- Translation -

Definitions

Company / Organization	refer to	Asset Five Group Public Company Limited.
Subsidiary	refer to	Any company or legal entity in which Asset Five Group Public Company Limited holds, directly or indirectly, more than fifty percent (50%) of the voting rights.
Asset Five Group or the Group	refer to	1. Asset Five Group Public Company Limited; and 2. its subsidiaries.
The Board of Directors	refer to	The directors of Asset Five Group Public Company Limited.
Chief Executive Officer (CEO)	refers to	The highest-ranking executive of the Company who has overall responsibility for managing the Company's business and operations in accordance with the policies and strategies established by the Board of Directors.
Executives	refer to	The Chief Executive Officer (CEO) and the four highest-ranking executives immediately below the Chief Executive Officer following the CEO, including all persons holding equivalent positions to the fourth-ranking executive, as well as executives in accounting or finance functions at the level of Department Manager or above, or equivalent.
Remuneration	refers to	All forms of compensation provided by the Company to the Board of Directors, the Chief Executive Officer, and executives, whether monetary or non-monetary. For directors, remuneration includes monthly remuneration and meeting allowances, with no other benefits. For senior executives, remuneration includes salaries, bonuses, welfare benefits, and any other benefits lawfully provided by the Company in accordance with applicable laws.

Objective

Asset Five Group Public Company Limited (the "Company") has established this Board of Directors, Chief Executive Officer and Executive Remuneration Policy to ensure that remuneration is determined in a transparent, equitable, and accountable manner, aligned with the Company's strategic objectives. The Policy is intended to motivate the Board of Directors, the Chief Executive Officer, and executives to perform their duties effectively in accordance with the principles of Environmental, Social and Governance (ESG) and Good Corporate Governance. The objectives of this Policy are as follows:

1. To establish clear, transparent, and auditable principles for determining and providing appropriate remuneration to the Board of Directors, the Chief Executive Officer, and senior executives, considering their duties, responsibilities, performance, and the size of the Company's business.

2. To attract, motivate, and retain qualified personnel to ensure continuity of management and support the Company's achievement of its short-term and long-term strategic objectives on a sustainable basis.

3. To align remuneration with performance (Pay for Performance) at the individual, departmental, and corporate levels, thereby fostering shared accountability for the Company's business performance.

4. To support sustainable business management by ensuring that the remuneration structure takes into consideration Environmental, Social and Governance (ESG) factors, as well as strategic risk management.

5. To uphold the principle of fairness to all stakeholders by establishing a remuneration structure and approval process that prevent conflicts of interest and comply with the principles of good corporate governance and applicable capital market regulations.

Directors' Remuneration

The Company's Audit and Risk Management Committee shall annually review and determine the preliminary remuneration of the Board of Directors. The remuneration determination process shall be conducted with due care, transparency, and appropriateness, and shall be aligned with the Company's strategic direction and long-term objectives. In determining directors' remuneration, the Committee shall take into consideration benchmarking information from listed companies operating in the same industry with comparable business size, as well as the directors' duties and responsibilities, the Company's operating performance, business growth, and profitability. The remuneration shall be appropriate to attract and retain qualified and competent directors.

The proposed remuneration shall subsequently be submitted to the Board of Directors for consideration before being proposed to the Annual General Meeting of Shareholders for approval.

Directors who are assigned additional duties and responsibilities, such as the Chairman of the Board, the Chairman of the Audit and Risk Management Committee, or Independent Directors, shall receive remuneration at a higher rate commensurate with their additional responsibilities. Such remuneration may comprise both monetary and non-monetary components, including meeting allowances, monthly remuneration, welfare benefits, or other appropriate benefits, provided that such remuneration is lawful and complies with applicable laws.

The Company shall disclose the structure and amount of directors' remuneration in its Annual Report (Form 56-1 One Report) in accordance with the requirements of the Securities and Exchange Commission ("SEC") and the principles of good corporate governance prescribed by the Thai Institute of Directors Association (IOD), to ensure transparency, accountability, and fairness to shareholders and all stakeholder groups.

Chief Executive Officer (CEO) Remuneration

The Company's Audit and Risk Management Committee shall annually review and determine the remuneration of the Chief Executive Officer (CEO). The remuneration shall be determined in alignment with the Company's objectives, strategic goals, and long-term interests. In determining the Chief Executive Officer's remuneration, the Committee shall consider an appropriate balance between fixed salary and performance-based remuneration, taking into account the Company's short-term and long-term performance, business size, the Chief Executive Officer's duties, responsibilities, and individual performance. Consideration shall also be given to promoting and supporting the continuous development of knowledge and competencies relating to the Company's business and Environmental, Social and Governance (ESG) matters among executives and employees at all levels. The remuneration shall be benchmarked against remuneration practices of listed companies of comparable size operating in the same industry to ensure that it is competitive and sufficient to attract and retain a qualified Chief Executive Officer. The remuneration package may include monthly remuneration, bonuses, provident fund contributions, and other benefits.

Senior Executives' Remuneration

The Chief Executive Officer (CEO) shall annually review and determine the remuneration of senior executives based on clearly defined, fair, and equitable individual Key Performance Indicators (KPIs). The performance evaluation results shall be used as the basis for remuneration, rewards, and career advancement to motivate senior executives to achieve the Company's objectives. The remuneration shall be determined in alignment with the Company's objectives, strategic goals, and long-term interests. Consideration shall be given to an appropriate balance between fixed salary and performance-based remuneration, taking into account the Company's short-term and long-term performance, business size, the executives' duties, responsibilities, and individual performance. The remuneration shall also be benchmarked against remuneration practices of listed companies of comparable size operating in the same industry. The remuneration package may include monthly remuneration, bonuses, provident fund contributions, and other benefits.

Policy Review

The Company shall review the Remuneration Policy for the Board of Directors, Chief Executive Officer, and Senior Executives at least once a year or whenever there is any material change.

This Remuneration Policy for the Board of Directors, Chief Executive Officer, and Senior Executives was reviewed by the Board of Directors at its Meeting No. 5/2025, held on 12 November 2025, and shall become effective from 12 November 2025 onwards.

Announced on 12 November 2025

-Manop Bongsadadt-
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(Associate Professor Manop Pongsadadt)

Chairman of the Board of Directors

Asset Five Group Public Company Limited