

(Translation)

Minutes of the Annual General Meeting of Shareholders for 2026

P.C.S. Machine Group Holding Public Company Limited

Venue: Sukhumvit 3 Meeting Room (C Floor), Grande Centre Point Terminal 21 Bangkok Hotel, 2 Sukhumvit Soi 19 (Wattana), Sukhumvit Road, Klongtoey Nua, Wattana, Bangkok 10110. via an electronic meeting only in accordance with the Emergency Decree on Electronic Media Conferences B.E. 2563 and other applicable laws.

Date and Time: Friday, 24 April 2026 at 1.30 p.m.

Preliminary Proceedings:

Miss. Busara Buapuan, the Meeting Facilitator (the “**Facilitator**”) greeted the shareholders and the attendees at the Annual General Meeting of Shareholders for 2026 of P.C.S. Machine Group Holding Public Company Limited (the “**Company**”) via an electronic meeting only, The Company had video recording of the meeting in accordance with the Emergency Decree on Electronic Media Conferences B.E. 2563 and other applicable laws. OJ International Company Limited was the controller and organizer for this electronic meeting. The Facilitator provided the information regarding the registered capital and shares of the Company as follows:

Registered capital	THB	1,525,000,000
Paid-up registered capital	THB	1,525,000,000
Issued ordinary shares	Shares	1,525,000,000
Par value per share	THB	1

However, the Company currently holds a total of 75,000,000 repurchased ordinary shares (Treasury Shares). Such shares held by the Company shall not be counted toward the quorum of the Annual General Meeting of Shareholders. Furthermore, these shares carry no voting rights and no entitlement to dividend payments. Consequently, the total number of shares with active voting rights for the 2026 Annual General Meeting of Shareholders amounts to 1,450,000,000 shares.

The Company scheduled the date to determine the names of the shareholders entitled to attend the Annual General Meeting of Shareholders for 2026 on 10 March 2026.

The Facilitator informed the Meeting that, at the beginning of the Meeting, there were 53 shareholders attending the Meeting in person and by proxy, holding 1,112,899,610 shares in aggregate, representing 76.75 percent of the total number of issued shares of the Company. A quorum was thus constituted in accordance with Article 33 of the Articles of Association of the Company, which provides that the quorum of the Meeting shall comprise of shareholders and proxies of no less than 25 persons or no less than one-half of the total number of shareholders, holding shares amounting to no less than one-third of the total number of issued shares of the Company in aggregate.

To ensure that the Meeting was conducted in compliance with good corporate governance principles with respect to voting in the Meeting, the Facilitator informed the Meeting of the procedures for voting and the counting of votes as follows:

1. For voting in the Meeting, a shareholder will have the number of votes equivalent to the number of shares he/she holds in the Company, whereby one share is equivalent to one vote.
2. The shareholders attending the Meeting in person, or the proxies appointed in the form prescribed by law, will cast their votes in accordance with the following procedures:
 - 1) This meeting is a meeting via electronic media, therefore, no ballots were printed for attendees.
 - 2) For voting, shareholders specify to go to E-Voting to vote in each agenda within the specified time (1 minute). The system will have an inquiry message, "Confirm the vote or not", then press "OK" to confirm the vote.
 - 3) In case the shareholder wishes to change the vote, it can be done by pressing the new vote. In case that such agenda has been closed for voting, shareholders shall not be able to vote or change voting.
 - 4) For attendees via mobile device or tablet, switch program from Zoom to Chrome to vote via E-Voting menu.
 - 5) Once the shareholders have finished voting, return to E-Meeting window in Zoom program to continue watching the video and audio of the meeting.
 - 6) The system will collect the votes by counting the total votes from those who voted through E-Voting together with those who voted in advance through proxy documents.

For the counting of votes, the Company will deduct the number of ballots with a vote of "Disapproval" or "Abstention" from the total number of votes. The remaining votes shall be considered as votes of "Approval" for shareholders who vote to approve each agenda item.

