

## **Roles of Stakeholders**

The Company places importance on all groups of its stakeholders regardless of whether they are internal stakeholders such as employees and the Management of the Company and its subsidiaries, or external stakeholders such as shareholders, customers, competitors, and creditors. The Company is fully aware that supports from all stakeholders will enable the Company to build the competitive advantage and generate profits, which is the long-term success of the Company. More details about the Company's Stakeholders Policy can be found in <https://www.sansiri.com/eng/corporate-governance> which important details are as follows;

### Investors and Shareholders

The Company aims to ensure that shareholders receive appropriate returns by delivering consistent and sustainable business operation results and continuing business development. The Company respects the shareholders' equal rights to receive necessary information by disclosing correct and actual information. The Company also implements an effective and efficient internal control system to ensure that the benefits of the Company and the shareholders are well-protected, relevant details appear under 'Rights of Shareholders' and 'Equitable Treatment of Shareholders'.

### **Investor Relations Department**

The Company has set up the Investor Relations Department to be responsible for the communication and provision of the Company's information and activities for shareholders, analysts, and other investors, fairly and equally. The role of the Investor Relations Department also refers to creating and maintaining positive image, attitude, and confidence among analysts and investors. Investors or those who interested can contact the Investor Relations Department at +66 2027 7888 ext. 1063 and 1064 or [IR@sansiri.com](mailto:IR@sansiri.com).

### **Analysts Meeting**

The Company arranges a session to announce the operating results for analysts, investors, and interested shareholders including publishing of IR Newsletter on a quarterly basis.

### Customers

The Company recognises the importance of customers; therefore, determines to create customer satisfaction appropriately by offering high quality products and services in response to the customers' needs while fostering Customer Centric as one of the Company's corporate culture on every employee.

### Employees

The Company recruits and retains high potential and experienced employees with determination to continuously develop and enhance skills of employees as well as to encourage employees to be successful and feel secure in their profession. The Company treats every employee equally, provides employees with reasonable welfares, job transfer and other benefits such as provident fund, health, and life insurance, etc, as well as ensure safety, sanitation, and good environment in the workplaces, and promote a safe working condition at every working unit; namely, head office, sales offices, and project sites.

The Company formulates fair compensation and welfare policy for the Company's personnel at all levels, set up the compensation structure of salary and bonus, for instance, to be in line with employee's knowledge, expertise, performance and the Company's operating result, both in short-term and long-term. Performance evaluation is held monthly, quarterly, and annually, depends on the nature of duties and responsibilities of each individual, to accompanying consideration of compensation, such as salary raise and bonus. The payment proportion of the indicators would depend on fields of work and behaviour shown by employees at each level.

The Company also offers the employees an opportunity to improve themselves anytime, by developing online learning channels, called Sansiri Learning Hub (SLH). Currently, there are basic courses for all employees, courses for new employees, specialised courses, and courses related to work processes. Apart from the Company basic learning roadmap, designed for each employee, each can also register for additional courses or content that they are interested in.

Moreover, in order to ensure that the employees will have sufficient savings for their retirement and to offer knowledge and understanding in relation to their money management, the Company has procured a provident fund managed by professional management company which has been certified by the Securities and Exchange Commission, Thailand. The employees will become member of the fund from the date on which they are hired as permanent employees, and the employees must contribute some amount of money into the provident fund by deducting from the employees' salary on the salary payment date at the rate specified in the articles of the provident fund of which the employees are members. The employees can choose the amount of contribution to the provident fund, vary from 2 percent to 15 percent, and the Company will also contribute some amount of money into the provident fund at the rate specified in the articles of the provident fund of which the employees are members depending on the period of time for which the employees have been the Company's employees. Currently, in 2021, the Company has offered 7 investment plans, which the employees may choose an appropriate plan for themselves to be in line with their age, level of risk, and their own needs. The fund manager will notify the operation result and the direction of investment semi-annually.

In this respect, the employees will be entitled to accumulated savings and benefits to such savings when their employment ceases without major default. The amount of savings and benefits to each employee is entitled to depends on the term of their employment at the specified rate.

### Management/Executives

The Company realises that the Management is one of the key success factors; therefore, has arranged for an appropriate remuneration for the Management to be in line with knowledge, expertise, performance, and the Company's overall operational performance inclusive of comparisons to remuneration of other companies within the same or similar industry and business sectors as the Company. In addition, individual performance outcomes are considered against the goals that are in line with the Company's vision, mission, and annual strategic plans so as to drive the Management's long-term contribution to organisational stability and growth.

