

**Agenda Item 7: To consider and approve the remuneration of the Board of Directors and Sub-Committees for 2026**

Opinion of the Nomination and Remuneration Committee and the Board of Directors: It is deemed appropriate to propose that the Meeting consider.

**1) For Consideration: Conference Remuneration Fee for the Fiscal Year 2026 (comparing with the year of 2025 and 2024)**

(Unit : THB)

Position	Board of Directors			Audit Committee			Risk Management Committee			Nomination & Remuneration Committee			Good Corporate Governance and Sustainable Development Committee			Executives Committee		
	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024
<b>1. Chairman</b>	<b>25,000</b>	25,000	25,000	<b>25,000</b>	25,000	25,000	<b>20,000</b>	20,000	20,000	<b>20,000</b>	20,000	20,000	<b>20,000</b>	20,000	20,000	<b>7,500</b>	7,500	7,500
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>2. Director</b>	<b>20,000</b>	20,000	20,000	<b>18,000</b>	18,000	18,000	<b>15,000</b>	15,000	15,000	<b>15,000</b>	15,000	15,000	<b>15,000</b>	15,000	15,000	<b>5,000</b>	5,000	5,000
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>3. Secretary to Committee</b>	<b>8,000</b>	8,000	8,000	<b>8,000</b>	8,000	8,000	<b>8,000</b>	8,000	8,000	<b>8,000</b>	8,000	8,000	<b>8,000</b>	8,000	8,000	-	-	-
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Remark: Independent Director who has appointed as Chairman of the Board of Directors will earn right to receive the conference remuneration fee with the compensation rate of the highest current position of each committee.

**2) For Consideration: Annual Remuneration Fee for the Fiscal Year 2026 (comparing with the year of 2025 and 2024)**

(Unit : THB)

Position	Board of Directors			Audit Committee			Risk Management Committee			Nomination & Remuneration Committee			Good Corporate Governance and Sustainable Development Committee			Executive Committee		
	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024	Y 2026	Y 2025	Y 2024
<b>1. Chairman</b>	<b>750,000</b>	750,000	750,000	<b>300,000</b>	300,000	300,000	<b>100,000</b>	100,000	100,000	<b>100,000</b>	100,000	100,000	<b>100,000</b>	100,000	100,000	<b>500,000</b>	500,000	500,000
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>2. Director</b>	<b>300,000</b>	300,000	300,000	<b>200,000</b>	200,000	200,000	<b>100,000</b>	100,000	100,000	<b>100,000</b>	100,000	100,000	<b>100,000</b>	100,000	100,000	<b>200,000</b>	200,000	200,000
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>3. Secretary to Committee</b>	<b>50,000</b>	50,000	50,000	<b>50,000</b>	50,000	50,000	<b>25,000</b>	25,000	25,000	<b>25,000</b>	25,000	25,000	<b>25,000</b>	25,000	25,000	-	-	-
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>4. Company Secretary</b>	<b>100,000</b>	100,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (Baht)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increased compared to last year (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: Independent Director who has appointed as Chairman of the Board of Directors will earn right to receive the yearly remuneration fee with the compensation rate of the highest current position of each committee.

Position	Maximum Payment			
	Y 2026	Y 2025	Y 2024	
<u>The maximum of the all compensation payment is set as follows:</u>				
1) Chairman of the Board of Directors	<b>3,500,000</b>	3,500,000	2,500,000	<ul style="list-style-type: none"> <li>- If any director holds more than one position, the payment will pay calculate the sum of all types of compensation including Conference Remuneration Fee and Yearly Remuneration Fee which must not exceed the ceiling rate or the maximum limit of each position that the director holds. However, if the director holds more than one position, the payment will be from the ceiling position of the highest position only.</li> <li>- The maximum of the all compensation payment for all directors is set in the total not exceeding THB 18,000,000.00.</li> </ul>
2) Chairman of the Executive Committee	<b>2,500,000</b>	2,500,000	1,800,000	
3) Chairman of All Committees (Except: Chairman of Board of Director and Chairman of Executive Committee)	<b>1,500,000</b>	1,500,000	1,000,000	
4) Chief Executive Officer	<b>1,000,000</b>	1,000,000	1,000,000	
5) Executive Director	<b>800,000</b>	800,000	800,000	
6) Director of Any Committee (Except: Executive Committee)	<b>400,000</b>	400,000	400,000	

