



– Translation –

Minutes of the 2026 Annual General Meeting of Shareholders  
through Electronic Means (E-AGM)  
TOA Paint (Thailand) Public Company Limited

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**Date, Time, and Venue of the Meeting**

The Annual General Meeting of Shareholders for the year 2026 of TOA Paint (Thailand) Public Company Limited (“the Company”) was held on Monday, April 27, 2026, at 10.00 hrs. through electronic means and webcasting from the Company’s headquarters located at 31/2 Moo 3, Bangna-Trad Road, Bang Sao Thong, Samut Prakarn 10570.

**Directors attending the meeting**

- |                                 |   |
|---------------------------------|---|
| 1. Mr. Veerasak Kositpaisal     | Independent Director, Acting Chairman of the Board of Directors, Member of Audit Committee, Chairman of Nomination and Remuneration Committee, Member of Risk Management and Sustainability Committee |
| 2. Mr. Jatuphat Tangkaravakoon  | Director, Chairman of the Executive Committee, Member of the Nomination and Remuneration Committee, Member of Risk Management and Sustainability Committee, and Chief Executive Officer               |
| 3. Mr. Nattavuth Tangkaravakoon | Director  |
| 4. Mrs. Busatree Wanglee        | Director, Executive Director, Executive Vice President of Office of Chief Executive Director  |
| 5. Mrs. Chanatip Weerasubpong   | Independent Director, Member of Audit Committee, Member of Risk Management and Sustainability Committee   |
| 6. Mrs. Prisana Praharnkhasuk   | Independent Director, Chairman of Audit Committee, Member of Nomination and Remuneration Committee, Member of Risk Management and Sustainability Committee  |
| 7. Mr. Anuchit Anuchitanukul    | Independent Director and Chairman of Risk Management and Sustainability Committee   |

**Executives attending the meeting**

- |                                    |  |
|------------------------------------|--|
| 1. Acting Sub Lt. Surasak Mandaeng | Member of the Executive Committee, Chief Financial Officer, and Chief Accountant   |
| 2. Miss Srikanlaya Pensri          | Company Secretary, Senior Manager of Corporate Secretary and Investor Relations Department, and Secretary of the Meeting |



#### Auditors from EY Office Company Limited

1. Mr. Serm Brisuthikun Certified Public Accountant No. 9452
2. Mr. Sompong Punyopor Assistant Auditor

#### A Legal Advisor from Weerawong Chinnavat & Partners Ltd.

Miss Trinuch Chuenchomlada

#### A Legal Advisor Inspecting Voting Procedures from Weerawong Chinnavat & Partners Ltd

Mr. Kittipit Viseshsin

#### A Volunteer Proxy for Shareholders' Rights Protection

Miss Chantip Wiittayakul from Thai Investors Association

#### The Meeting Commenced

Mr. Veerasak Kositpaisal, Acting Chairman of the Board of Directors as the Chairman of the Meeting (“the Chairman”). The Chairman welcomed the shareholders and assigned Miss Srikanlaya Pensri, Company Secretary and Secretary of the Meeting (the “Company Secretary”) to clarify the quorum.

The Company Secretary informed the meeting that the record date for shareholders who have the right to attend the meeting is March 16, 2026.

**At the opening of the quorum, there were 580 shareholders attending the meeting, both in person and through proxies, representing 1,557,018,371 shares, or 80.3172% of the issued shares (excluding treasury shares as of the record date).** Thus, such number of shares is sufficient to form a quorum according to the Company's Articles of Association.

The Chairman declared the meeting open to consider various agendas according to the invitation to the 2026 Annual General Meeting of Shareholders, and assigned the Secretary to inform the meeting of the rules, the voting procedures, and the vote counting.

The Company Secretary informed that the Company would collect, use, and disclose personal information, **including still images, sounds and videos** from all meeting participants in order to prepare meeting minutes and managing the meetings. The Company's electronic meeting was conducted by Inventech Connect system of Inventech Systems (Thailand) Company Limited, which was certified by The Electronic Transactions Development Agency. Shareholders who wish to attend the meeting must submit a request to attend the meeting and confirm their identity in order to receive a user ID and password. When shareholders or proxies attend the meeting, by pressing the “Register” button. The number of shareholders' shares would be counted as a quorum. Furthermore, the Company Secretary informed the meeting of the rules on voting and counting of votes as follows:

##### **1. Voting**

- A shareholder will have a number of votes equivalent to the number of shares he or she holds in the Company, whereby one share is equivalent to one vote (One Share: One Vote).
- A shareholder can cast the vote in one of three ways only: for approval, disapproval, or abstention, except custodians, who are entitled to split and cast their votes separately in more than one way from the total combined votes.

- For the counting of votes, the Company will deduct a vote of disapproval or abstention from the total number of votes. The remaining votes shall be considered approval votes.
- Shareholders who have appointed a proxy to attend and vote on their behalf, and whose voting instructions according to their wishes have been submitted to the Company in advance of the meeting, have had their votes for each agenda item duly recorded in the system.
- If more than one box is marked in the proxy form or there are conflicting votes, it will be considered a void ballot. This rule does not apply to custodians.
- Any shareholder who has a vested interest in a particular matter/agenda shall not be entitled to vote on that matter/agenda, with the exception of the agenda item concerning the election of directors.

#### The Inventech Connect System's Voting Procedure

- Shareholders should select the agenda item they wish to vote on and then click the “Vote” button. In the case of a proxy holder representing multiple shareholders, the system will display the names of all represented shareholders, and voting will be conducted on an individual basis for each shareholder. However, if different email addresses and phone numbers are used for verification, the system will treat them as separate user accounts.
- Each agenda item had a voting time of 1 minute, except for the agenda of the director’s election, which uses the individual election method. There was 1 minute of voting per person.
- Shareholders wishing to retract their vote may do so by clicking the “Cancel Vote” button at any time before the voting for that agenda item is closed.
- Shareholders and proxy holders are required to remain logged into the system until the voting on each agenda item is closed. Should a shareholder click the “Withdraw from Meeting” button before the closure of voting on any agenda item, their shares will not be counted towards the quorum for that particular agenda item, and in no time, their votes will not be tallied for the remaining agenda items. As well as any advance voting instructions specified by the shareholder in their proxy form will also be cancelled.
- However, leaving the quorum on any agenda item was not disqualify the rights of shareholders or proxies to rejoin the meeting and cast their votes on subsequent agenda items that have not yet been put to a vote in the system. Furthermore, such withdrawal will not affect the votes cast on agenda items for which the voting has already been closed.

## 2. Questioning or Expression Opinions

- The shareholders were requested to inform their name, surname, and status of attending the meeting (whether attending in person or as a proxy) prior raising any questions or expressing opinions.
- Should shareholders have any questions or comments that are not directly related to the agenda item currently under consideration, Please kindly raise such question or express such opinions during agenda item: Other Matters.
- In the event that there are a large number of questions or if the answer cannot be provided within the given meeting time, the Company will answer these inquiries in the Minutes of the 2026 Annual General Meeting of Shareholders.

- The Company reserved the right to cut off the video and audio of shareholders who pose questions or expresses opinions that are disrespectful, defamatory, or violating the law or the rights of others, or that disrupt or cause distress to other attendees of the meeting.

#### **Procedure for Raising Questions or Expressing Opinions via the Inventech Connect System**

Shareholders who wish to ask a question or express an opinion should select the relevant agenda item and then click the “Question” button. This can be done via two channels:

- 1) via message, by typing in a question and pressing the "Send" button.
- 2) Via video and audio by clicking the “Conference” button. An officer will inform shareholders of the queue number and grant permission to enable camera and microphone.

Furthermore, the Company provided an opportunity for minority shareholders to propose agenda items for the shareholders' meeting and nominate candidates for director election from October 1, 2025, to December 31, 2025, with the criteria and procedures of proposing such matter specified by the Company which are available on the Company's website. The announcement of such matter was made via the Stock Exchange of Thailand, on October 1, 2025. As a result, No shareholders submitted or proposed any agenda items or director nominations for consideration at the 2026 Annual General Meeting of Shareholders.

