

Remuneration of Directors

The Company has established the remuneration policy for directors and sub-directors clearly, transparently, and fairly, taking into consideration suitability for duties, assigned responsibility, and parity with SET-listed industry and business peers of comparable sizes in order to retain qualified directors and enable them to function effectively according to the Company's goals and business directions. The Compensation and Nomination Committee will review the remuneration of directors and sub-directors, propose to the Board of Directors for consideration and obtain further approval from the Annual General Meeting of Shareholders.

Criteria for determining the remuneration of directors and top executives

1. The Board of Directors and the top executive are unable to determine remuneration for themselves due to a conflict of interest. Remuneration is therefore determined by the Compensation and Nomination Committee, taking into account the business performance of the Company and remuneration of directors for listed companies in the same industry.
2. The Company will set the structure/element of remuneration fairly, appropriate to the duties, the assigned responsibility and in accordance with the business performance. The remuneration should be at a level that can motivate and retain such quality directors or equivalent to remuneration in the same industry. This must be clear, transparent, and easy to understand.
3. Shareholders have the rights to consider the criteria and policy of determining directors' remuneration every year. The Board of Directors must present the directors' remuneration to shareholders for consideration and approval. It must be set as the agenda for the Annual General Meeting of Shareholders in order to comply with the principles of good corporate governance.

Types and Methods of Directors' Remuneration

1. Monetary Remuneration

1.1 Meeting Allowance: Reflects the directors' work and incentivizes regular meeting attendance.

Paid to all directors attending the company's board and sub-committee meetings, excluding executive directors.

1.2 Monthly Retainer: Reflects the duties and responsibilities of each committee. Paid monthly to all directors, varying according to their roles, committee memberships, and whether they hold a chair or member position. Executive directors receive a salary covering their managerial responsibilities.

1.3 Special Remuneration: Determined and allocated by the board and the remuneration committee based on the company's performance and the individual responsibilities of each director.

2. Non-Monetary Remuneration: Includes life insurance, group health insurance, training and seminar expenses, travel expenses, and other costs related to performing directors' duties.

Compensation for Executives

The Company established a clear, transparent, and fair compensation policy for executives to reward success in executing the strategy and achieving the goals set by the Board of Directors by considering the following aspects:

- **Compensation Management Based on Performance:** Compensation is contingent on the achievement of goals set by the Company. The performance of executives and employees is evaluated based on the Balanced Scorecard, which encompasses financial, human resources, corporate culture, sustainability, and innovation metrics. The assessment considers the appropriateness concerning duties and responsibilities.
- **Compensation Management to Ensure Competitiveness within the Industry:** Compensation is managed to be competitive with the listed companies in the Stock Exchange of Thailand that operate in the same industries and have comparable business sizes. It is also aligned with significant performance indicators in both the short-term and long-term. The objective is to attract and retain executives possessing the required qualifications and abilities to effectively perform their duties and contribute to achieving the Company's goals and business directions.
- **Compensation Management Aligned with Shareholder Expectations:** Compensation is measured against both short-term and long-term performance, aligned with the company's strategy and goals, as well as continuously creating added value for shareholders.