial costs. Furthermore, it collaborates with business partners and financial institutions to develop financial products and credit terms that facilitate customer purchasing decisions, which helps mitigate the impact of increased interest burdens on both the Company and homebuyers.

Risk 9 Shortage of resources/raw materials in construction

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates

ESG risk factors : No

Risk characteristics

- The increasing demand for construction materials with sustainable properties and reduced environmental impact has led to higher costs for certain types of construction materials.
- Certain types of materials may be at risk of scarcity due to global market fluctuations or changes in environmental regulations.
- Without a good management plan, this could lead to project delays or costs exceeding estimates.

Risk-related consequences

- Project costs increase and may affect budget planning.
- Construction period delays, affecting delivery and customer satisfaction.
- Competitiveness decreases if costs or quality cannot be controlled.

Risk management measures

- Plan material procurement in advance and contract with quality suppliers.
- Diversify suppliers to reduce reliance on a single source.
- Monitor material prices and adjust project plans accordingly.
- Utilize innovation and technology to enhance efficiency and reduce losses.

Risk 10 Community Participation and Impact on Quality of Life

Related risk factors : Strategic Risk
 • Behavior or needs of customers / consumers
 • ESG risk

ESG risk factors : Yes

Risk characteristics

- Project development in the area may affect the community, for instance, through noise, dust, and increased traffic. Without preventive measures, conflicts may arise.
- 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 for the organization.

Risk-related consequences

- Conflicts with the community may cause project implementation delays
- affect the company's image and the confidence of customers and investors
- may impact opportunities for project expansion or new area development

Risk management measures

- Establish a "Community Working Group" to consistently communicate with and listen to community feedback from the project's inception and throughout its implementation. A coordination point will be located at the project site for immediate coordination, and the complaint handling process will be communicated to the community every time the project is implemented.
- Establish channels for receiving complaints/suggestions and define systematic problem-solving procedures.
- Strictly adhere to EIA measures by conducting EIA Monitoring for all condominium projects to consistently maintain a good environmental condition throughout the project duration.

Risk 11 Human Resource Management and Occupational Safety

Related risk factors : Strategic Risk
 • ESG risk

Operational Risk
 • Safety, occupational health, and working environment
 • Impact on human rights

ESG risk factors : Yes

Risk characteristics

- Accident risks at construction sites that may arise from a lack of safety measures or inadequate training.
- Shortage of highly skilled labor and competition in attracting quality personnel.
- Employee dissatisfaction may lead to high turnover rates and affect work performance.

Risk-related consequences

- Operational efficiency decreases if there is a shortage of personnel or an accident occurs.
- Costs increase due to training, compensation, or improvements in safety measures.
- Employee confidence and the organization's image may be damaged.

Risk management measures

- Establish an Occupational Health & Safety policy and set a Zero Accident KPI.
- Continuously develop specialized skill training courses and construction safety.
- Establish a competitive welfare system and promote long-term personnel development, such as clear career paths and fostering training in skills essential for career advancement.

Risk 12 Governance and Transparency

Related risk factors : Strategic Risk

- ESG risk

Compliance Risk

- Corporate Governance

ESG risk factors : Yes

Risk characteristics

- Operations or decisions that do not adhere to good governance principles may lead to errors or impropriety.
- Insufficient disclosure and transparency may lead to misunderstandings or a lack of confidence from shareholders and investors.
- Non-compliance with laws, regulations, and requirements of regulatory bodies may create legal risks.

Risk-related consequences

- Damage to the company's reputation and trust
- Legal risks and penalties from regulatory bodies
- may affect the ability to raise funds or business collaborations

Risk management measures

- Establish an Anti-Corruption Policy and guidelines, and implement them throughout the organization.
- Establish an Audit Committee and an Internal Audit unit to oversee and monitor operations.
- Develop a feedback and complaint system to allow employees and stakeholders to report information securely and confidentially.

Risk 13 Compliance with Personal Data Protection Law

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

- Risks from the violation of personal data of customers, employees, or partners may lead to legal penalties and damage to the organization's reputation.
- Increased expectations from customers and society regarding stricter personal data protection measures.