**Compensation / other benefit-in-kind that are not monetary**

Year 2026 : No  
Year 2025 : No  
Year 2024 : No

**Meeting attendance and the remuneration payment for each member of the Board of Directors**

Meeting attendance of the Board of Directors and Sub-committees for the year 2024 and 2025

No.	Name	Board of Directors			Audit Committee			Risk Management Committee			Nomination and Remuneration Committee			Good Corporate Governance and Sustainable Development Committee			Executive Committee <sup>2)</sup>		
		2024 (6 meetings)	2025 (8 meetings)		2024 (5 meetings)	2025 (6 meetings)		2024 (4 meetings)	2025 (4 meetings)		2024 (3 meetings)	2025 (4 meetings)		2024 (4 meetings)	2025 (4 meetings)		2024 (22 meetings)	2025 (19 meetings)	
			Physical	Online		Physical	Online		Physical	Online		Physical	Online		Physical	Online			
<b>Board of Directors and Sub-committees Members</b>																			
1	Dr. Gunkul Dhumrongpiyawut <sup>2)</sup>	6/6	4/8	4/8															
2	Dr. Chongrak Rarueysong <sup>1)</sup>	6/6	3/8	5/8	5/5	2/6	4/6						4/4	0/4	4/4				
3	Assoc. Prof Dr. Panarat Panmanee <sup>1) 2) 3)</sup>	6/6	3/8	5/8	5/5	2/6	4/6												
4	Mr. Tarakorn Angpubate <sup>1)</sup>	6/6	5/8	3/8	5/5	5/6	1/6	4/4	0/4	4/4									
5	Pol.Maj.Gen. Visit Sukarasep <sup>1)</sup>	5/5	3/8	5/8							3/3	4/4	0/4						
6	Mr. Somchai Trairatanapirom <sup>1)</sup>	5/5	3/8	5/8				2/2					4/4	1/4	3/4				
7	Mrs. Tipawan Chayutimanta <sup>1) 6) 7)</sup>	-	3/4	1/4															
8	Ms. Sopacha Dhumrongpiyawut	6/6	6/8	2/8				4/4	0/4	4/4							22/22	0/19	18/19
9	Dr. Somboon Aueatchasai	6/6	5/8	3/8													22/22	0/19	19/19
10	Ms. Naruechon Dhumrongpiyawut <sup>2)</sup>	6/6	5/8	3/8													22/22	0/19	19/19
11	Mr. Chaisiri Wattanachannarong <sup>5)</sup>	-	5/5	-															
12	Mrs. Areewan Chaloezman <sup>6)</sup>	6/6	2/4	2/4													22/22	0/19	19/19
13	Mr. Chaloezman Sricharoen <sup>5)</sup>	6/6	2/3	1/3													22/22	0/19	18/19

No.	Name	Board of Directors			Audit Committee			Risk Management Committee			Nomination and Remuneration Committee			Good Corporate Governance and Sustainable Development Committee			Executive Committee <sup>2)</sup>		
		2024 (6 meetings)	2025 (8 meetings)		2024 (5 meetings)	2025 (6 meetings)		2024 (4 meetings)	2025 (4 meetings)		2024 (3 meetings)	2025 (4 meetings)		2024 (4 meetings)	2025 (4 meetings)		2024 (22 meetings)	2025 (19 meetings)	
			Physical	Online		Physical	Online		Physical	Online		Physical	Online		Physical	Online		Physical	Online
14	Mr. Chanin Chaonirattisai <sup>1)</sup>						2/2	1/4	3/4										
15	Dr. Sirada Jarutakanont <sup>1)</sup>												2/2	1/4	3/4				
16	Mrs. Yaovanut Kwangsukstith <sup>1)</sup>									1/1	4/4	0/4							
<b>Directors who resigned, retired by rotation, or passed away during 2025 and received remuneration</b>																			
1	Dr. Somchint Pilouk <sup>3)4)</sup>	6/6	1/1	-	5/5	1/2	1/2												
2	Mr. Theerapab Punyasakhon <sup>7)</sup>									1/1	3/3	-							

