KARMART

Compensation and Benefits Management Policy

Principles

The Company's compensation structure applies to all employees. Compensation is determined based on duties and responsibilities, skills, knowledge, capabilities, and work performance. The compensation and benefits provided by the Company shall not be less than those prescribed by law, shall be able to motivate employees and attract prospective employees to join the Company, and shall be competitive in the market.

Guidelines

1. The Company's wages and compensation are determined based on each employee's position, taking into account professional experience, responsibilities, job complexity, and domestic labor market conditions. Such rates shall be appropriately comparable to the prevailing pay rates of other organizations in the same industry in order to maintain and enhance the Company's competitiveness in human resources.
2. The payment of bonuses shall primarily depend on the Company's performance or policies.
3. The Company shall provide a range of benefits that are not less than those required by law in order to promote employees' well-being and provide security for employees and their families after retirement from the Company.

Approved by the resolution of the Executive Committee at its Meeting No. 2/2026 held on August 31, 2026.

– Signed –

Mr. Wiwat Theekhakhirikul

Chairman of the Board