Risk-related consequences

- Damage to the reputation and trust of customers and investors
- Fines or legal proceedings under PDPA law
- May affect business relationships and market opportunities

Risk management measures

- Develop a Personal Data Protection Policy (Privacy Policy) and data security measures such as data encryption and access control.
- Provide training to employees at all levels to raise awareness of the importance of personal data and PDPA practices.
- Implement a standardized IT Security system and regularly conduct vulnerability assessments (Penetration Tests).

Risk 14 Climate Change and Adaptation

Related risk factors	:	<u>Strategic Risk</u>
		• ESG risk
		• Climate change and disasters
		<u>Operational Risk</u>
		• Climate change and disasters
		• Impact on the environment
ESG risk factors	:	Yes

Risk characteristics

- Climate change has led governments, regulatory bodies, and the financial sector to impose stricter environmental policies, measures, and regulations.
- Real estate development businesses may need to adjust project design, construction processes, and management to align with greenhouse gas emission reduction targets.
- The expectations of customers, investors, and financial institutions regarding sustainability issues and environmental data disclosure have increased.
- Changes in technology and energy standards may render existing project development models unsuitable for future markets.

Risk-related consequences

- Project development costs may increase due to modifications in design, material selection, and the adoption of environmentally friendly energy systems.
- Project development timelines may be extended due to stricter environmental permitting processes and compliance with regulations.
- Competitiveness may decline if the company fails to adapt to the expectations of the market and stakeholders.
- This may affect future opportunities for accessing funding sources or financial terms.

Risk management measures

- Integrate environmental and sustainability issues into the strategic planning and project development processes.
- Develop products and projects aimed at reducing energy consumption and greenhouse gas emissions, such as Zero Energy House and Condo Low Carbon projects.
- Promote the use of renewable energy and technologies that enhance energy efficiency in projects.
- Formulate long-term plans and targets for reducing greenhouse gas emissions to accommodate environmental policy trends and regulations.

Risk 15 Climate Change Risks

Related risk factors	:	<u>Strategic Risk</u>
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- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

ESG risk factors : Yes

Risk characteristics

- Extreme weather events such as floods, storms, and heavy rainfall may impact construction and real estate projects.
- Long-term changes in temperature and climate may accelerate the deterioration of building materials and structures.
- Project planning and operations may not align with climate risks.

Risk-related consequences

- Project delays or increased costs due to managing weather events
- Damage to property and construction materials
- Reduced confidence of customers, investors, and stakeholders

Risk management measures

- Assess weather-related risks before project commencement and during construction
- Adjust building and structural designs to withstand severe weather conditions
- Develop an emergency management plan and damage prevention
- Continuously monitor weather conditions and adjust operational plans

Risk 16 Risks from information technology changes and cyber threats

Related risk factors : Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

Currently, information technology plays a crucial role in business operations. By applying technology to various work processes, it helps promote more agile and faster operations. However, the use of information technology comes with both opportunities and risks arising from cyber threats. Therefore, the risk of cyber threats is considered significant and has an impact on the company's operations. Should problems arise concerning the company's information technology systems or unauthorized access to personal data held by the company, it would inevitably affect the company's operations and reputation.

Risk-related consequences

Information technology risks and cyber threats may result in the disruption of the company's operational systems, project delays, damage to critical data and customer privacy, as well as harm to the reputation and confidence of investors and stakeholders. Furthermore, it could increase costs for system improvements and problem resolution.

Risk management measures

The company therefore maintains an information technology security policy to ensure that its personnel, users, executives, and other relevant individuals are aware of the importance of information technology security. This policy outlines IT security measures, including the enhancement of computer network systems to ensure availability and prevent network and server failures, thereby enabling continuous system operation. It also establishes strict security

control measures such as computer security systems (Firewall), antivirus systems (Antivirus), the definition of data access rights based on the operational nature of each department, and the establishment of a data backup center network to support emergencies and ensure business continuity. The objective is to ensure that the company's information technology and computer systems operate without adversely affecting business operations, while also ensuring system usage complies with the Computer Crime Act, the Personal Data Protection Act, and other relevant laws, and preventing threats that could cause damage to the company.