3. If a shareholder has exercised his/her rights through Proxy Form B to assign other person to attend the Meeting, or granted a proxy to an independent director to vote on his/her behalf, and determined that the proxy shall vote in accordance with such shareholder's intention or the proxy's intention, the Company will count such vote in accordance with the intention of the shareholder or the proxy. In the case of foreign shareholder who has appointed a custodian in Thailand to be a share depository, his or her vote may be separated, whether in approval, disapproval or abstention on each agenda item, with the number of votes to be separated equivalent to the number of shares he or she holds.
4. For the voting procedure for Agenda Item 4: "To consider and approve the appointment of the new directors in place of the directors who are due to retire by rotation", the Company will propose that the Meeting considers the appointment of directors on an individual basis, provided that the shareholders are requested to vote for approval, disapproval, or abstention.

Voting Thresholds per Agenda Item

- **Agenda 1:** No voting is required as this agenda is for acknowledgment.
- **Agendas 2, 3, and 6:** Approval requires a **majority vote** of the shareholders who attend and cast their votes. The base calculation includes "Approve," "Disapprove," and "Voided" ballots, but **excludes** "Abstain" votes.
- **Agenda 4 (Election of Directors):** Directors will be elected on an **individual basis**. Shareholders are requested to vote "Approve," "Disapprove," or "Abstain" for each director nominee.
- **Agenda 5:** Approval requires **not less than two-thirds (2/3)** of the total votes of the shareholders attending the meeting (including Approve, Disapprove, Abstain, and Voided ballots).
- **Agenda 7:** Approval requires **not less than three-fourths (3/4)** of the total votes of the shareholders attending the meeting and having the right to vote.

5. Article 35 of the Company's Articles of Association provides that, "In an ordinary event, an agenda item shall be passed by the majority vote of the shareholders attending the Meeting and casting their votes, whereby one share is equivalent to one vote. In the case of a tied vote, the Chairman of the Meeting shall have an additional vote as a casting vote."

Therefore, in order to consider whether an agenda item is approved by a majority vote, only the votes of "approval" and "disapproval" of the shareholders who attend the Meeting and cast their votes will be counted. The votes of "abstention" will not be counted.

6. The total number of votes of the shareholders cast on each agenda item might not be equivalent, as there will be shareholders and proxies entering or leaving the meeting from time to time. Therefore, the number of persons attending the Meeting for each individual agenda item may change and not always be equivalent.

7. During the vote counting, the Company had a representative from TTT & Partners Ltd., as legal advisor to act as a witness of the vote counting.

8. Furthermore, before casting a vote on each agenda item, the shareholders attending the Meeting will be given an opportunity to raise questions relevant to that agenda item as appropriate (wait 1 minute for questions per agenda). The shareholders or proxies wishing to raise questions are requested to perform via chat box in the Zoom program.

Questions are opened for the shareholders to submit in advance. In case that there is no question, the Company will continue the Meeting. But if there is additional question, the shareholders could do so via Q&A program, in which the Company will answer that question later on.

The directors, managements and advisors attending the Meeting were as follows:

Directors in attendance: total of 8 directors, representing 88.88 percent of the total number of directors, attending the Meeting. In this regard, 7 directors in attendance onsite at the Sukhumvit 3 Room (C Floor), Grande Centre Point Terminal 21 Bangkok Hotel, 2 Sukhumvit Soi 19 (Wattana), Sukhumvit Road, Klongtoey Nua, Wattana, Bangkok 10110, and 1 director attending via electronic means.

Directors in attendance : 7 directors at Sukhumvit 3 Meeting Room (C Floor), Grande Centre Point Terminal 21 Bangkok Hotel, 2 Sukhumvit Soi 19 (Wattana), Sukhumvit Road, Klongtoey Nua, Wattana, Bangkok.