**Notes:**

- 1) Independent Director
- 2) The 2025 Annual General Meeting of Shareholders held on 22 April 2025 resolved to approve the appointment of directors in replacement of those retiring by rotation.
- 3) The Board of Directors' Meeting No. 2/2025, held on 22 April 2025, resolved to appoint an independent director, who retired by rotation and was re-elected by the 2025 Annual General Meeting of Shareholders, to serve as a member of the Audit Committee.
- 4) Director who retired by rotation and did not seek re-election at the 2025 Annual General Meeting of Shareholders.
- 5) Mr. Chaloepon Sricharoen resigned from his position as Director (Executive Director) on 22 June 2025. The Board of Directors' Meeting No. 4/2025, held on 23 June 2025, resolved to appoint Mr. Chaisiri Wattanachannarong as Director (Executive Director) in replacement, effective from 23 June 2025.
- 6) Mrs. Areewan Chaloezman resigned from her position as Director (Executive Director) on 12 August 2025. The Board of Directors' Meeting No. 5/2025, held on 13 August 2025, resolved to appoint Mrs. Tipawan Chayutimanta as Director (Independent Director) in replacement, effective from 13 August 2025.
- 7) Mr. Theerapab Punyasakhon retired from his position on 1 September 2025 due to his passing. The Board of Directors' Meeting No. 7/2025, held on 13 November 2025, resolved to Mrs. Tipawan Chayutimanta as a member of the Nomination and Remuneration Committee in replacement of the vacant position, with her first meeting scheduled in early 2026.

**Remuneration of the Board of Directors and Sub-committees**

In 2024 and 2025, the Company had the directors' remuneration, both monetary and non-monetary, as follows:

**1. Monetary Remuneration:** The total amount of all committee's remuneration was THB 9,535,670.14 in 2024 and THB 9,472,009.20 in 2025.

No.	List		Remuneration for the year 2024 <sup>2) 3) 4)</sup>			Remuneration for the year 2025 <sup>2) 3) 4)</sup>		
			(Meeting Allowance and Annual Remuneration)			(Meeting Allowance and Annual Remuneration)		
			Board of Directors	Sub-committees	Total Remuneration	Board of Directors	Sub-committees	Total Remuneration
<b>Board of Directors and Sub-committees members</b>								
1	Dr. Gunkul	Dhumrongpiyawut	400,000.00	585,000.00	<b>985,000.00</b>	925,000.00	-	<b>925,000.00</b>
2	Dr. Chongrak	Rarueysong <sup>1)</sup>	400,000.00	290,000.00	<b>690,000.00</b>	440,000.00	610,000.00	<b>1,050,000.00</b>