### Creditors

The Company operates and deals business with its creditors by strictly respecting agreements with creditors; managing loans according to lending objectives, avoiding using the loans to cause damage to the Company and ensuring timely repayment of loans and interests, thoroughly honoring loan conditions as agreed. The Company has never had a record of default on debt and interest payments to creditors.

### Business Partners

The Company conducts business with fairness, ethics, and joint benefit, complies with terms and conditions under the contract that was mutually agreed and as stipulated by law.

The Company has prepared the Supplier's Code of Conduct for determining the direction of sustainable business development between Sansiri Group and its partners and also stipulating standards and guidelines for the business partners to study and comply with in doing business with Sansiri Group. This Supplier's Code of Conduct will determine guidelines for the business partners in the supply chain of Sansiri Group, which include all suppliers of goods and services, with a view to developing the business operation in respect of business ethics, human rights and labour standard, quality management, occupation, health and safety, and environment. This is due to the fact that Sansiri Group places importance on these matters and has an intention to provide a work standard beyond what indicated by laws, so as to ensure that the business operation standard between Sansiri Group and its business partners is equal, fair, and acceptable, even under the circumstances of different local regulations in various areas.





In order to support, promote, and follow up with the business partners in compliance with the Supplier's Code of Conduct, the Company intends to cooperate with its business partners through monitoring, providing information provision and guideline that are suitable with business operation, and arranging assessment as appropriate, so that the business partners can develop their operation to be consistent with the Company's standard. The Company aims that the principles under the Supplier's Code of Conduct will escalate the efficiency of operation between Sansiri Group and its business partners to another level, giving rise to the higher confidence and long-term value for all stakeholders.




### Competitors

The Company treats its competitors fairly and does not seek for any information of the competitors dishonestly, refraining from abusing the intellectual property rights of others or those of competitors.

## Corporate Social Responsibility

The Company operates its business based on responsibility, care, and concerns to the overall community, society, and environment, and complies with all relevant laws and regulations. Relevant details are disclosed in '2021 Sustainability Report'.