The Company had disclosed the Notice of Meeting in both Thai and English on the Company's website as well as on the Stock Exchange of Thailand's website since March 23, 2026. Later, the notice of the meeting was dispatched to the shareholders on April 1, 2026, via email through the electronic document delivery service (QR Code Sealer) of the Thailand Securities Depository Co., Ltd. (TSD), to ensure that shareholders had sufficient time to review the information prior to the meeting.

Moreover, the Company provided an opportunity for shareholders to submit questions in advance from March 23 to April 20, 2026. This was also announced via the Stock Exchange of Thailand's website, since on March 23, 2026. In this regard, some shareholders had submitted questions in advance to the Company during the specified period. The Company will address and present these questions regarding the relevant agenda items.

At this meeting, Ms. Trinuch Chuenchomlada, a legal advisor from Weerawong, Chinnavat & Partners Ltd., served to oversee and ensure that the Shareholders' Meeting was conducted and proceeded in a transparent and legally compliant manner, adhering to the Company's Articles of Association. With Mr. Kittipit Viseshsin, a lawyer from Weerawong, Chinnavat & Partners Ltd., acted as the inspector of the vote counting for this Shareholders' Meeting.

Should shareholders encounter any difficulties accessing the meeting system or the voting system, please refer to the user manual provided by Inventech Systems (Thailand) Co., Ltd., which was sent to the email address provided during registration. Alternatively, shareholders may contact the Inventech Connect System support team via the telephone number provided, 02-460-9225, or through their official Line account: inventechconnect.

The Chairman conducted the meeting according to the agenda items as appeared in the notice of the Annual General Meeting of Shareholders for the year 2026 as follows:

**Agenda Item 1: To acknowledge the Board of Directors' report on the Company's operating results for the year 2025.**

The Chairman assigned Mr. Jatuphat Tangkaravakoon, Director, Chairman of the Executive Committee, Member of the Nomination and Remuneration Committee, Member of Risk Management and Sustainability Committee, and Chief Executive Officer, and Acting Sub Lt. Surasak Mandaeng, Member of the Executive Committee, Chief Financial Officer, and the Chief Accountant, to present details of this agenda to the Meeting.

Mr. Jatuphat Tangkaravakoon informed the meeting that Section 113 of the Public Limited Companies Act B.E. 2535 (1992) (including any amendment thereto) and Articles 37 and 41 of the Articles of Association of the Company provide that the annual general meeting shall consider the report of the Board of Directors presenting the operational results of the Company of the previous year, and shall prepare the Annual Report of the Board of Directors together with the notice calling the annual general meeting to inform the shareholders. The Company has summarized the operational results and the significant development that occurred during the fiscal year 2025, as detailed in Annual Report 2025 (Form 56-1 One Report) in QR code format, provided to all shareholders along with the notice of the meeting

Furthermore, a summary of the 2025 operating results and significant changes, as well as the Company's operations regarding Corporate Governance and sustainable business practices, in accordance with the guidelines prescribed by the Stock Exchange of Thailand, was presented for the meeting's acknowledgment. The details are summarized as follows:

### **1. Overview of Thailand Economic Trends**

The Thai economy continues to face persistently low growth following the COVID-19 pandemic due to structural challenges within Thai businesses that have struggled to adapt to shifts in the global context.

In 2025, Thailand's Gross Domestic Product (GDP) grew by only 2.4%, and it is projected to grow within a range of 1.0 – 1.5% in 2026. This represents the lowest growth rate among ASEAN nations.

### **2. Risks and Factors to Monitor include**

- Geopolitical Conflicts: Specifically, the tensions between Israel and Iran, which directly impact oil price volatility and lead to supply chain disruptions, resulting in raw material shortages and increased costs.
- Domestic Financial Fragility: The persistent high levels of household debt and tightened credit lending standards, which adversely affect consumer purchasing power and business expansion.

### **3. Favorable Factors include**

- Tourism and Service Sector: Acting as the primary engine for attracting foreign capital into the country.
- Government-led Economic Stimulus Measures, investment projects and Foreign Direct Investment (FDI)
- The Thai Real Estate Sector in 2025 remained without "clear signs of recovery." This status is reflected in the decline of residential property transfers and construction permit applications, both in Bangkok and provincial areas.
- Despite the slowdown in new project developments, the Company identified a significant opportunity in the renovation segment. Consequently, proactive marketing campaigns and activities have been launched to stimulate and meet the needs of homeowners seeking to repair or upgrade their living spaces.

- The Company is implementing proactive plans focused on sustainability, the expansion of E-commerce channels, and the integration of AI technology to enhance operational efficiency. These initiatives aim to drive growth and build a resilient business foundation, ready to respond to future challenges.

#### 4. The Company's Success Factors in 2025

- In 2025, the Company reinforced its leadership position by launching innovations focused on value and maximum efficiency, including the 4Seasons 2-in-1 and TOA Pro Expert series. These innovative coatings are designed to reduce painting time and optimize resource utilization.
- The Company expanded its presence in the construction chemicals and mortar segments to provide comprehensive solutions for structural work and repairs.
- The launch of the JOMOO showroom, a world-class sanitary ware brand, has further fulfilled the Company's commitment to providing integrated home solutions.
- Production lines were upgraded through the integration of Automation and Robotics, ensuring high precision and more efficient cost management.
- A major rebranding of the 'Shark' brand was undertaken to fully penetrate the Economy Market. The 'Shark Series' was introduced as a comprehensive product solution.
- The Company strengthened its professional tools category with the launch of new product lines, specifically 'TOA Rollers'.

#### 5. Capital Expenditure Plan for 2026

In 2026, the Company plans to allocate a Capital Expenditure budget of approximately THB 750 million to establish a foundation for robust growth, categorized into 3 key areas:

- **Capacity Expansion for High-Growth Products:** Specifically in the construction chemicals and gypsum board segments.
- **Operational Efficiency Enhancement:** Through machinery upgrades and the integration of automation systems.
- **Sustainability and Decarbonization Initiatives:** Focusing on the target to achieve a 50% carbon reduction by 2030.

#### 6. Awards and Recognitions of 2025

The Company's achievements over the past year have been validated by prestigious awards from leading institutions, reflecting stakeholders' confidence across all dimensions, as follows:

- **Sustainability and Corporate Governance:** The Company achieved the 'AAA' SET ESG Rating, the highest level from the Stock Exchange of Thailand. Additionally, the Company maintained a 5-star or 'Excellent' CG Score (Corporate Governance Report of Thai Listed Companies) for the 7th consecutive year, reaffirming its commitment to transparent and equitable governance standards.
- **Brand Leadership and Consumer Trust:** The Company continues to solidify its position as the market leader. It was honored with 'Thailand's Most Admired Brand' by BrandAge for the 14th consecutive year, along with the 'No.1 Brand Thailand' award from Marketeer, reflecting TOA's continued position as Thailand's top-tier paint brand, consistently maintaining the highest consumer trust up to the present.



## 7. Corporate Sustainability (ESG) Operations in 2025

The Company upholds sustainability as a fundamental pillar of its operations to create added value for stakeholders throughout the entire value chain. This is aligned with our vision of "Inspiring Happiness for Everyone's Living." We drive the organization by integrating sustainability strategies into our core business strategies to ensure resilience and preparedness for all circumstances.

Regarding Climate Change Management, the Company is committed to reducing greenhouse gas emissions across the value chain. We are proactively developing management frameworks to comply with climate change-related legislation and to mitigate the potential impact of carbon costs on our operations.

In terms of Product and Chemical Safety, the Company prioritizes the well-being of residents throughout the product life cycle, responding to the growing market trend for eco-friendly products and green building standards.

Furthermore, the Company has integrated Circular Economy principles to enhance resource efficiency and mitigate risks from raw material price volatility. These efforts are carried out alongside maintaining high standards of safety and human rights to strengthen our capacity for long-term sustainable growth.

