

Nomination and Remuneration Committee Report

In 2025, the Nomination and Remuneration Committee performed its duties within the scope of authority delegated by the Board of Directors with due care, transparency, and fairness. The Committee held a meeting during the year to consider and review significant matters relating to the nomination process and the determination of remuneration for directors, executives, and employees of the Company, in alignment with the corporate governance structure, strategic objectives, and the Company's performance. The Committee also regularly reported a summary of its performance to the Board of Directors.

In 2025, the Nomination and Remuneration Committee held a total of four meetings. The attendance record of each member is as follows:

			<u>Attendance</u>
1.	Pol. Gen. Chaiwat Getvorachai	Chairman of the Nomination and Remuneration Committee	9/9
2.	Mr. Wirat Sirikajornkij	Member of the Nomination and Remuneration Committee	9/9
3.	Dr. Sunhavut Thamchuanviriya	Member of the Nomination and Remuneration Committee	8/9

During the year, the Nomination and Remuneration Committee considered and approved significant matters relating to nomination, board structure, executive development, succession planning, and remuneration. Its key duties performed during the year may be summarized as follows:

1. Considered and approved significant agenda items to be proposed to the 2025 Annual General Meeting of Shareholders, including the re-election of directors retiring by rotation, directors' positions, and the appointment of subcommittee members (if any), for further submission to the Board of Directors and the shareholders' meeting for consideration, respectively.
2. Considered and approved the appointment of directors of subsidiaries, including the determination of directors' authority of subsidiaries, as appropriate and in alignment with the Group's governance structure.
3. Considered and approved the plan to provide shareholders with the opportunity to nominate qualified persons for election as directors for the 2026 Annual General Meeting of Shareholders, for further submission to the Board of Directors for approval.
4. Considered and approved the criteria and guidelines for the performance evaluation of the Company's executives and employees to ensure alignment with the Company's strategic objectives and business direction.
5. Reviewed the 2025 Succession Plan to support management continuity and the Company's long-term growth.
6. Considered and approved significant agenda items to be proposed to the 2026 Annual General Meeting of Shareholders, including directors' remuneration for 2026, for further submission to the Board of Directors and the shareholders' meeting for consideration and approval, respectively.
7. Considered and approved executive salary adjustments and the payment of special remuneration (bonus) for 2026, taking into account the Company's performance together with the executives' individual performance, in order to ensure that the remuneration structure remains appropriate, fair, and capable of motivating continued strong performance.

The Nomination and Remuneration Committee remains committed to performing its duties with due care, integrity, and in accordance with the responsibilities set out in the Charter of the Nomination and Remuneration Committee, while adhering to the principles of good corporate governance. This is to support the Company in maintaining an appropriate governance structure, high-quality personnel, and a remuneration system aligned with the Company's sustainable growth and the interests of all stakeholder groups.

-Signed-

(Pol. Gen. Chaiwat Getvorachai)
Chairman of the Nomination and Remuneration Committee
Millennium Group Corporation (Asia) Public Company Limited