

Peace and Living Public Company Limited
Policy on the Supervision of Subsidiaries and Associated Companies

To protect the investment interests of Peace and Living Public Company Limited (the "Company"), the Company has established a policy for the supervision and management of direct and indirect subsidiaries and associated companies, along with measures to monitor their management, as follows:

1. The Board of Directors shall appoint or nominate persons to be appointed as directors and/or executives in subsidiaries, at least in proportion to the Company's shareholding in such subsidiaries, unless restricted by other laws or any other cases as prescribed by the securities and exchange laws, notifications of the Capital Market Supervisory Board, or regulations of the Stock Exchange of Thailand. This delegation is to act as representatives in managing and controlling the business operations of those subsidiaries in accordance with the established policies. The delegation of representatives as directors and/or executives in associated companies shall be in accordance with the investment agreements of the respective associated companies. The delegation of the Company's representatives as directors and/or executives in each subsidiary and associated company must be considered and approved by the Board of Directors' meeting, taking into account the suitability for each company.

Furthermore, the directors and/or executives nominated by the Company must be individuals whose names are listed in the database of directors and executives of securities issuing companies (White List). They must possess the necessary qualifications, roles, duties, and responsibilities, and must not have any untrustworthy characteristics as stipulated in the Notification of the Securities and Exchange Commission regarding the determination of untrustworthy characteristics of company directors and executives.

2. The Company's Board of Directors will monitor and ensure that the directors of the subsidiaries and/or associated companies perform their duties and responsibilities in accordance with the law, regulations, and the Company's policies. The Board will also ensure that the directors appointed by the Company to the subsidiaries and/or associated companies attend meetings and cast votes at the board of directors' meetings of the subsidiaries and/or associated companies when considering agenda items significant to their business operations every time.

3. If any transaction or action of a subsidiary constitutes an acquisition or disposition of assets or a connected transaction according to the regulations of the Stock Exchange of Thailand and/or the Office of the Securities and Exchange Commission, which obligates the Company to seek approval from the Company's Board of Directors' meeting and/or the shareholders' meeting, or approval from relevant legal authorities prior to entering into the transaction, the subsidiary may enter into such transaction or action only after receiving approval from the Company's Board of Directors' meeting and/or shareholders' meeting and/or relevant authorities (as the case may be).

4. The subsidiary's directors assigned by the Company to hold positions in the subsidiary have the duty and responsibility to ensure that the subsidiary has appropriate, efficient, and adequately rigorous

internal control, risk management, and anti-corruption systems. This is to ensure that the subsidiary's operations truly comply with the Company's policies, laws, notifications, regulations, and relevant criteria of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand. This includes establishing a clear operational system to demonstrate that the subsidiary has an adequate system for continuously and reliably disclosing significant transactions according to prescribed criteria. There must also be channels for the Company's directors to access the subsidiary's information to effectively monitor its operational performance, financial position, transactions between the subsidiary and its directors, and other significant transactions. Furthermore, a mechanism must be in place to audit such operational systems within the subsidiary by allowing the internal audit team and independent directors of the Company direct access to information. The results of the system audits must be reported to the Company's directors to ensure that the subsidiary consistently operates in accordance with the established systems.

This Policy on the Supervision of the Operations of Subsidiaries and Associated Companies is effective from 14 May 2021 onwards.

A handwritten signature in blue ink, appearing to be 'Sumate Techakraisri', written in a cursive style.

(Mr. Sumate Techakraisri)

Chairperson of the Board of Directors

This Policy was reviewed by the Board of Directors at Meeting No. 2/2026, held on 26 February 2026, and is effective onwards.