### 7-Green Environmental Performance and the 7-Green Strategy

The Company is committed to achieving Net Zero through our "7-Green" Strategy, integrated across the entire value chain from upstream to downstream operations, comprising:

1. Greenovation: Developing innovative coating designed to minimize chemical usage and reduce greenhouse gas (GHG) emissions throughout the entire product life cycle.
2. Green Energy: Transitioning to clean energy through the implementation of solar power systems.
3. Green Value Chain: Sourcing raw materials and services that lower GHG emissions across the global supply chain.
4. Green Production: Enhancing manufacturing efficiency to significantly reduce energy consumption and waste generation.
5. Green Partner: Strengthening collaborations with partners who prioritize our low-carbon products which carry "Green Certified" standards.
6. Green Reforestation: Engaging in reforestation initiatives to create natural carbon sinks.

As a result of our steadfast commitment to this strategy, the Company successfully reduced its greenhouse gas emissions by 22.6% in 2025 compared to the 2021 base year.

### Social Performance

During the past year, the Company's social initiatives and achievements included:

- Promoting Education and Skill Development by preparing individuals for the labor market and fostering equal opportunities through specialized training and educational support.
- Developing Sustainable Communities and Livable Cities by leveraging our eco-friendly products to enhance the quality of life and improve the living environments for all members of society.
- Empowering Youth through the "TOA 3x3 Basketball All Thailand" Competition to inspiring the next generation of athletes and providing a pathway to professional careers through national sports engagement.

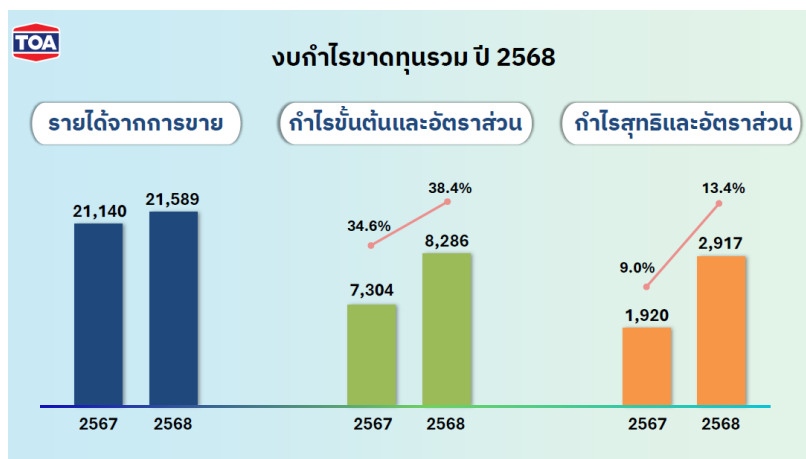
### Corporate Governance and Sustainability Achievements

- The Company was honored with the ASEAN Asset Class Public Listed Companies (PLCs) award, a distinction reserved for listed companies achieving a score of 97.50 or higher in the 2024 ASEAN Corporate Governance Scorecard (ACGS).
- Carbon Footprint and CALO Certifications: The Company has successfully secured Carbon Footprint Product (CFP) certifications and numerous Carbon Footprint Reduction (CALO) awards.
- Eco-Innovation and Sales Growth: In the past year, the Company’s environmental innovations, specifically the Shield Expert series and our broader Eco-Product group, have driven significant growth, with eco-friendly products now accounting for 22.7% of total sales revenue.

Additionally, Acting Sub Lt. Surasak Mandaeng presented a summary of the Company’s 2025 financial performance to the Annual General Meeting of Shareholders, with key highlights as follows:

#### 1. Consolidated Financial Statements

- For the fiscal year ended December 31, 2025, the Company recorded total sales of THB 21,589 million, representing a 2% growth year-on-year. The primary driver was a significant recovery in international markets, which effectively offset the slowdown in Thailand’s real estate sector. The domestic market remained pressured by high household debt levels and stricter lending criteria from financial institutions.
- The gross profit margin increased to 38.4%. This improvement was driven by two key factors: 1) the continuous enhancement of production efficiency and supply chain management, and 2) a decline in raw material costs in line with market mechanisms.
- The Company reported a net profit of THB 2,917 million. This upward trend, primarily driven by increased sales and improved gross margins, reflects the Company’s financial resilience and its ability to deliver consistent returns to shareholders, even amidst a challenging economic environment.



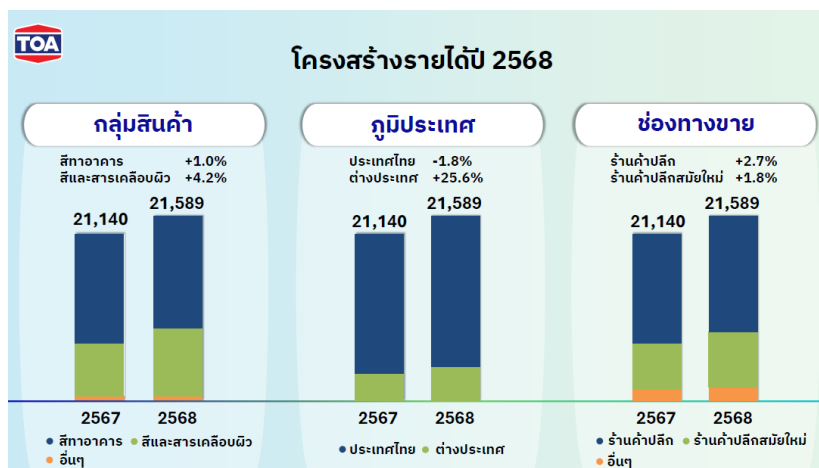
## 2. Sale Breakdown

1) **Sales by Product Group:**The Company achieved growth across all product categories:

- **Decorative Paint:** Recorded a 1% growth, primarily driven by the continued strong performance of the Premium product segment.
- **Non-decorative:** Achieved a standout growth of 4%, significantly propelled by the Construction Chemicals segment, where the Company continues its aggressive market expansion.

2) **Sales by Region:** Despite a 2% decline in Thailand’s sales revenue due to economic headwinds and a sluggish property market, international sales grew exponentially by 26%, with Vietnam and Myanmar emerging as key growth drivers.

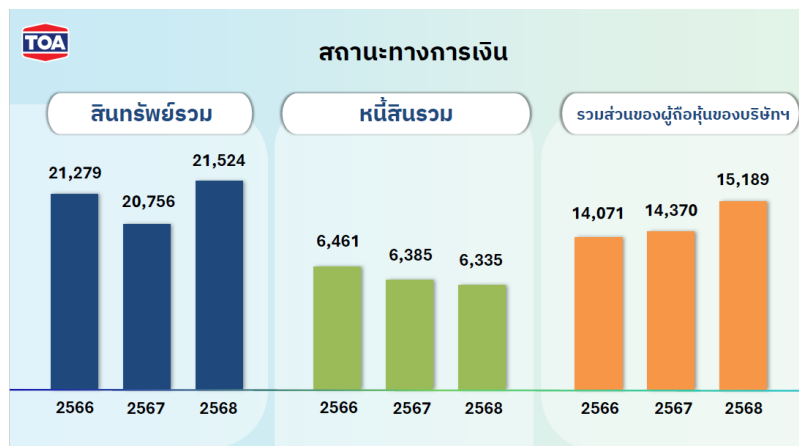
3) **Sales by Channel:** The Company continued to expand its presence across every distribution platform, with Traditional Trade and Modern Trade growing by 3% and 2%, respectively. This consistent growth underscores the trust of our partners and our ability to effectively engage with a diverse range of target audiences.



## 3. Financial Position

- The Company’s overall financial position remains consistently robust. Over the past year, both total assets and shareholders' equity showed an upward trend, while total liabilities continued to decrease. This demonstrates our strong financial readiness to support future business expansion plans with stability.
- Return on Assets (ROA) and Return on Equity (ROE) increased, driven by the Company’s enhanced profitability.

- The interest-bearing debt to equity ratio remained consistently low, underscoring our strong financial health and minimal financial risk exposure.



#### 4. Anti-Corruption Progress

- This year, the Company has updated our whistleblowing policy and reporting channels to extend coverage to all subsidiaries and fully support anonymous reporting.
- The Company conducted legal training on anti-bribery and anti-corruption laws, while also implementing E-learning modules on Compliance for the Board of Directors, executives, and employees at all levels to foster concrete awareness and accountability.

