

Bangkok Lab and Cosmetic Public Company Limited
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(Translation)

Management Document of Bangkok Lab Cosmetic
BLCP 10-051

Criteria and Procedures for Determining Remuneration
for Directors and Senior Executives

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(Translation)



Bangkok Lab and Cosmetic Public Company Limited
Criteria and Procedures for Determining Remuneration
for Directors and Senior Executives

Approved by *Assist..Prof..Dr..Wanchai.Sutananta*

(Chairman of the Board of Directors)

Based on the Resolution of the Board of Directors Meeting

No. 8/2025 on December 22, 2025

Reviewed Version No. 2/2025

(Translation)

Criteria and Procedures for Determining Remuneration for Directors and Senior Executives

Bangkok Lab and Cosmetic Public Company Limited (“the Company”) recognizes and prioritizes the determination of remuneration for directors and senior executives (Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Marketing Officer) to ensure that such remuneration is fair, sufficient, and appropriate to the Company’s circumstances. Therefore, the Company has established criteria and procedures for determining remuneration for directors and senior executives to ensure that the remuneration process is conducted systematically and in accordance with relevant rules and regulations. The Nomination and Remuneration Committee is responsible for considering the form and criteria for the remuneration of senior executives, as well as the remuneration of the Company’s directors and subcommittee members. The remuneration determination follows these criteria and procedures:

1. Determining the Remuneration of Directors

- 1.1 The Nomination and Remuneration Committee considers directors’ remuneration based on their knowledge, abilities, duties, and responsibilities for each position; individual and group performance over the past year; and alignment with business expansion, the Company’s operational results, and profit growth. This is compared to the remuneration of directors of companies in the same or similar industries and of comparable size.
- 1.2 The Nomination and Remuneration Committee may propose that directors be entitled to remuneration from the Company in the form of a retainer fee, performance-based remuneration (incentives), and attendance fee.
- 1.3 The criteria and remuneration for directors is surveyed and reviewed for appropriateness annually. The Board of Directors will consider and comment on the remuneration of directors and subcommittee members based on the recommendations of the Nomination and Remuneration Committee before submitting it to the shareholders’ meeting for approval.

2. Determining the Remuneration of Senior Executives

- 2.1 The Nomination and Remuneration Committee considers the remuneration of senior executives based on their knowledge, abilities, duties and responsibilities, performance in the past year, the Company’s operating results, implementation of policies received from the directors, management under economic and social conditions, ability to develop the business, and improvement of operational efficiency each year. This is compared to the remuneration of executives in companies within the same or similar industries and of comparable size.
- 2.2 The Nomination and Remuneration Committee may propose that senior executives be entitled to remuneration from the Company in the form of salary, bonuses, or other benefits, as well as allowances and other welfare benefits as deemed appropriate.
- 2.3 The Nomination and Remuneration Committee will regularly review the appropriateness of the criteria and remuneration for senior executives annually, providing its opinion before submitting it to the Board of Directors for approval.

These criteria and procedures for determining the remuneration of directors and senior executives were approved by the Board of Directors’ Meeting No. 8/2025 on December 22, 2025, and are effective from December 23, 2025, onward.