Risk 17 International War

Related risk factors : Strategic Risk
 • Policies or international agreements related to business operations
 ESG risk factors : Yes

Risk characteristics

- International tensions or conflicts may impact the global economy and financial markets.
- Raw material prices and construction costs have increased due to uncertain international supply.
- Uncertainty in investment and real estate markets may affect customer and investor confidence.

Risk-related consequences

- Increased project costs due to raw material price fluctuations
- Project delays and deliveries not in accordance with the plan
- Reduce the confidence of customers, investors, and stakeholders
- Limit opportunities for fundraising or business expansion in certain areas

Risk management measures

- Continuously monitor geopolitical situations and economic trends.
- Contingency plans for budget and supply chain are established.
- Assess investment risks and expand projects in each area.
- A financial and operational risk management plan is in place to address emergencies.

Risk 18 Climate Change and Disaster Occurrence (Earthquake)

Related risk factors : Strategic Risk
 • Climate change and disasters
Operational Risk
 • Climate change and disasters
 ESG risk factors : Yes

Risk characteristics

- Natural disasters such as earthquakes, floods, or storms may occur unexpectedly
- Climate change increases the severity of natural events
- Real estate projects and infrastructure may be directly affected

Risk-related consequences

- damage to buildings, structures, and construction materials
- delayed project implementation and increased construction costs
- reduced confidence among customers, investors, and stakeholders
- may affect the ability to expand projects or operate in high-risk areas

Risk management measures

- Assess climate and disaster risks before project commencement.
- Adjust building and structural designs to be disaster-resilient.

- Develop emergency management plans and post-disaster recovery plans.
- Continuously monitor and update prevention and mitigation measures.

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.
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://senxgroup.com/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 : Yes
policy and guidelines

Link for company's sustainable supply chain : <https://senxgroup.com/ir/56-1-one-report/>
management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

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 : <https://senxgroup.com/ir/esg-report/>
management plan

Page number of the reference link : 1

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	0.00	77.00	85.58

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://senxgroup.com/wp-content/uploads/2026/03/15_SENX_Supplier-s-Code-of-Conduct.pdf

Page number of the reference link : 1

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

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Additional explanation for research and development (R&D) expenses over the past 3 years

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

The Company place great importance on innovation management as a key driver of business growth. The Company integrates innovation into its corporate strategy to enhance operational efficiency and advance toward becoming a sustainable organization.

By fostering and supporting creativity in every work process, the Company aims to create value and maximize benefits while meeting the rapidly evolving needs and expectations of customers and stakeholders. This approach also strengthens competitiveness and ensures long-term sustainable growth. To achieve these goals, the Company has established policies to promote creativity and innovation management.

In 2024, the company introduced advanced technology to enhance the efficiency of property management through the "Sen Prop" application, developed in collaboration with NEC. This initiative aims to elevate the service experience for Sena residents, providing them with a smart living experience.

Sen Prop integrates AI and Biometric technology to enhance convenience and security within residential projects.

In addition, Sen Prop has been designed as an environmentally friendly application, with notable features focused on sustainable development.

Sen Prop This marks another important step for the company in integrating smart technology to enhance the quality of life for residents, while simultaneously supporting eco-friendly practices and sustainability.

You can find information about innovations at <https://senxgroup.com/service/digital/>

In addition to the development of Sen Prop, the company has also launched the "Smartify Home" application to enhance the experience of purchasing products and services related to residential living. This application is designed to be modern, user-friendly, and tailored to the digital age lifestyle. It offers product and service delivery directly to the projects, reducing unnecessary travel and helping to lower carbon emissions. Currently, Smartify Home is already available in several projects.

You can find information about innovations at <https://shop.smartifyhome.co/th>

Reference link to organizations innovation culture : <https://senxgroup.com/service/digital/> and <https://shop.smartifyhome.co/th>
development and promotion process

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 : No
from innovation development?

Non-financial benefits

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

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