1. Mr. Chakramon Phasukavanich Chairman of the Board of Directors
resided as the Chairman of the Meeting
2. Mr. Siriphong Rungrotkitiyot Vice Chairman of the Board of Directors
Nomination and Remuneration Committee Member
3. Mr. Pakhawat Kovithvathanaphong Independent Director
Chairman of the Audit and Risk Management Committee
4. Mr. Rachai Wattakasem Independent Director
Chairman of Sustainable and Corporate Governance
Committee
Audit and Risk Management Committee Member
Nomination and Remuneration Committee Member
5. Mrs. Wanna Raomanachai Director
6. Mr. Koonchorn Roumanachai Director
7. Mr. Phon-ek Rungrotkitiyot Director

Director participating via electronic means : 1 directors

1. Mr. Jukr Boon-long Independent Director
Chairman of the Nomination and Remuneration Committee
Audit and Risk Management Committee Member
Sustainable and Corporate Governance Committee Member

Director who did not attend the meeting : 1 directors

1. Mr. Angkrit Rungrotkitiyot Director and Chief Strategy Officer (CSO)

Management in attendance

1. Mr. Banlang Rungrotkitiyot Chief Executive Officer (CEO)
Sustainable and Corporate Governance Committee Member
2. Mr. Korawut Chiwaprecha Chief Financial Officer (CFO)

Advisors in attendance

1. Mr. Arnut Pongprueksa Legal Advisor from TTT & Partners Ltd.
2. Mr. Serm Brisuthikun Auditors from EY Office Company Ltd.
3. Ms. Thunwadee Bumroongkijchareon Auditors from EY Office Company Ltd.

The agenda items for the Annual General Meeting of Shareholders for 2026 were as follows:

- Agenda 1 To consider and acknowledge the operational results of the Company for 2025
- Agenda 2 To consider and approve the Statement of Financial Position and the Profit and Loss Statement of 2025 for the accounting period ending 31 December 2025
- Agenda 3 To consider and approve the dividend payment for operation results of 2025
- Agenda 4 To consider and approve the appointment of the directors in place of the directors who are due to retire by rotation
- Agenda 5 To consider and approve the directors' remunerations for 2026
- Agenda 6 To consider and approve the appointment of the auditor and the determination of the audit fee for 2026
- Agenda 7 To consider and approve the amendment to Clause 30 of the Articles of Association of the Company in relation to the number of authorized directors
- Agenda 8 To consider other agenda (if any)

Mr. Chakramon Phasukavanich, Chairman of the Board of Directors, presided as the Chairman of the Meeting (the "Chairman"). The Chairman greeted the shareholders and attendees and declared the Annual General Meeting of Shareholders for 2026 to be duly convened and conducted the Meeting according to the following agenda items:

Agenda Item 1: To Acknowledge the Operating Results of the Company for 2025

Chairman assigned Mr. Banlang Rungrotkitiyot, Chief Executive Officer (CEO), ("Mr.Banlang"), to report the Meeting for the operating results of the Company in 2025, the details of which can be summarized as follows:

1. Business Overview

- Global Situation: The global supply chain remains fragile from the cumulative impacts of COVID-19 and geopolitical tensions, particularly the U.S. tax policy under President Trump's administration in 2025, which has accelerated the restructuring of the global supply chain.
- Domestic Industry: The domestic automotive market is pressured by high household debt levels and strict lending criteria by financial institutions.
- Revenue Structure: Currently, the Company's main revenue comes from domestic sales (47%) and indirect exports (50%), with export to Europe accounting for up to 30%, which poses risks from ESG regulations and CBAM measures.

2. Risk Analysis

The company has identified key risks and management approaches as follows:

- Trade Policy: Address the tariffs from the United States by diversifying sources of raw materials and expanding markets to India, ASEAN, and Brazil.
- Transition to EV: Focus on Aluminum Die Casting products for EV cars and co-develop with customers starting from the design stage.

- Customer Base: Reduce the risk of dependency on a single major customer by expanding the base to High Value Parts and utilizing the Efficiency Manufacturing Index to control costs.
- Labor and Technology: Adjust the working style to Cross-functional and accelerate Upskilling and Reskilling for employees in EV and AI.
- Environment: Invest in clean energy and prepare Carbon Footprint reports to enhance transparency in line with the requirements of global customers.