Acting Sub Lt. Surasak Mandaeng asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the “Question” button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the “Send” button or 2) via video and audio, by pressing the “Conference” button.

As no further questions or comments were raised by shareholders or proxies during this session, the Company Secretary proceeded to address the questions regarding the Company’s operational results received from shareholders in advance of the meeting. The detailed clarifications were presented to the meeting as follows:

- Mr. Nawong Jirapirom, A shareholder attending the meeting in person, had submitted inquiries to the Company in advance, with the following questions:

Questions	Answers
1) What are the impacts of oil price fluctuations on the Company’s raw material costs?	<p>Mr. Jatuphat Tangkaravakoon Director, Chairman of the Executive Committee, Member of the Nomination and Remuneration Committee, Member of Risk Management and Sustainability Committee, and Chief Executive Officer, informed the meeting that</p> <p>Oil price fluctuations significantly impact on our raw material costs, which account for approximately 70% of the total cost of goods sold.</p>

Questions	Answers
	<p>Given the current market volatility, the Company is closely monitoring the situation.</p> <p>Recently, the Company implemented price adjustments by increasing the selling prices to reflect rising raw material costs.</p> <p>However, we continue to monitor the situation closely and will conduct clear impact assessments once the market stabilizes.</p>
<p>2) How many days of raw material supply does the Company currently maintain in its stock, and have there been any postponements in raw material deliveries?"</p>	<p><b>Mr. Jatuphat Tangkaravakoon informed the meeting that</b></p> <p>Typically, the Company maintains an average inventory of raw materials and finished goods for 30 days to enhance cost and stock management efficiency.</p> <p>Despite the current supply chain tightness caused by the Middle East conflict and heightened global uncertainty, we have successfully managed our inventory at appropriate levels to ensure business continuity.</p>
<p>3) What are the Company's primary sources for raw material procurement? And Given the current unrest in the Middle East, does the Company have a plan to secure raw materials from other alternative sources?</p>	<p><b>Mr. Jatuphat Tangkaravakoon informed the meeting that</b></p> <p>Our sourcing remains primarily domestic, supported by local petrochemical complex with minimal reliance on imports from Malaysia and Singapore for specific items.</p> <p>During March, the upstream supply chain experienced temporary shortages as many producers adopted Lean management and Just-in-Time (JIT) inventory management. However, producers have since begun securing alternative raw materials.</p> <p>The Company continues to closely monitor demand trends over the next 1–2 months, as limited supply has driven material prices significantly higher.</p> <p>If market demand begins to slow down, raw material prices are expected to decrease by approximately 10–20% from their recent peaks. However, it is anticipated that prices will not return to last year's levels. This is due to the fact that the petrochemical industry's excess capacity has dropped significantly from 40–50% last year to nearly zero at present.</p>

Questions	Answers
<p>4) How do the rising raw material prices impact on the Company's gross profit (GP) margin?</p>	<p><b>Miss Srikanlaya Pensri Company Secretary and Senior Manager of Corporate Secretary and Investor Relations Department, informed the meeting that</b></p> <p>As previously clarified by Mr. Jatuphat, the Company has already implemented an initial price adjustment. However, we may further review our selling prices to align with evolving raw material costs, the trend of which is expected to become clearer by May 2026.</p>

2. Miss Chanatip Wiittayakul, a Shareholders' Rights Protection Volunteer and proxy from the Thai Investors Association, had submitted inquiries to the Company in advance, with the following questions:

Questions	Answers
<p>1) As smart sanitary ware is more complex and service-dependent than decorative paint, what is the estimated cost for technical personnel and spare parts? Furthermore, how does the Company plan to develop its nationwide installation and service center network?</p>	<p><b>Mr. Jatuphat Tangkaravakoon informed the meeting that</b></p> <p>The Company's strategy is to expand its business base into the heavy construction materials segment by adding sanitary ware to our product portfolio, distributed through our existing construction material dealer network.</p> <p>This expansion will drive economies of scale, effectively reducing the average unit cost of our sales personnel. To ensure specialized expertise, the Company will establish a dedicated sales team specifically for the sanitary ware product line.</p> <p>Furthermore, introducing sanitary ware enhances our product diversity, strengthening both our competitive advantage and bargaining power with distribution channels. This strategy significantly increases the sales volume per outlet; for instance, it enables us to elevate order values from hundreds of thousands to millions of Baht per store.</p> <p>Regarding after-sales management, the Company operates in accordance with industry standards, such as maintaining a spare parts reserve of 2–3% to support our service requirements.</p> <p>Our Company is pursuing a phased market entry for our sanitary ware segment, leveraging our broad network of ready and capable distributors. We also plan to strengthen our front-line personnel and sales teams to provide expert guidance and support at the point of sale.</p>

Questions	Answers
<p>2) Smart sanitary ware is subject to rapid and significant technological advancements, which may pose a risk of obsolete stock and impairment. How does the Company manage its inventory and what is the policy for maintaining spare parts for discontinued models to ensure that these do not become a long-term cost burden?</p>	<p><b>Mr. Jatuphat Tangkaravakoon informed the meeting that</b></p> <p>The sanitary ware industry has established standards for spare parts provisioning, ensuring both appropriate types and quantities.</p> <p>The products selected for distribution are standard models that have been developed and tested to facilitate ease of installation such as water piping and electrical wiring and simplified maintenance with minimal number of essential spare parts required.</p> <p>Consequently, the sale of these products does not create any additional stockholding burden for the Company.</p> <p>Our market testing in the previous year has proven that this product group effectively meets market demand.</p> <p>The Company is currently in the initial stages of a gradual distribution channel expansion, without overpushing our sales targets beyond our management capabilities.</p> <p>Consequently, the Company remains confident that the expansion into the sanitary ware segment will be executed effectively, with no significant areas of concern.</p>

As there were no inquiries or comments from shareholders or proxies, the Chairman informed the meeting that this agenda item was for acknowledgement only and therefore, no voting is required.

**Agenda Item 2: To approve the audited consolidated financial statements of the Company and its subsidiaries for the accounting period ended December 31, 2025**

The Chairman assigned Acting Sub Lt. Surasak Mandaeng, Executive Director, Chief Financial Officer, and Chief Accountant to present the details to the meeting.

Acting Sub Lt. Surasak Mandaeng informed the meeting that, to comply with the relevant laws and Article 40 of the Articles of Association of the Company which provides that the Board of Directors shall cause the balance sheets and the profit and loss account to be prepared as of the end of the accounting period of the Company, and shall propose to the shareholders' meeting for approval at the annual general meeting.

In this regard, the Company has prepared the financial statements under the generally accepted accounting principles which have been audited by the Company's auditor. The statement of financial position, the statement of comprehensive income, and the auditor's report were shown Annual Report 2025 (Form 56-1 One Report) in QR code format which has already been distributed to all shareholders along with the notice of this meeting. The Company financial statements compared to last year are summarized as follows:



Partial Financial Statements of the Company in Comparison

Unit: THB

Item	Consolidated Financial Statements		Separated Financial Statements	
	2025	2024	2025	2024
Total assets	21,524,240,032	20,755,694,762	19,682,084,325	19,468,112,451
Total liabilities	6,334,995,979	6,385,459,630	4,921,129,550	5,075,364,205
Equity attributable to owners of the parent	14,499,235,360	13,661,006,266	14,760,954,775	14,392,748,246
Total revenues	21,779,404,151	21,357,156,234	17,607,479,072	17,686,807,720
Profit for the year attributable to owners of the parent	2,917,012,633	1,919,603,646	2,250,852,536	1,935,665,482
Earnings per share attributable to owners of the parent (THB/Share)	1.50	0.96	1.16	0.96

The auditor is of the opinion that the consolidated and separate financial statements of the financial position of the Company and its subsidiaries (the Group) as at December 31, 2025, and the Company's financial performance and cash flows for the year then ended, present fairly, in all material respects, in accordance with Thai Financial Reporting Standards

Then, Acting Sub Lt. Surasak Mandaeng asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the "Question" button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the "Conference" button.

