

Report of the Remuneration Committee

The Remuneration Committee shall consider the criteria and principle and the form of remuneration for directors and make its recommendation to the Board. The Remuneration of directors shall be approved by the shareholders' meeting. Comparison shall be made to other companies in the same industry, of the same experience, commitment, scopes of roles and responsibilities as well as the remuneration survey of other companies listed on the SET. The remuneration shall be set at a level sufficient to attract and retain qualified persons.

In 2025, the Remuneration Committee has fulfilled and executed its duties and responsibilities in compliance with the Stock Exchange of Thailand's regulations and other activities assigned by the Board. The Committee held 2 meetings within the year, with the attendance of each member shown as below:-

Name	Position	Service Term	Attendance / Total Meetings
(1) Assoc. Prof. Preecha Jarungidanan, Ph.D.	Independent Director and Chairman of the Remuneration Committee	2025-2028	2/2
(2) Mr. Banchong Chittchang	Independent Director	2025-2028	2/2
(3) Mr. Whang Shang Ying	Executive Director	2025-2028	2/2

The substantive agenda of the meetings were as follows:

- 1) Considered and reviewed the appropriateness of the pattern and criteria of the remuneration, including determine the KPI's performance indicators of the executives
- 2) Considered policy and criteria for determining the Managing Director (or CEO)'s remuneration according to current performance (short term) and long-term performance in line with the Company's strategic direction, ensuring future growth and maintaining competitiveness at levels comparable to peers in the same industry. The process can be summarised as follows.

Policy and criteria for determining the Managing Director (or CEO)'s remuneration is based on Corporate KPIs including both financial and non-financial targets, which form the basis for assessing the CEO's performance. These KPIs are submitted to the Remuneration Committee and the Board of Directors for review and approval at the beginning of the year. Once the annual operating results are available, the Remuneration Committee evaluates CEO's performance by comparing against the approved KPIs to determine CEO's remuneration and proposes appropriate remuneration to the Board of Directors for consideration.

The criteria and indicators are clearly defined and transparent under four dimensions:

1. **Finance** : sales growth and achievement of annual budget
 2. **Customer** : customer satisfaction and share price performance
 3. **Operational Excellence** : investment and cost saving
 4. **Human-resource dimensions** : employee engagement and people development
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- 3) Reviewed the annual Directors' remuneration for the year 2026
 - 4) Considered the 2025 annual bonus payment rate and the 2026 annual salary increase rate for employees
 - 5) Assessed its own performance (Self-Assessment) and report the findings to the Board for acknowledgment as a whole and on individual basis
 - 6) Reported their duties to the Board of Directors

Remuneration of Remuneration Committee in 2025 : 151,770 Baht (2024 : 144,540)
Self-Assessment of Remuneration Committee in 2025 : 91.67% (same as 2024)

Assoc. Prof. Preecha Jarungidanan, Ph.D.
Chairman of the Remuneration Committee