3. Business Plan 2026

To achieve the objectives according to the above strategy, the Company has laid out 4 main business plans:

- Marketing Plan: Focus on increasing sales from the existing customer base and expanding into new markets.
- Operating Plan - Production: Focus on reducing production costs through efficient processes.
- Operating Plan - HR: Focus on developing personnel to have skills that support new technologies through Upskill and Reskill.
- Financial Plan: Manage budget and cash flow to be stable and sufficient for investment in new projects.

Sales Enhancement and Marketing Strategy for 2026

The management has proposed strategies to generate revenue growth, divided into 3 main approaches:

1. Management of Current Customers

- Relationship Building: Focus on strengthening long-term relationships with key OEM customers.
- Joint Development: Proceed with joint product development with customers, quality certification, and enhance cost-competitiveness to secure a stable revenue base.
- Quality Score Improvement: Target an increase in quality scores to support opportunities for receiving new project assignments from the existing customer base.

2. Expansion of New Target Customers

- Low-Risk Export Markets: Expand the customer base into markets with high growth and low tariff barrier risks, such as the ASEAN region.
- Maintaining the Internal Combustion Engine (ICE) Base: Penetrate the Brazilian market, which still has a continuous demand for internal combustion engine (ICE) parts.
- Investment in New S-Curve: Focus on diversifying revenue sources into product groups with high growth potential, namely Electric Vehicle (EV) parts, Aerospace parts, and Robotics systems.

3. Utilization of Trading Partners & Networks

- Supply Chain Adaptation: Utilize the regional supply chain shifts caused by the trade decoupling between the United States and China.
- ASEAN Partnership Creation: Create cooperation with manufacturers in the ASEAN region.
- Strategic Positioning: Position the Company as a strategic manufacturing hub in Thailand to increase opportunities for indirect exports to the global market.

Cost Reduction - Operating Plan

The Company has established key guidelines for managing costs and production in 2 main areas:

1. Quality-driven Cost Reduction

- Core Concept: Adhere to the approach of "building quality from the production process."
- Process: Emphasize the strict maintenance of product quality from the beginning of the production process to the final quality inspection step.
- Goal: To maintain acceptable standards and continuously build customer confidence, which will help increase opportunities to compete for new projects and keep the existing customer base secure.

2. Efficiency Enhancement

- Knowledge Integration: Integrate engineering knowledge with systems thinking and logical reasoning to maximize resource utilization.
- Performance Index: Apply the "Efficiency Manufacturing Index" to identify and manage complexity in the process that does not add value (non-value added complexity).
- Hidden Cost Management: Focus on reducing hidden costs and redesigning the production process to reduce costs while increasing product quality.

Human Capital Development Operating Plan

The Company focuses on the comprehensive development of human resources to support sustainable growth, divided into 4 key pillars:

1. Physical & Financial Health

- Physical Health: Promote health-enhancing activities, such as organizing running or cycling events, to build good health for employees.
- Financial Health: Emphasize the stability and financial well-being of employees alongside their physical health.

2. Workplace Environment: Focus on creating and improving the workplace environment to be suitable, safe, and conducive to efficient performance.

3. Open-mind Culture: Promote a working culture that is open-minded, ready to listen to opinions, and emphasizes the participation of employees at all levels to build good relationships within the organization.

4. Upskill & Reskill: Focus on developing and adding new skills for employees to keep pace with future technological and industrial changes.

Anti-Corruption Policy and Operations

The Company places great importance on conducting business with transparency and fairness, with a summary of key operations as follows:

- CAC Certification: The Company has been officially certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC).
- The Company has announced and adheres to the "No Gift Policy" to establish a transparent working standard, laying the foundation and business ethics.
- The Company has prepared the Corporate Governance and Code of Conduct handbook and distributed it to suppliers, vendors, and employees to serve as a guideline for working together. The

Company is committed to continuously communicating the anti-corruption policy to trading partners and suppliers.