As there were no inquiries or comments from shareholders or proxies, the Chairman therefore requested the shareholders' meeting to consider and approve the consolidated financial statements of the Company and its subsidiaries, which have been audited by the certified public accountant, for the fiscal year ended December 31, 2025. This agenda item requires approval by a majority vote of the shareholders attending the meeting and casting their votes.

**Resolution:**

The meeting resolved to approve the audited consolidated financial statements of the Company and its subsidiaries for the accounting period ended December 31, 2025, by the majority vote of the shareholders attending the meeting and casting their votes excluding abstention from the base counts as follows:

Shareholders' Votes	Number of Votes		%
Approval	1,557,098,386	Votes	100.0000
Disapproval	0	Votes	0.0000
<b>Total Votes</b>	<b>1,557,098,386</b>	<b>Votes</b>	<b>100.0000</b>
Abstentions	0	Votes	excluding from the total votes
Voided	0	Votes	excluding from the total votes
<b>Total attendees: 582 persons, representing 1,557,098,386 total votes.</b>			

### Agenda Item 3: To approve the annual dividend payment

The Chairman assigned Acting Sub Lt. Surasak Mandaeng, Executive Director, Chief Financial Officer, and Chief Accountant to present the details to the meeting.

Acting Sub Lt. Surasak Mandaeng informed the meeting that the Section 116 of the Public Limited Companies Act and Article 46 of the Company's Articles of Association provide that the Company must allocate part of the annual net profit as a reserve fund in an amount not less than five (5) percent of the annual net profit after deducting the sum of accumulated loss brought forward (if any) until the reserve fund amounts to not less than ten (10) percent of the registered capital. However, no legal reserve appropriation was made from the 2025 operating results because the Company's legal reserve reached the amount required by laws.

The Company has a policy to pay dividends at the rate of not less than 40% of the Company's net profit on the separate financial statements after deducting corporate income tax and other reserve funds as required by laws and as determined by the Company for each year.

In this regard, The Board of Directors deemed it appropriate that the shareholders acknowledge the interim dividend payment and approve the annual dividend payment as follows:

#### 1. To acknowledge the interim dividend payment paid from the net profit derived from the operational results of the first half of 2025

According to the resolution of the Board of Directors' Meeting No.7/2025 on August 14, 2025, the Company paid the interim dividends from the net profit under the separated financial statements derived from the 6-month operational results as at June 30, 2025, at the rate of THB 0.36 per share, with the number of shares eligible for dividends (voting shares less treasury shares), in the total amount of 697.89 million THB in which the Company made a payment of such dividend on September 12, 2025.

The Board of Directors, therefore, deemed it appropriate to propose to the shareholders' meeting to acknowledge such interim dividend payment paid from the net profit derived from the operational results of the first half of 2025.

#### 2. To approve the annual dividend payment from the net profit derived from the operational results of the second half of 2025

For the year 2025, the Company's net profit under the separate financial statements was 2,250.85 THB million or earnings per share was 1.16 THB per share. After considering the various factors carefully, i.e., the operating results, the dividend policy of the Company, dividend payment ratio, as well as cash flow and the necessity of using money for future investments.

The Board of Directors deemed it appropriate to propose to the shareholders' meeting to approve the dividend payment from the net profit derived from the operational results of the second half of 2025, **at the rate of THB 0.39 per share**, with the number of shares eligible for dividends as of the date the Board of Directors resolved to approve the annual dividend payment from the net profit of the second half of 2025 (voting shares less treasury shares) is 1,938,584,500 shares, totaling approximately THB 756.05 million. However, the company will pay dividends based on the number of voting shares less treasury shares **as of the Record Date on May 7, 2026, and the dividend payment date is set for May 26, 2026.**

After accumulating 1) the interim dividends from the operational results for the first half of 2025, at the rate of 0.36 THB per share, and 2) the annual dividends from the net profit derived from the operational results of the

second half of 2025, at the rate of 0.39 THB per share. Accordingly, the total dividend payment under 2025 operating results was at the rate of 0.75 THB per share, totaling THB 1,453.94 million. The dividend payout ratio was equivalent to 64.60% of the net profit under the separate financial statements of the year 2025, paid from the net profit with 20% corporate income tax. A natural person shareholder shall be entitled to a tax credit equaling the product of dividend times 20/80 according to the Revenue Code, Section 47 bis.

This dividend distribution complies with the Company's dividend policy. The comparison of dividend payout rates is detailed below:

Details of Dividend Payment	2025 (Proposed Year)	2024
1. Net Profit Attributable to Owners of the Company under the Separate Financial Statements (THB)	2,250,852,536	1,935,665,482
2. Total Amount of Shares (Shares)*	1,938,584,500	1,972,210,900
3. Total Dividend Payment (THB per Share)	0.75	0.60
3.1 Interim Dividends (THB per Share)	0.36	0.33
3.2 Annual Dividends (THB per Share)	0.39	0.27
4. Total Dividend Amount (THB)	1,453,938,375	1,192,029,828
5. Dividend Payout Ratio to Net Profit on the Separate Financial Statements after Deducting from the Legal Reserve	64.60	61.58

**Note:** \*The total number of voting shares, excluding treasury shares, as of the Record Date for determining the shareholders entitled to receive dividends.

Acting Sub Lt. Surasak Mandaeng asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the "Question" button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the "Conference" button.

As there were no inquiries or comments from shareholders or proxies, the Chairman therefore proposed to the meeting to **acknowledge the interim dividend payment and approve the annual dividend payment. This agenda item requires approval by a majority vote of the shareholders attending the meeting and casting their votes**

**Resolution:**

The meeting was resolved as follows:

- 1) To acknowledge the interim dividend payment from the net profit under the separated financial statements derived from the operational results of the first half of 2025 at the rate of THB 0.36 per share, totaling THB 697.89 million, in which the payment of such dividend was made on September 12, 2025.
- 2) To approve the annual dividend payment from the net profit under the separated financial statements derived from the operational results of the second half of 2025, **at the rate of THB 0.39 per share, totaling approximately THB 756.05 million.** In this regard, the Board of Directors determined the date to record the names of the shareholders who are entitled to the dividend payment (**Record Date**) on **May 7, 2026, and determined the date of the dividend payment on May 26, 2026.**

The meeting approved this agenda item by the majority vote of the shareholders attending the meeting and casting their votes excluding abstention from the base counts as follow:

Shareholders' Votes	Number of Votes		%
Approval	1,557,098,386	Votes	100.0000
Disapproval	0	Votes	0.0000
<b>Total Votes</b>	<b>1,557,098,386</b>	<b>Votes</b>	<b>100.0000</b>
Abstentions	0	Votes	excluding from the total votes
Voided	0	Votes	excluding from the total votes
Total attendees: 582 persons, representing 1,557,098,386 total votes.			

**Agenda Item 4: To approve the re-election of directors who are due to retire by rotation for another term.**

The Company Secretary informed the meeting that Article 17 of the Articles of Association of the Company provides that “At every annual general meeting of shareholders, one-third (1/3) of the directors shall vacate in proportion. If the number of directors is not a multiple of three, the number of directors closest to one-third (1/3) shall vacate from office.

The director who vacates from office may be re-elected.

The directors vacating from office in the first and second years after the registration of the Company shall be selected by means of drawing lots. In subsequent years, the director who has held office the longest shall vacate from office.”

At the 2026 Annual General Meeting of Shareholders, there were 2 directors retiring by rotation. In order to be in compliance with the Articles of Association, the directors who have held office the longest shall retire by rotation. The 2 directors are as follows:

- 1) Mr. Veerasak Kositpaisal      Currently holds the position of Acting Chairman of the Board of Directors/ Independent Director / Member of Audit Committee / Chairman of Nomination and Remuneration Committee / Member of Risk Management and Sustainability Committee
- 2) Dr. Anuchit Anuchitanukul      Currently holds the position of Independent Director / Chairman of Risk Management and Sustainability Committee

The Nomination and Remuneration Committee (excluding directors with conflicts of interest), at Meeting No. 1/2026 held on January 12, 2026, collectively reviewed the candidates' qualifications. The Committee considered their suitability and expertise relative to the Company's business operations, focusing on their distinguished knowledge, capabilities, and industry experience. Furthermore, the Committee assessed their past performance as directors and their ability to exercise independent judgment as independent directors. The review also ensured full compliance with relevant regulations governing directors and independent directors, including the Public Limited Companies Act B.E. 2535 (as amended), the Securities and Exchange Act B.E. 2535 (as amended), and the notifications of the Capital Market Supervisory Board, the Stock Exchange of Thailand, and any other related announcements.

