The remuneration of the board of directors

(GRI: 2-19)

Pursuant to the Section 90 of the Public Limited Companies Act, B.E. 2535. "The company will not pay money or give any property to a director, unless it is a payment of remuneration under the articles of association of the company. In the case where the articles of association of the company is not stipulated, the payment of remuneration under paragraph one will be in accordance with the resolution of the meeting of shareholders based on a vote of not less than two thirds of the total number of votes of the shareholders attending the meeting."

Article 22 ARTICLES OF ASSOCIATION The Company's Directors are entitled to remuneration from the Company in the form of reward, meeting allowance, gratuity, bonus or other kinds of benefit as considered and approved by the shareholders meeting with the votes of not less than two-thirds (2/3) of the total shareholders attending the meeting. Such remuneration may be fixed in an exact amount or by a specific principle and may be fixed from time to time or perpetually until the shareholders meeting will resolve to change in otherwise. In addition, the Company's Directors is entitled to allowance and welfare pursuant to the Company's regulations.

The provision in Paragraph one shall not affect the rights of the directors appointed from the Company's employees or staff who is entitled to the remuneration and benefits as the Company's employees or staff.

The Board of Directors is to propose a fair and appropriate remuneration to each director of the Company based on market conditions, business competition, nature of business, operating results, the Company's financial standing as well as responsibilities, duties, and performance of each director. The director who also performs the duty as an Audit Committee member will also receive the allowance of the Audit Committee. The director who also performs the duty as a member of the Nomination Remuneration and Corporate Governance Committee will also receive the allowance of the Nomination Remuneration and Corporate Governance Committee.

However, the remuneration for the directors will be approved by the Shareholders' meeting and the remuneration of the Executives will be approved by the Board of Directors meeting.

1) Yearly remuneration
2) Board of Director Meeting Allowance
3) Audit Committee Meeting Allowance
4) Nomination Remuneration and Corporate Governances Committee Meeting
5) Bonus which is considered as per proposed by the Nomination and Remuneration Committee to the Board of Directors under the amount approved by the shareholders' meeting.

Guidelines

1) Directors' remuneration must be approved by the company's shareholder meeting.
2) The remuneration of directors is proposed by the Nomination and Remuneration Committee then the board must review the proposal before presenting it to the annual general shareholders' meeting for approval.
3) Remuneration depends on each director's responsibilities, duties, performance added with attendance fee; Board meetings, Audit Committee Meeting, NRCG meeting with fixed rate paid to the Chairman and each director.
4) Director who has been holding office for less than one year, his remuneration is based on the office period in the year.
5) Bonus for directors based on the Company's operating result and not exceeding the amount approved by the shareholders' meeting.
6) Remuneration will follow what has been approved by AGM only without any other additional privileges
7) Any change will be presented and reviewed in the NRCG meeting then to the Board of Directors meeting and proposed to the shareholder meeting accordingly.
8) The disclosure of each remuneration either individual or entire payment should be presented in the annual report via SET and the website of the company.

Types of remuneration of the board of directors

The Board of Directors approved the following remuneration proposal for directors for the year 2024 without additional benefits or privileges to the AGM:		Amount	Unit
1	Yearly remuneration	30,000	THB/Person
2	Board of Director Meeting Allowance		
	Chairman of the Board	45,000	THB/Meeting
	Director	30,000	THB/Meeting
3	Audit Committee Meeting Allowance		
	Chairman of the Audit Committee	45,000	THB/Meeting
	Audit Committee	30,000	THB/Meeting
4	Nomination, Remuneration and Corporate Governance Committee Meeting		
	Chairman of the NRCG Committee	18,000	THB/Meeting
	NRCG Committee	12,000	THB/Meeting
5	Bonus allocation based on yearly operating result	Not exceed THB 500,000	Allocated to the Board Members

Detail of the remuneration of each director over the past year

The remuneration for the directors approved by the Shareholders meeting is a fair and appropriate remuneration to each director and executive of the Company based on market conditions, business competition, nature of business, operating results, the Company's financial standing as well as responsibilities, duties, and performance of each director.

Name of Directors/Board of Directors		Company				Total monetary remuneration from subsidiaries (Baht)
		Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1	Mr. Sripop Sarasas			450,855		N/A
Board of Directors (Chairman of the board of directors)		225,000	45,855	270,855	-	
Audit Committee (Chairman of the audit committee)		180,000	0	180,000	-	
2	Mr. Ben Harrath Faouzi			195,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
3	Ms. Nishita Shah			195,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
4	Mr. Krishnan Subramanian Aylur			231,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
Nomination Remuneration and Corporate Governance Committee (Member)		36,000	0	0	-	
5.1	Mr.Geza Emil Perlaki/1 Resigned effective August 8, 2025			120,000		
Board of Directors (Director)		120,000	0	120,000	-	
Executive Committee (The chairman)		0	0	0	-	
Risk Management and Sustainable Development Committee (The chairman)		0	0	0	-	
5.2	Mr. Sathish Kumar Pushparaj/1/2 Appointed to the position, effective 8 August 2025.			48,218		N/A
Board of Directors (Director)		30,000	18,218	48,218	-	
Executive Committee (The chairman)		0	0	0	-	
Risk Management and Sustainable		0	0	0	-	