List Of Stakeholder Groups	Approach To Stakeholder Engagement & Frequency	Key Topics, Concerns & Expectations raised	Process To Respond To Concerns & Expectations
<b>Investors &amp; Shareholders</b> 	<ul style="list-style-type: none"> <li>Annual general &amp; extraordinary meetings</li> <li>Annual sustainability report</li> <li>Yearly posting of annual general meeting of shareholders via <a href="http://www.sansiri.com">www.sansiri.com</a> once a year</li> <li>Regular project visits</li> <li>Regular meeting with analysts, investors, and fund managers</li> </ul>	<ul style="list-style-type: none"> <li>Receiving equal access to clear and up-to-date information on business results</li> <li>Organising meetings through channels that allow shareholders to participate under all circumstances, such as online meetings</li> <li>Adhering to good governance and anti-corruption.</li> <li>Manage risks systematically</li> </ul>	<ul style="list-style-type: none"> <li>Set the policy &amp; business operation strategy that will lead to sustainable growth</li> <li>Study &amp; choose to invest in businesses that emphasise and give importance to global sustainability</li> </ul>
<b>Management Executives &amp; Personnel</b> 	<ul style="list-style-type: none"> <li>Organise "CEO Talk" &amp; Town hall meetings to provide clarifications and to take questions quarterly</li> <li>Regularly visit employees at project sites under development</li> <li>Use Microsoft Teams to communicate on a daily basis</li> <li>Work in a "co-working space" environment to facilitate consultation with executives on a daily basis</li> </ul>	<ul style="list-style-type: none"> <li>Know the direction &amp; work policy</li> <li>Opportunity to grow in specific field of work.</li> <li>Listen to innovative ideas and opinions from employees</li> <li>Compensations and benefits</li> <li>Employee potential development</li> <li>Equality and Fundamental Rights</li> <li>Adaptation to the changes that occur</li> </ul>	<ul style="list-style-type: none"> <li>Performance assessment (KPI)</li> <li>Establish a welfare committee to oversee benefits due to employees</li> <li>Setting up "Learning Hub" online study room to increase employees' potential.</li> <li>"Sansiri Week-in Review" to report Sansiri's progress</li> <li>"Successor Programme" for staff planning across organisation for sustainability</li> <li>HR Representative to understand the needs of employees and respond quickly in all departments</li> </ul>
<b>Customers, Lessees &amp; Residents</b> 	<ul style="list-style-type: none"> <li>Take customer satisfaction survey every time throughout the operation process, before and after ownership transfer</li> <li>Sales Staff provide information on a regular basis</li> <li>Home Service Application to regularly inform customers of information &amp; benefits</li> <li>Sansiri Call Centre 1685</li> <li>PLUS Call Centre 02-688-7555</li> </ul>	<ul style="list-style-type: none"> <li>Provide product information through both online &amp; offline channels</li> <li>Quality of product &amp; services before and after ownership transfer</li> <li>Fast-response after-sales services</li> <li>Handle complaints and suggestions effectively &amp; quickly</li> <li>Project security</li> </ul>	<ul style="list-style-type: none"> <li>"Voice of Customer" satisfaction assessment</li> <li>"TOTAL LIVING SOLUTION" service to take care of customers continuously from prior to purchase to end of residency, such as: <ul style="list-style-type: none"> <li>Special privileges for Sansiri Family selected to meet lifestyle &amp; living needs.</li> <li>"Home Care" contact for maintenance and repairs during warranty period</li> <li>"Sansiri Living Care" home health care services for peace of mind beyond warranty period</li> <li>"Sansiri Security Inspection" (SSI) takes care of residents' security 24/7</li> <li>"Plus Living Management" services all dimensions of living in the project</li> </ul> </li> </ul>
<b>Community &amp; Society</b> 	<ul style="list-style-type: none"> <li>Conduct public hearing with the community for projects that fall within the scope of the Environmental Impact Assessment (EIA) requirement</li> <li>Assign a team to interact &amp; meet with the community before and during the construction</li> <li>Hold regular community relations activities</li> <li>Issue opinion questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>Operation must not negatively impact on the well-being of the community</li> <li>Participate in creating a sustainable society and environment to reduce environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>Strictly comply with the environmental impact regulations</li> <li>Organise a community relations unit to process opinions</li> <li>"No One Left Behind" programme to help surrounding communities during challenging times, &amp; support vaccinations to achieve mass immunity</li> <li>Organise activities &amp; provide knowledge on waste separation</li> <li>Introduce "Sansiri Backyard" green areas at all projects</li> </ul>

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<b>Business Associates &amp; Partners</b> 	<ul style="list-style-type: none"> <li>• Open <a href="mailto:cg@sansiri.com">cg@sansiri.com</a> to receive complaints and suggestions</li> <li>• Organise "Annual Quality Day" to foster relationship</li> <li>• Post business cooperation information through <a href="http://www.sansiri.com">www.sansiri.com</a>, Call Centre 1685</li> </ul>	<ul style="list-style-type: none"> <li>• Business performance with shared growth</li> <li>• Fair business competition, transparent and responsible procurement</li> <li>• Develop a spirit of environmental and social responsibility for sustainable growth and development</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange for the signing of the Supplier Code of Conduct agreement</li> <li>• Help "SME Built for All", &amp; support "SME Thai"</li> <li>• "No One Left Behind" programme to help surrounding communities in challenging times and helping to provide vaccines to achieve mass immunity</li> </ul>
<b>Government Agencies</b> 	<ul style="list-style-type: none"> <li>• Government Relations Department is responsible for reporting information, requesting documents, and applying for various permits, such as applying for construction permit, applying for permit to organise an event – every month or every time project construction or some events are being arranged</li> <li>• Monthly report to monitor measures to reduce environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the law.</li> <li>• Disclosure of accurate, transparent, and verifiable information</li> <li>• Completeness of the Environmental Impact Assessment report</li> </ul>	<ul style="list-style-type: none"> <li>• Submit Environmental Impact Assessment report before commencing the project</li> <li>• Submit Environmental Quality Measurement results before commencing project, every 6 months</li> </ul>
<b>Business Competitors</b> 	<ul style="list-style-type: none"> <li>• Provide information on Sansiri's housing projects through <a href="http://www.sansiri.com">www.sansiri.com</a></li> </ul>	<ul style="list-style-type: none"> <li>• Fair competition</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere to, and apply, code of ethics to ensure fair competition</li> </ul>