The Company provided shareholders with an opportunity to propose nominees for the Board of Directors from October 1, 2025, to December 31, 2025, via mail and email. However, no shareholder has proposed any candidates for director election to replace those whose terms are due to retirement by rotation.

The Nomination and Remuneration Committee deemed it appropriate to recommend reappointing the 2 retiring directors for another term. Despite having served for more than 9 years and is nominated for re-election for another term, Mr. Veerasak Kositpaisal remains capable of providing independent opinions and possesses all qualifications in compliance with relevant laws and regulations concerning Independent Directors.

The brief profiles of the two nominated directors, including details such as age, shareholding information, educational qualifications, expertise, work experience, and Board meeting attendance record, as well as the Company's definition of Independent Director (which is equivalent to the criteria set by the Capital Market Supervisory Board), are provided in the supporting documents for Agenda 4, which have been delivered to shareholders together with the Notice of Meeting.

Furthermore, to enhance the efficiency and operational flexibility of the sub-committees, **the Board of Directors seeks authorization from the Shareholders' Meeting to restructure, modify, change, appoint or amend the membership of the sub-committees as deemed appropriate.**

In accordance with the principles of good corporate governance and transparency, and to ensure that shareholders can exercise their voting rights independently, the Chairman requested the 2 directors to leave the meeting room during the shareholders' or proxies' consideration of the election of directors to replace those retiring by rotation.

Director Nomination Process and Criteria is in accordance with the Board of Director's Nomination and Remuneration Policy. For more information, please visit our websites on the menu "Investor Relations" >> "Corporate Governance" >> "Policies"

The Company Secretary asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the "Question" button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the "Conference" button.

As there were no inquiries or comments from shareholders or proxies, the Company Secretary proposed to the meeting to approve the election of the directors in place of those who retired by rotation. This agenda item requires approval by a majority vote of the shareholders attending the meeting and casting their votes. The votes were counted individually on each director.

**Resolution:**

The meeting resolved to approve the election of 2 directors in place of those who retired by rotation to hold office as directors for another term on an individual basis, by the majority vote of the shareholders attending the meeting and casting their votes excluding abstention from the base counts as follows:

- 4.1. Mr. Veerasak Kositpaisal was re-elected as an Acting Chairman of the Board of Directors/ Independent Director / Member of Audit Committee / Chairman of Nomination and Remuneration Committee / Member of Risk Management and Sustainability Committee

Shareholders' Votes	Number of Votes		%
Approval	1,541,261,062	Votes	98.9831
Disapproval	15,833,700	Votes	1.0168
<b>Total Votes</b>	<b>1,557,094,762</b>	<b>Votes</b>	<b>100.0000</b>
Abstentions	3,624	Votes	excluding from the total votes
Voided	0	Votes	excluding from the total votes
<b>Total attendees: 582 persons, representing 1,557,098,386 total votes.</b>			

- 4.2. Dr. Anuchit Anuchitanukul was re-elected as an Independent Director / Chairman of Risk Management and Sustainability Committee

Shareholders' Votes	Number of Votes		%
Approval	1,557,098,386	Votes	100.0000
Disapproval	0	Votes	0.0000
<b>Total Votes</b>	<b>1,557,098,386</b>	<b>Votes</b>	<b>100.0000</b>
Abstentions	0	Votes	excluding from the total votes
Voided	0	Votes	excluding from the total votes
<b>Total attendees: 582 persons, representing 1,557,098,386 total votes.</b>			

- Agenda Item 5: To consider and approve the increase in the number of directors by one (1) seat and the appointment of a new director.**

The Company Secretary informed the meeting that, as the term of office for Mrs. La-or Tangkaravakoon who resigned prior to the completion of her tenure was scheduled to expire at the 2026 Annual General Meeting of Shareholders (AGM), the total number of directors has decreased from 8 to 7.

To ensure the continuity and efficiency of the Board of Directors' operations, the Company proposes that the 2026 AGM consider and approve an increase in the number of directors by one (1) position and the appointment of one (1) new director, namely:

**Asst. Prof. Polawat Witookollachit, M.D., Ph.D., as a Director and Independent Director**

To ensure the continuity and efficiency of the Board of Directors' operations, the Management has conducted a recruitment process to identify qualified candidates in accordance with the Company's Nomination and Remuneration Policy. This process aligns with the Company's strategic business direction, considering essential skills, knowledge, expertise, and experience (Board Skill Matrix), as well as promoting Board Diversity.

In this regard, the nominated candidate does not possess any prohibited characteristics under relevant laws and the Company's Articles of Association.

In accordance with the Company's practices, the Management has verified the qualifications of Asst. Prof. Polawat Witookollachit, M.D., Ph.D. The review confirmed that he possesses no disqualifying characteristics under relevant laws and regulations for the position of Director or Independent Director. Additionally, his current roles in other organizations, both in the public and private sectors, do not present any conflict or prohibition regarding his appointment.

In this regard, the election of directors for this agenda must be conducted in accordance with the criteria set forth in the Company's Articles of Association, which stipulate that:

Article 15. The Company must have the Board of Directors to operate the Company's business. The Board of Directors shall comprise not less than five (5) directors, provided that at least half (1/2) of the directors shall reside within the Kingdom of Thailand. A director may or may not be a shareholder of the Company.

Article 16. The directors shall be elected by the shareholders' meeting in accordance with the following rules and procedures:

(1) Each shareholder shall have one (1) vote for one (1) share.

(2) Each shareholder may exercise all the votes he or she has under (1) above to elect one or several persons to be a director or directors but cannot divide his/her votes in an unequal number to any particular person.

(3) Persons who are elected to be directors will be those who receive the highest number of votes, in descending order, according to the number of directors who are to be elected. In the event of a tie for the last position to be elected and this exceeds the said number of directors, the Chairman of the meeting shall have a casting vote.

The Board of Directors, excluding interested directors, has carefully and prudently reviewed this matter in accordance with the Company's established procedures. Following a screening process by the Nomination and Remuneration Committee, which included an evaluation of regulatory qualifications and suitability for the Company's business operations, the Board deems it appropriate to propose that the Annual General Meeting of Shareholders (AGM) consider the appointment of **Asst. Prof. Polawat Witookollachit, M.D., Ph.D.** as a Director and Independent Director.

Since the person possesses all the required qualifications of a director and an independent director in accordance with the Company's definition. He also brings extensive knowledge, expertise, and experience that align with the Company's business strategy, particularly in Information Technology, Innovation, Strategic Planning, and Risk Management. A brief profile of the person is provided [in Attachment 2](#) of the Notice of Meeting.

The criteria and procedures for director nomination are conducted in accordance with the Director Nomination and Remuneration Policy. Detailed information regarding this policy can be found on the Company's website under the 'Investor Relations' section, by following the path: 'Corporate Governance' > Policies.

The Company Secretary asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the "Question" button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the "Conference" button.

As there were no inquiries or comments from shareholders or proxies, the Company Secretary proposed to the meeting to approve the increase in the number of directors by one (1) seat and the appointment of a new director. This agenda item requires approval by a majority vote of the shareholders attending the meeting and casting their votes.

