



Policy on the Recruitment and Compensation of the Chief Executive Officer

The Company places a strong emphasis on a transparent process and criteria for recruiting the Chief Executive Officer (CEO) in line with good corporate governance principles. This ensures the selection of an individual who possesses the knowledge, ability, leadership skills, and experience appropriate for the nature of the business. The individual must also not have any prohibited characteristics as per relevant laws and regulations. Furthermore, the compensation for the CEO must be at a suitable level that serves as an incentive for performance and fosters the sustainable growth of the organization.

1. Qualifications of the Chief Executive Officer

The Board of Directors delegates the duty of recruiting qualified candidates for the CEO position to the Nomination and Remuneration Committee. This committee then proposes candidates to the Board of Directors for appointment based on the following criteria:

- 1) Possesses knowledge, ability, and experience relevant to the Company's business group.
- 2) Has experience as an organizational leader, strong leadership skills, and is recognized by relevant business organizations.
- 3) Possesses ethics and integrity.
- 4) Is responsible, committed to working professionally, and has sufficient time to perform duties.
- 5) Meets other qualifications that the Nomination and Remuneration Committee deems necessary and relevant with the business direction over the next 3-5 years.
- 6) Does not engage in any business of the same nature that competes with the Company's business, or serve as a partner or director in any other Company of the same nature that competes with the Company's business, whether for their own benefit or that of others.
- 7) Fully meets all qualifications and does not have any prohibited characteristics under the Public Company Limited Act and other relevant laws.

2. Recruitment Process for the Chief Executive Officer

The Human Resources Department and/or the Nomination and Remuneration Committee screens and selects candidates who meet the specified criteria, from both within and outside the organization.

The Nomination and Remuneration Committee reviews and approves the candidates before proposing them to the Board of Directors for appointment.

3. Performance Evaluation and Compensation

The Nomination and Remuneration Committee is responsible for reviewing and approving the performance evaluation and compensation of the CEO before proposing them to the Board of Directors for approval. The details are as follows:

- 1) The compensation of the Chief Executive Officer.
- 2) The setting of annual performance indicators for the CEO, covering both financial and non-financial metrics, to be considered appropriate for the Company's business context. This may include, but not limited to, the following indicators:

(1) Financial indicators, such as:

- Achieving sales growth targets.
- Achieving sales volume growth targets.
- Achieving Increased EBITDA as a percentage of total revenue target (EBITDA Margin)

(2) Non-financial indicators, such as:

- **Customer-focused:** The ability to retain existing customers and acquire new ones, responsiveness in products and services, and creating customer satisfaction.
 - **Personnel Development:** Retention and attraction of talented personnel, and the development of employees' skills, including digital skills, relevant to their positions.
 - **Internal Process Development:** Collaboration among business units and increasing the efficiency of internal management.
 - **Organizational Sustainability Development (ESG):** Environmental, social, and governance aspects.
- 3) The establishment of criteria for the annual performance evaluation.
- 4) The annual performance evaluation, salary adjustment, and annual bonus determination.
- The consideration of the CEO's compensation will be based on the following factors:
- 1) Scope of duties and responsibilities.
 - 2) Performance in accordance with policies received from the Board of Directors.
 - 3) The Company's performance compared to the industry group.
 - 4) Business development and growth, and the increase of operational efficiency.
 - 5) The development of the organization toward sustainability in economic, social, and environmental aspects.
 - 6) The compensation should be an incentive that drives the organization toward success and is competitive to other players.
 - 7) The compensation should be linked to performance against long-term goals over 3-5 years, or as appropriate for the Company's business cycle, in order to retain high-potential individuals within the organization.

4. CEO Succession Plan

The CEO is directly responsible, in collaboration with the Human Resources Department, for preparing the succession plan, proposing successors, and creating a development plan for the knowledge and skills necessary for the successors. This is undertaken under the supervision of the Nomination and Remuneration Committee, with progress reported to the Board of Directors at least 2 times per year.

This policy has been approved by the Nomination and Remuneration Committee and was approved at the Board of Directors meeting No. 7 /2568 on 14 August 2025 and will be effective from the date of approval.

(Mr. Veerasak Kositpaisal)

Acting Chairman of the Board of Directors