- Corporate Culture Building and Training (2025): The Company focuses on cultivating awareness through learning at all levels, incorporating the anti-corruption policy curriculum into the orientation for new employees. In 2025, 225 new employees attended the training, refresher training on anti-corruption measures was organized for 41 management-level employees, and a specific internal audit course on anti-corruption was provided to increase the rigor of oversight.

Performance Report on the Clean Energy Project (Solar Rooftop)

The Company has continuously implemented the project to install solar panels on the factory roofs and the employee parking lot to increase energy efficiency and reduce environmental impact. The Company has a total installed capacity of 8.9695 Megawatts Direct Current (MWdc), and the Company was able to generate a total of 7.78 Megawatt-hours of electricity from renewable energy. A comparison shows that in 2025, the Company saved Baht 32 million in electricity costs, and this project helped reduce greenhouse gas emissions by up to 3,889.2 Ton-CO².

Mr. Korawut Chiwaprecha, Chief Financial Officer (CFO) ("Mr. Korawut"), further explained the current situation of the automotive industry group, the Federation of Thai Industries. Due to the high rate of household debts level, financial institutions have slowed down and tightened their lending criteria, especially for auto loans, which has resulted in an overall decline in automotive production. The overall production in the automotive industry in 2025 was 1,455,569 units, a decrease of 0.9 percent compared to 1,468,997 units in 2024, and automotive production for 2026 is projected to be 1.5 million units. The financial performance results for 2025 will be presented in the next agenda.

The Chairman made an additional to reiterate the challenges the Company must encounter, which are influenced by war and geopolitics in 2026. The impacts of the war, including tensions in the Middle East and the Russia-Ukraine war, remain negative factors that cause continuous volatility, along with the energy price crisis and rising, volatile fuel prices, which directly affect the production and logistics costs of the Company. Based on the aforementioned factors, it is assessed that 2026 will continue to be another difficult year for business operations.

The Chairman provided an opportunity for the shareholders and proxies attending the meeting to ask questions and express their opinions (waiting duration: 1 minute).

Mr. Panachai Korsawatworakun, a shareholder, asked whether the impact of the war caused an increase in raw material prices, whether the price adjustment with customers could be made immediately, and whether there was a product shortage leading to the cancellation of production.

Mr. Banlang Rungrotkitiyot, Chief Executive Officer (CEO), clarified that in terms of transportation costs and consumables, adjustments could be made immediately. However, for raw materials, it takes time due to the customers' adjustment cycle. As for the cancellation of production, there is no such incident, but rather a delay in product delivery.

This agenda item was only to report to the Meeting on the operating results of the Company for 2025, therefore, no voting was required.

Agenda Item 2: To consider and approve the Statement of Financial Positions and the Comprehensive Income Statement of 2025 for the accounting period ending 31 December 2025

The Chairman assigned Mr. Pakhawat Kovithvathanaphong (“Mr.Pakhawat”), the Chairman of the Audit and Risk Management Committee, to inform the Meeting of the details as follows:

Mr. Pakhawat informed the Meeting that the Company had prepared its Statement of Financial Position as at 31 December 2025 and its Comprehensive Income Statement for the year ended 31 December 2025, as shown in the Financial Statements section and notes, which had been audited by the Certified Public Accountant from EY Office Limited, reviewed by the Audit and Risk Management Committee, and approved by the Board of Directors. Mr. Korawut, Chief Financial Officer (CFO), was assigned to summarise and inform the Meeting as follows:

Mr. Korawut reported to the Meeting regarding the Summary of Financial Statements for the year ended 31 December 2025 as follow;

(unit : Baht million)

Descriptions	Year 2025	Year 2024	Changes YoY (%)	Ratio to Sales 2025	Ratio to Sales 2024
Sales Revenue	2,974.4	3,214.5	-7.5%		
Other Revenue	23.4	25.5	-8.2%		
Total Revenue	2,997.8	3,240.0	-7.5%		
Cost of Goods Sold	2,216.4	2,382.1	-7.0%	74.5%	74.1%
Gross Profits	758.0	832.4	-8.9%	25.5%	25.9%
SG&A	209.4	219.9	-4.8%	7.0%	6.8%
Net Profit	544.4	631.8	-13.8%	18.2%	19.5%
- Local Business	587.8	695.9	-15.5%	19.6%	21.5%
- Overseas Business	(24.4)	(31.4)	-22.4%	0.8%	1.0%
- Impairment loss on financial assets from the overseas business	(31.7)	(11.2)			
- Gain (Loss) on Fx (Unrealized)	12.6	(21.5)			