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Name of Directors/Board of Directors	Company				Total monetary remuneration
Development Committee (The chairman)					
6 Mrs. Ladda Chatchaluay			369,855		N/A
Board of Directors (Director)	150,000	45,855	195,855	-	
Audit Committee (Member)	120,000	0	120,000	-	
Nomination Remuneration and Corporate Governance Committee (The chairman)	54,000	0	54,000	-	
7 Mr. Timothe Arthur Maria Van Den Bossche			219,855		N/A
Board of Directors (Director)	150,000	45,855	195,855	-	
Executive Committee (Member)	0	0	0	-	
Nomination Remuneration and Corporate Governance Committee (Member)	24,000	0	24,000	-	
8 Mrs. Vannee Abakaz			351,855		N/A
Board of Directors (Director)	150,000	45,855	195,855	-	
Audit Committee (Member)	120,000	0	120,000	-	
Nomination Remuneration and Corporate Governance Committee (Member)	36,000	0	0	-	

Executives serving on sub-committees:

SUTHA assigns executives to participate in sub-committees, such as the Risk Management and Sustainability Development Committee. These executives are **compensated** for their attendance at meetings, with payment corresponding to the actual number of sessions they attend, as detailed below:

Name / subcommittee	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
9.1 Mr. Geza Emil Perlaki[/1]			3,000		N/A
Risk Management and Sustainable Development Committee (The chairman) Resigned effective August 8, 2025	3,000	0	3,000	-	
9.2 Mr. Sathish Kumar Pushparaj[/1/2]			3,000		N/A
Risk Management and Sustainable Development Committee (The chairman) Appointed to the position, effective 8 August 2025.	3,000	0	3,000	-	
10 Mr. Keetawit Malanon			3,000		N/A
Risk Management and Sustainable Development Committee (member) Resigned effective September 18, 2025	3,000	0	3,000	-	
11 Mr. Somchai Jaturanont			6,000		N/A
Risk Management and Sustainable Development Committee (member)	6,000	0	6,000	-	
12 Mrs. Sutharinee Chairatana			6,000		
Risk Management and Sustainable Development Committee (member)	6,000	0	6,000	-	
13 Ms. Bunyawhad Thanasomboon			6,000		N/A
Risk Management and Sustainable Development Committee (member)	6,000	0	6,000	-	
14 Mr. Sorawee Reungtap			6,000		N/A
Risk Management and Sustainable Development Committee (member)	6,000	0	6,000	-	

Summary of the remuneration of each committee over the past year

Name of Board and Subcommittee	Meeting allowance	Other monetary remuneration	Total (Baht)
1.Board of Directors	1,275,000	339,203	1,614,203
2. Audit Committee	420,000	0	420,000
3. Executive Committee	0	0	0
4. The Nomination, Remuneration and Corporate Governance Committee	150,000	0	150,000
5. Risk Management and Sustainable Development Committee	0	0	0
Total (Baht)	**1,845,000**	**339,203**	**2,184,203**

Name of Board and Subcommittee	Meeting allowance	Other monetary remuneration	Total (Baht)
Risk Management and Sustainable Development Committee	33,000	-	33,000

Unit : Baht	2023	2024	2025
Remuneration – Meeting Allowance	1,350,000	1,155,000	1,275,000
Yearly Remuneration *(*) Calculated based on days in position*	240,000	240,000	221,918/*
Bonus - Year Bonus consider from the operating result *(**) Adjusted to payment year*	126,840/**	290,000/**	117,285/*
Total (Baht)	1,716,840	1,685,000	1,614,203
The Audit Committee Remuneration			
Remuneration – Meeting Allowance	420,000	420,000	420,000
Total	420,000	420,000	420,000
The Nomination, Remuneration and Corporate Governance Committee Remuneration	96,000	108,000	150,000
Grand Total Baht Per Year	2,232,840	2,213,000	2,184,203

Note

1. In 2025, the Nomination, Remuneration, and Corporate Governance Committee assessed the qualifications of the nominated candidate and submitted their recommendation for approval at Board Meeting No. 4/2025. Mr. Sathish Kumar Pushparaj was appointed as Director, Managing Director, Chairman of the Executive Committee, and Chairman of the Risk Management and Sustainability Development Committee, succeeding Mr. Geza Emil Peraki, with effect from August 8, 2025.
2. Mr. Sathish Kumar Pushparaj was nominated for the position of General Manager of Carmeuse Middle East and Asia in Thailand by the Carmeuse, an indirect shareholder, and commenced his role on July 1, 2025. On June 20, 2025, the Nomination Committee convened an off-plan meeting (No. 3/2025) to evaluate the candidate's suitability for senior executive and directorial responsibilities. The committee determined that Mr. Pushparaj's qualifications are well-aligned with the organization's strategic direction and Skill Matrix.
3. Compensation for performing duties and attending meetings of the Risk Management and Sustainability Development Committee. The Board of Directors' Meeting No. 5/2024 approved the payment of executive-level compensation to the executives, coordinators, and the secretary serving on the Risk Management and Sustainability Development Committee.

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year(Baht) : 0.00