

Report of the Executive Board

Dear Shareholders,

The Board of Directors has appointed the Executive Board to support the management of the Company’s business in compliance with the strategy, policy, and business plan, as determined by the Company, as well as to perform other duties as assigned by the Board of Directors, in the interests of the Company and its shareholders, and reviews and revises the business plans of the Company and its subsidiaries to suit the current situation for present to the Board of Directors’ meeting.

In 2025, the Executive Board reviewed and monitored the operating performance of the Company and its subsidiaries, and held a total of 12 meetings to consider various matters according to the scope of duties and responsibilities, summarized as follows:

Meeting attendance information of the Executive Board in 2025

Directors		Position	Total Number of Meeting
1. Mr. Watchai	Vilailuck	Executive Chairman & Chief Executive Officer	11/12 ⁽¹⁾
2. Mr. Charoenrath	Vilailuck	Executive Director	12/12
3. Mr. Thananan	Vilailuck	Executive Director	9/12 ⁽¹⁾
4. Mr. Jong	Diloksombat	Executive Director	12/12
5. Miss Chotika	Kamloonwesaruch	Executive Director	12/12
6. Mr. Suchart	Duangtawee	Executive Director	12/12
7. Mr. Dhilokpat	Nisamaneevong	Executive Director	12/12

Remark: ⁽¹⁾ On oversea business trip.

The Executive Board reported results from the meeting including comments and recommendations to the Board of Directors for considerations. The matters can be summarized as follows:

- Specified and reviewed the Company and its subsidiaries’ mission, vision, strategy, and business plan

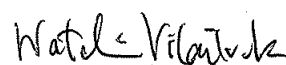
The Executive Board specified and reviewed vision, mission and business operation plans of the Company and its subsidiaries, by specifying that the meeting shall be arranged of management at least twice a year, starting from the manager level and above to such plans shall be conveyed to the management and all employees for their acknowledgement and compliance, so that the targets should be achieved as per specified.

- Reviewed and monitored performance of the Company and its subsidiaries

The Executive Board reviewed and monitored performance of the Company and its subsidiaries every month, including the progress of projects, along with suggestions to enhance operational efficiency in alignment with the strategic plan and business plan.

- Considered and approved the Company's annual budget and investment
The Executive Board considered and approved the Company's business plans, annual budget, and investment plans, including significant financial and credit transactions of the Company and its subsidiaries for subsequent approval by the Board of Directors.
- Specified remuneration's structure policy, forms and criteria of remuneration's payment
The Executive Board has considered annual salary increase for 2026, 2025 Bonus and 2026 Bonus Payment Policy, prepared for the Nominating and Compensation Committee's consideration prior to further consideration of the Board of Directors' meeting.
- Considered and approved important matters.
The Executive Committee has carefully considered and approved important matters with caution, diligence, and transparency such as investment expenses of the Company and its subsidiaries, financial transactions with financial institutions under the credit limit and approval authority assigned by the Board of Directors to support the management and business operations efficiently. In 2025, the approval authority was reviewed and revised to ensure appropriateness and alignment with current situation, prior to submission to the Board of Directors for consideration and approval.

The Executive Board has fully performed its duties within the scope of authority delegated by the Board of Directors, including complying with the Executive Board Charter and aligning with the Company's vision, mission, strategies, and business plans, with due regard to the best interests of the Company, shareholders, and all stakeholders, under the principles of good corporate governance, which the Executive Board has adhered to as a core guiding principle, along with conducting business with social and environmental responsibility to ensure stable and sustainable organizational growth.



(Mr. Watchai Vilailuck)

Executive Chairman / Chief Executive Officer