3	Assoc. Prof. Dr. Panarat	Panmanee <sup>1)</sup>	400,000.00	470,000.00	<b>870,000.00</b>	440,000.00	308,000.00	<b>748,000.00</b>
4	Mr. Tarakorn	Angpubate <sup>1)</sup>	400,000.00	290,000.00	<b>690,000.00</b>	440,000.00	488,000.00	<b>928,000.00</b>
5	Pol.Maj.Gen. Visit	Sukarasep <sup>1)</sup>	286,043.96	246,816.19	<b>532,857.15</b>	440,000.00	180,000.00	<b>620,000.00</b>
6	Mr. Somchai	Trairatanapirom <sup>1)</sup>				440,000.00	180,000.00	<b>620,000.00</b>
7	Mrs. Tipawan	Chayutimanta <sup>1)</sup>	400,000.00	660,000.00	<b>1,060,000.00</b>	194,945.65	13,315.22	<b>208,260.87</b>
8	Ms. Sopacha	Dhumrongpiyawut	490,000.00	200,000.00	<b>690,000.00</b>	440,000.00	660,000.00	<b>1,100,000.00</b>
9	Dr. Somboon	Aueatchasai	400,000.00	200,000.00	<b>600,000.00</b>	456,472.22	200,000.00	<b>656,472.22</b>
10	Ms. Naruechon	Dhumrongpiyawut	400,000.00	200,000.00	<b>600,000.00</b>	529,527.78	200,000.00	<b>729,527.78</b>
11	Mr. Chaisiri	Wattanachannarong				256,593.41	-	<b>256,593.41</b>
12	Mrs. Areewan	Chaloemdan	400,000.00	200,000.00	<b>600,000.00</b>	245,054.35	200,000.00	<b>445,054.35</b>
13	Mr. Chaloepon	Sricharoen	-	93,186.81	<b>93,186.81</b>	183,406.59	200,000.00	<b>383,406.59</b>
14	Mr. Chanin	Chaonirattisai <sup>1)</sup>	-	93,186.81	<b>93,186.81</b>	-	160,000.00	<b>160,000.00</b>
15	Dr. Sirada	Jarutakanont <sup>1)</sup>	-	78,186.81	<b>78,186.81</b>	-	160,000.00	<b>160,000.00</b>
16	Mrs. Yaovanut	Kwangsukstith <sup>1)</sup>	-	78,186.81	<b>78,186.81</b>			
<b>Directors who resigned, retired by rotation, or passed away during 2025 and received remuneration</b>								
1	Dr. Somchint	Pilouk <sup>1)</sup>	286,043.96	160,000.00	<b>446,043.96</b>	112,307.69	97,538.46	209,846.15
2	Mr. Theerapab	Punyasakhon	400,000.00	585,000.00	<b>985,000.00</b>	-	111,847.83	111,847.83
<b>Directors who resigned/completed their terms during the year 2024 and received remuneration</b>								
1	Gen. Tarnchaiyan	Srisuwan <sup>1)</sup>	113,956.04	-	<b>113,956.04</b>	-	-	-
2	Mr. Decha	Chooligorn <sup>1)</sup>	-	66,813.19	<b>66,813.19</b>	-	-	-
3	Mr. Hathai	Uthai <sup>1)</sup>	-	66,813.19	<b>66,813.19</b>	-	-	-
4	Mr. Pongtep	Thithapand <sup>1)</sup>	-	66,813.19	<b>66,813.19</b>	-	-	-
5	Mr. Thitipong	Techaratanayuenyong	-	123,813.19	<b>123,813.19</b>	-	-	-
6	Mrs. Somluk	Kanuenghet	-	115,813.19	<b>115,813.19</b>	-	-	-
			<b>5,251,043.96</b>	<b>4,284,626.38</b>	<b>9,535,670.34</b>	<b>5,543,307.69</b>	<b>3,928,701.51</b>	<b>9,472,009.20</b>