**Resolution:**

The meeting resolved to approve the increase in the number of directors by one (1) seat and the appointment of Asst. Prof. Polawat Witoolkollachit, M.D., PH.D. as a new director and independent director, by the majority vote of the shareholders attending the meeting and casting their votes excluding abstentions from the total votes,

Shareholders' Votes	Number of Votes		%
Approval	1,557,098,386	Votes	100.0000
Disapproval	0	Votes	0.0000
<b>Total Votes</b>	<b>1,557,098,386</b>	<b>Votes</b>	<b>100.0000</b>
Abstentions	0	Votes	excluding from the total votes
Voided	0	Votes	excluding from the total votes
<b>Total attendees: 582 persons, representing 1,557,098,386 total votes.</b>			

**Agenda Item 6: To consider and approve the determination of the remuneration for directors and the sub-committees for the year 2026**

The Chairman informed the meeting that the Section 90 of the Public Limited Company Act B.E. 2535 (1992) (including any amendment thereto) provides that the company shall not pay money nor give any property to a director unless it is a payment of remuneration under the articles of association of the company. In the case where the articles of association of the company are not stipulated, the payment of remuneration under the first paragraph shall be in accordance with the resolution of the shareholders' meeting based on a vote of no less than two-thirds of the total number of votes of the shareholders attending the meeting. In addition, Article 22 of the Articles of Association of the Company provides that:

“The directors shall be entitled to receive remuneration from the Company in the form of a financial reward, meeting allowance, gratuity, bonus, or other benefits in accordance with a resolution of the shareholders' meeting by a vote of no less than two-thirds (2/3) of the number of shareholders attending at the meeting. The remuneration may be designated in a fixed amount or as a specific criterion for any specific time of payment or for continuous application until any future amendment by a resolution of the shareholders' meeting is made. Moreover, the directors are also entitled to remunerations and welfare in accordance with the Company's regulations.

The provision under the first paragraph shall not prejudice the rights of the directors appointed from the staff members or employees of the Company who are entitled to the remunerations and benefits as the staff members or employees of the Company”

The Board of Directors, having considered the recommendations of the Nomination and Remuneration Committee, which conducted a thorough and prudent review considering various factors such as the Company's

performance, business expansion data, experience, scope of duties, roles, and accountability and responsibility of each director, as well as comparisons and references to levels prevalent in similar industries, deemed it appropriate to propose the determination of the monthly remuneration for directors and sub-committees for the year 2026, encompassing both the monthly remuneration, meeting allowance and the director bonus limit **at the same rates as the previous year**, with the following details:

- 1) The monthly remuneration and meeting allowances for the year 2026, at the same rates as those of the previous year

Board of Directors	Monthly Remuneration (THB/person)	Meeting Allowances (THB/meeting/person) (Payable only to directors attending the meeting)
<b>Board of Directors</b>		
● Chairman	200,000	40,000
■ Vice-Chairman	150,000	35,000
■ Directors	50,000	30,000
<b>Sub-committees</b>		
<b>1. Executive Committee</b>		
■ Chairman of the Executive Committee	100,000	40,000
■ Member of the Executive Committee	50,000	30,000
<b>2. Other Sub-Committees</b> (Apart from the Executive Committee, Including any additional sub-committees established during the fiscal year)		
■ Chairman of the sub-committee	-	35,000
■ Members of the sub-committee	-	30,000

- 2) The determination of the annual bonus limit

To propose a director bonus limit of 0.40% of the net profit according to the separate financial statements for the year ending December 31, 2025 (**the same rate as those of the previous year**), by allowing the Board of Directors to consider and determine the appropriate allocation of bonus to each director within the said bonus limit as deemed appropriate. The bonus will be paid to current directors and directors who resigned during the year, calculated based on the number of days of their directorship.

Furthermore, the Chairman and Vice Chairman will receive bonuses at rates 35% and 25% higher than other members of the board of director, respectively, which is **the same rate as those of the previous year**.

- 3) Other benefits

The Executive Committee shall receive actual medical expenses at the total amount not exceeding THB 5 million per year, which is in accordance with the Company's regulations, and the Board of Directors agreed with the consideration raised by the Nomination and Remuneration Committee. The proposed amount **is the same amount as those of the previous year**.

For year 2025, the total actual directors' remuneration was 16.42 million THB; the details are shown in Attachment 1, Annual Registration Statements/ Annual Report 2025 (Form 56-1 One Report), Part 2 Corporate Governance, Section 6 Corporate Governance Structure, and Significant Information about Board of Directors, Sub-Committees, Management Team, Employees, and Others, Topics Remuneration for the Board of Directors and Sub-Committees on page 91-92, which has been distributed to all shareholders in QR Code format along with the Notice of Meeting.

The Chairman asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the "Question" button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the "Conference" button.

As there were no inquiries or comments from shareholders or proxies, the Chairman proposed to the meeting to approve the remuneration of directors and the sub-committees for the year 2026. This agenda item requires approval by not less than two-thirds (2/3) of the total votes of shareholders who attended the meeting including abstentions for the total votes

**Resolution:**

The meeting resolved to approve the remuneration for directors and sub-committees for the year 2026, by not less than two-thirds (2/3) of the total votes of shareholders who attended the meeting including abstentions for the total votes as follows:

Shareholders' Votes	Number of Votes	%
Approval	1,553,836,837 Votes	99.7905
Disapproval	3,261,549 Votes	0.2094
Abstentions	0 Votes	0.0000
Voided	0 Votes	0.0000
<b>Total Votes</b>	<b>1,557,098,386 Votes</b>	<b>100.0000</b>
Total attendees: 582 persons, representing 1,557,098,386 total votes.		

**Agenda Item 7: To approve the appointment of the auditors and the determination of the audit fee for the year 2026**

The Chairman assigned Mrs. Prisana Praharnkhasuk, Independent Director, Chairman of the Audit Committee, Member of the Nomination and Remuneration Committee, and Member of Risk Management and Sustainability Committee to inform the meeting of the details in order to consider and approve the appointment of the auditors and the determination of the audit fee for the year 2026.

Mrs. Prisana Praharnkhasuk informed the meeting that Section 120 of the Public Limited Company Act B.E. 2535 (1992) (including any amendment thereto) provides that the annual general meeting shall appoint an auditor and determine the auditing fee of the company every year.

In appointing the auditor, the former auditor may be re-appointed, which is in line with Article 37 (6) of the Company's Articles of Association which provides that "the business which the ordinary shareholders shall call the meeting is as follows: (6) to consider the appointment of the auditors and determine the audit fee."

The Audit Committee considered the potential, reputation, experience, expertise, preparedness, and acceptable work standard, independency, and the appropriateness of the audit fee compared to the scope of services and workload. Therefore, the Audit Committee deemed appropriated to appoint EY Office Company Limited ("EY"), as an audit firm for the Company and its subsidiary due to its quality of auditing, availability, and expertise of personnel, as well as the performance standards of EY.

The Board of Directors, as preliminarily considered by the Audit Committee, deemed it appropriate to propose to the shareholders' meeting to approve the appointment of the auditors and the determination of the audit fee of the Company for the year 2026 in accordance with the details as follows;

**1. To appoint the following auditors from EY Office Company Limited** as the Company's auditors for the accounting period ending December 31, 2026, namely:

- |                              |   |
|------------------------------|---|
| 1) Mr. Serm Brisuthikun      | Certified Public Accountant No. 9452 or |
| 2) Ms. Krongkaew Limkittikul | Certified Public Accountant No. 5874 or |
| 3) Mr. Nattawut Santipet     | Certified Public Accountant No. 5730    |

In the event that the aforementioned auditor is unable to perform their duties, EY Office Limited shall provide other alternative licensed auditors from the firm to perform the audit and express an opinion on the Company's financial statements in place of the aforementioned auditor.

#### **Qualification**

The aforementioned auditors possess qualifications in accordance with the regulations of the Securities and Exchange Commission. EY Office Limited has been nominated for the 4th consecutive year, and Mr. Serm Borirakchotikul, the auditor who signed the latest financial statements of the Company, has been nominated for the 3rd year. This is not in conflict with the Capital Market Supervisory Board's Notification No. Tor Chor. 75/2561, which stipulates that listed companies on the Stock Exchange of Thailand must rotate auditors if an individual auditor has performed the duties of reviewing or auditing the company's financial statements for 7 fiscal years (whether consecutive or not).