Notes: 1) Independent Director

2) The Company pays annual remuneration on a quarterly basis. The annual remuneration for Quarters 1–4 is paid within the same year. Accordingly, the annual remuneration disclosed in the “Remuneration” table reflects the amount recognized in accordance with the accounting period of that respective year.

3) For the years 2024 and 2025, the entire Executive Committee, comprising five (5) members, waived their meeting allowances for all meetings, totaling 22 meetings and 19 meetings, respectively.

4) In 2024, all twelve (12) directors waived their meeting allowances for the Board of Directors’ Meeting No. 2/2024, totaling Baht 245,000. In 2025, all eleven (11) directors waived their meeting allowances for the Board of Directors’ Meeting No. 2/2025, totaling Baht 233,000.

In addition, the Company's independent directors do not serve as independent directors in any of the Company's subsidiaries or peer subsidiaries.

**2. Compensation / other benefit-in-kind that are not monetary:** Year 2024: No Year 2025: No

**Positions Held on the Board of Directors and Sub-Committees**

No.	Name	Position Starting Date	Total Tenure as at Present (as of 31 December 2025)						Date of Resignation / End of Term	Number of Months in Office	
			Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Good Corporate Governance and Sustainable Development Committee	Executive Committee		2024	2025
										(Month)	(Month)
<b>Board of Directors and Sub-committees members</b>											
1	Dr. Gunkul Dhumrongpiyawut	10 August 2009	16 Y 5 M							12	12
2	Dr. Chongrak Rarueysong 1)	3 July 2015 / 3 July 2015 / 3 July 2015	10 Y 6 M	10 Y 6 M			9 Y 6 M			12	12
3	Assoc. Prof. Dr. Panarat Panarat	20 April 2018 / 14 May 2018	7 Y 8 M	7 Y 7 M						12	12
4	Mr. Tarakorn Angpubate 1)	20 April 2018 / 14 December 2023 / 20 February 2019	7 Y 8 M	5 Y	6 Y 10 M					12	12
5	Pol.Maj.Gen. Visit Sukarasep 1)	24 April 2024 / 20 February 2019	1 Y 8 M			6 Y 10 M				12	12
6	Mr. Somchai Trairatanapirom 1)	24 April 2024 / 22 June 2015 / 25 February 2013	1 Y 8 M				12 Y 10 M		13 May 2024 2)	12	12
7	Mrs. Tipawan Chayutimanta 1)	13 August 2025 / 13 November 2025	4 M			1 M				-	4
8	Ms. Sopacha Dhumrongpiyawut	10 August 2009 / 10 August 2009 / 10 August 2009	16 Y 5 M		16 Y 5 M			16 Y 5 M		12	12
9	Dr. Somboon Aueatchasai	9 June 2010 / 10 August 2009	15 Y 7 M					16 Y 5 M		12	12
10	Ms. Naruechon Dhumrongpiyawut	10 August 2009 / 10 August 2009	16 Y 5 M					16 Y 5 M		12	12
11	Mr. Chaisiri Wattanachannarong	23 June 2025	6 M							-	6
12	Mrs. Areewan Chaloemdan	10 August 2009 / 10 August 2009						16 Y 5 M	12 August 2025 3)	12	8
13	Mr. Chaloempon Sricharoen	10 August 2009 / 10 August 2009						16 Y 5 M	22 June 2025 4)	12	6
14	Mr. Chanin Chaonirattisai 1)	14 May 2024			1 Y 7 M					7	12
15	Dr. Sirada Jarutakanont 1)	14 May 2024					1 Y 7 M			7	12
16	Mrs. Yaovanut Kwangsukstith 1)	14 May 2024				1 Y 7 M				7	12

No.	Name	Position Starting Date	Total Tenure as at Present (as of 31 December 2025)						Date of Resignation / End of Term	Number of Months in Office	
			Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Good Corporate Governance and Sustainable Development Committee	Executive Committee		2024	2025
										(Month)	(Month)
<b><u>Directors who resigned, retired by rotation, or passed away during 2025 and received remuneration</u></b>											
1	Dr. Somchint Pilouk <sup>1)</sup>	3 August 2023	1 Y 8 M	1 Y 8 M					21 April 2025	12	4
2	Mr. Theerapab Punyasakhon	14 May 2024				8 M			31 August 2025	12	8

Note: 1) Independent director  
2) Resigned from the position of Risk Management Committee member on 13 May 2024.  
3) Resigned from the position of Director on 12 August 2025.  
4) Resigned from the position of Director on 22 June 2025.

#### Changes in the Board of Directors in 2025

At the 2025 Annual General Meeting of Shareholders held on 22 April 2025, a resolution was passed to re-elect three (3) directors who retired by rotation to serve another term, as follows:

1. Dr. Gunkul Dhumrongpiyawut – Director (Non-Executive Director)
2. Assoc. Prof. Dr. Panarat Panmanee – Director (Independent Director)
3. Ms. Naruechon Dhumrongpiyawut – Director (Executive Director)

One director, namely Dr. Somchint Pilouk, did not seek re-election upon completion of his term.

Subsequent to the 2025 Annual General Meeting of Shareholders, there were additional changes in the Board of Directors during the year as follows:

1. Mr. Chaloepon Sricharoen resigned from his position as Director (Executive Director) on 22 June 2025. The Board of Directors' Meeting No. 4/2025, held on 23 June 2025, resolved to appoint Mr. Chaisiri Wattanachannarong as Director (Executive Director) in replacement, effective from 23 June 2025.
2. Mrs. Areewan Chaloezman resigned from her position as Director (Executive Director) on 12 August 2025. The Board of Directors' Meeting No. 5/2025, held on 13 August 2025, resolved to appoint Mrs. Tipawan Chayutimanta as Director (Independent Director) in replacement, effective from 13 August 2025.

#### Appointment of Sub-Committee member

Mr. Theerapab Punyasakhon ceased to serve as a member of the Nomination and Remuneration Committee on 1 September 2025 due to his passing, resulting in a vacancy in such position.

At the Board of Directors' Meeting No. 7/2025, held on 13 November 2025, a resolution was passed to appoint Mrs. Tipawan Chayutimanta to serve as a member of the Nomination and Remuneration Committee in replacement of the vacant position.