#### **Relationship with the Company**

The proposed auditors have no relationships or conflicts of interest with the Company, its subsidiaries, executives, major shareholders, or related parties in any manner, thereby ensuring their independence in auditing and expressing opinions on the Company's financial statements.

#### **Profile / Background of the Proposed Auditor**

Details regarding the background of the nominated auditors for the 2026 fiscal year are provided in [Attachment 3](#), which has already been distributed to all shareholders along with the notice of this meeting.

2. To determine the audit fee for 2026, in total amount of 3,850,000 THB (excluding Non-Audit Fee and out-of-pocket expenses incurred during the service period, such as travel and accommodation costs), with the following details compared to the previous year:

Unit: THB

No.	Company	2026 (Proposed year)	2025	Difference
1	Audit Fee of the Company	3,250,000	3,250,000	-
2	Group Audit Fee	600,000	600,000	-
	<b>Total</b>	<b>3,850,000</b>	<b>3,850,000</b>	<b>-</b>

In addition, Group Audit Fee represents the service costs for the Company's auditors to examine significant transactions of subsidiaries included in the consolidated financial statements, in compliance with revised auditing standards.

Furthermore, the shareholders' meeting is requested to authorize the Board of Directors and/or the Audit Committee to determine other remuneration and expenses incurred during the service period (non-audit fees), and Out-of-Pocket such as travel and accommodation expenses, which will be charged to the Company on an actual basis for any ad-hoc assignments beyond the scope of the annual statutory audit.

#### Services for Subsidiaries

EY Office Limited and its overseas branches serve as the direct and indirect auditors for a total of 8 subsidiaries for the 2026 fiscal year (Previously, a total of 3 subsidiaries in year 2025.). The remaining subsidiaries engage audit services from other audit firms. The selection of auditors for each entity is primarily based on service quality and audit fee competitiveness. The Company recognizes the importance of appointing the same auditing firm for its subsidiaries as that of the Company to ensure consistency and efficiency in oversight. Furthermore, the Board of Directors ensures that the consolidated financial statements are prepared and disclosed within the required statutory timeframe.

In 2025, total auditor remuneration of the Company and its subsidiaries, are as follows:

Unit:THB

	Audit Fee	Non-Audit Fee	Out-of-Pocket	Total
The Company	3,250,000	48,000	79,423	3,377,423
Subsidiaries	3,472,714	248,948	154,257	3,875,919
<b>Total</b>	<b>6,722,714</b>	<b>296,948</b>	<b>233,680</b>	<b>7,253,342</b>

The auditor remuneration paid for EY Office Limited and other auditors are included:

	Audit Fee	Non-Audit Fee	Out-of-Pocket	Total
EY Office Limited	4,611,584	84,000	86,937	4,782,521
Others	2,111,129	212,948	146,744	2,470,821
<b>Total</b>	<b>6,722,714</b>	<b>296,948</b>	<b>233,680</b>	<b>7,253,342</b>

Details of audit fees and other service fees (non-audit fee) paid to auditors or other businesses related to auditors for the Company and its subsidiaries as of December 31, 2025, are shown in **Attachment 1** Annual Registration Statements/ Annual Report 2025 (Form 56-1 One Report) Specifically, **Part 2:** Corporate Governance, Section 6: Corporate Governance Structure and Important Information About the Committees, Subcommittees,

Executives, Employees, and Others, under Topic Remuneration for Auditors, on page 96, which was delivered to all shareholders together with the notice of meeting.

The Chairman asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the “Question” button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the “Conference” button.

As there were no inquiries or comments from shareholders or proxies, the Chairman proposed to the meeting to approve the appointment of the auditors and the determination of the audit fee for the year 2026. This agenda item requires approval by a majority vote of the shareholders attending the meeting and casting their votes.

**Resolution:**

The meeting resolved to approve as follows;

**1. Approved the appointment of the following auditors from EY Office Company Limited as the auditors of the Company for the fiscal year 2026**

- |                               |   |
|-------------------------------|---|
| 1) Mr. Serm Brisuthikun       | Certified Public Accountant No. 9452 or |
| 2) Miss Krongkaew Limkittikul | Certified Public Accountant No. 5874 or |
| 3) Mr. Nattawut Santipet      | Certified Public Accountant No. 5730    |

**2. Approved the audit fee for the year 2026 at THB 3,850,000** excluding non-audit fees and out-of-pocket expenses incurred during the course of service, such as travel and accommodation, which shall be charged on an actual basis.

The resolution was passed by the majority vote of the shareholders attending the meeting and casting their votes excluding abstentions from the total votes as follows:

Shareholders' Votes	Number of Votes		%
Approval	1,555,872,786	Votes	99.9862
Disapproval	214,600	Votes	0.0137
<b>Total Votes</b>	<b>1,556,087,386</b>	<b>Votes</b>	<b>100.0000</b>
Abstentions	1,011,000	Votes	excluding from the total votes
Voided	0	Votes	excluding from the total votes
<b>Total attendees: 582 persons, representing 1,557,098,386 total votes.</b>			

**Agenda Item 8: Other matters (if any)**

The Chairman informed the meeting that this agenda item was designated for shareholders to raise inquiries and/or provide comments to the Board of Directors (if any), and/or for the Board of Directors to clarify and respond to shareholders' questions. No other matters would be presented for the meeting's approval, and no resolutions would be passed under this agenda item. The opportunity was then extended to shareholders or proxies to ask further questions or express their opinions.

The Chairman asked the meeting whether or not there were any shareholders or proxies who wished to raise any questions or express any opinions by pressing the "Question" button, which would consider in 2 ways: 1) via message, by typing in a question and pressing the "Send" button or 2) via video and audio, by pressing the "Conference" button.

As no other shareholders or proxies raised any further questions or expressed any opinions regarding this agenda item, the Company Secretary then presented the inquiries received from shareholders in advance of the meeting date. These inquiries, which pertained to matters outside the scope of the meeting agenda, were disclosed to the meeting for clarification as follows:

**Parkway Capital Limited, an asset management company holding the Company's shares through DBS BANK LTD., has submitted inquiries to the Company in advance as follows:**

Questions	Answers
<p>Does the Company have any plans for further share buybacks to signal to investors that the current market price remains undervalued?</p>	<p><b>Mr. Jatuphat Tangkaravakoon informed the meeting that</b></p> <p>The Company continues to consider share repurchases as an ongoing alternative for its financial management. However, given the significant volatility in costs, it is necessary to closely monitor the situation to ensure clarity before proceeding with any decision.</p> <p>In evaluating such a plan, the Company must consider the trading liquidity of its shares on the Stock Exchange, as well as its status as a listed company in maintaining a minority shareholding proportion (Free Float) of no less than 15 percent, in accordance with the Stock Exchange's regulations.</p> <p>The Company expects to have further clarity regarding the share buyback plan by the third quarter of 2026.</p>

As no further questions or comments were raised by any shareholders or proxies, the Company Secretary informed the meeting that the Company would inform the meeting's resolution through the Stock Exchange of Thailand's website within the next business day. The Company will complete the minute of meeting within 14 days after the meeting date and will dispatch the report to the Stock Exchange of Thailand and the Department of Business Development accordingly and upload the minute of meeting on the Company's website. thereby ensuring that shareholders are informed of the meeting's outcomes and can verify the accuracy of the proceedings.

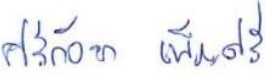


The Chairman expressed his appreciation to the shareholders for their participation in the meeting and formally closed the meeting.

The meeting adjourned at 11.40 hrs.

Subsequently, following the commencement of the meeting, there were additional shareholders registered to attend the meeting. **Consequently, regarding the quorum by the time the meeting closed, the total number of shareholders and proxies attending the meeting was 582, representing 1,557,098,386 shares, which constitutes 82.3214% of the total issued shares (net of treasury shares as of the record date for shareholders entitled to attend the meeting).**

Signed  Chairman of the Meeting  
Mr. Veerasak Kositpaisal  
Acting Chairman of the Board of Directors

Signed  Secretary of the Meeting  
Miss Srikanlaya Pensri  
Company Secretary