Mr. Pakhawat informed that Section 112 of the Public Limited Companies Act B.E. 2535 (1992) (including any amendment thereto) (the “PLC Act”) provides that the Company shall prepare an audited balance sheet and profit and loss statement as at the end of the accounting period, and shall propose those to the shareholders

meeting for approval. Therefore, it was proposed the Meeting to consider and approve the Statement of the Statement of Financial Positions and the Comprehensive Income Statement of 2025 for the accounting period ending 31 December 2025.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to inquire or express their opinions on matters related to the agenda. The Meeting allocated a one-minute waiting period to allow attendees to consider their inquiries. Upon completion of the designated time, no shareholders raised any questions or provided further comments regarding the said agenda.

As there were no further inquiries from shareholders, the Chairman proposed that the Meeting cast their votes to consider and approve the Statement of Financial Positions and the Comprehensive Income Statement of 2025 for the accounting period ending 31 December 2025.

The Meeting designated a period of one minute for the shareholders and proxies to proceed with the voting process.

Resolution: After due consideration, the Meeting resolved to approve the Statement of Financial Positions and the Comprehensive Income Statement of 2025 for the accounting period ending 31 December 2025 as proposed, by unanimous vote of the shareholders attending the Meeting and casting their votes as follows:

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

Remark: The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the Meeting and casting their votes.

Agenda Item 3: To consider and approve the dividend payment for operation result of 2025

The Chairman assigned Mr. Korawut, Chief Financial Officer (CFO), to inform the Meeting of the details with regard to this agenda item as follows:

Mr. Korawut informed the Meeting that the PLC Act and Articles 46 and 47 of the Company's Articles of Association provides that the payment of dividend shall be approved by the meeting of shareholders, and that no dividend shall be paid other than profits. If the Company still incurs an accumulated loss, no dividend shall be distributed. In addition, the Company must appropriate to a reserve fund, from the annual net profit, at least 5 percent of the annual net profit, less carried-forward accumulated loss (if any) until the reserve fund reaches an amount of no less than 10 percent of the registered capital.

The Company's dividend payment policy is to distribute dividends of no less than 50 percent of the net profit pursuant to the Separated Financial Statements of the Company after the deduction of taxes and legal reserve. In addition, in considering each distribution of dividend, the Company will take into consideration the relevant factors for the purposes of the best interests of the shareholders, e.g., operational results and financial position of the Company or investment plans, as the Board of Directors deems it appropriate or reasonable, and that the dividend payment must not significantly affect the ordinary course of business of the Company.

Mr. Korawut then proposed to the Meeting as follows;

3.1 Acknowledge the interim dividend payment from the operating result of the Company for the accounting period from 1 January 2025 to 30 June 2025, at the rate of THB 0.15 per share, per share from the total of 1,525,000,000 shares, deducted by the treasury stock of 75,000,000 shares, resulted to the 1,450,000,000 ordinary shares of the Company that entitled to receive dividends, equal to the dividend payment totaling THB 217.50 million. Such dividend payment was paid from the net profit from BOI-promoted business. The payment of interim dividend was approved by the Board of Directors' Meeting No. 4/2025 on 8 August 2025. In this regard, the interim dividend was paid to the shareholders on 5 September 2025.

3.2 Approve the dividend payment from the operating result of the Company for 2025 at the rate of THB 0.27 per share, totaling THB 391.5 million. After the deduction of interim dividend for the accounting period from 1 January 2025 to 30 June 2025, at the rate of THB 0.15 per share, totaling THB 217.50 million as mentioned above, the Company will pay the remaining dividend for the second half of 2025 performance, from 1 July 2025 to 31 December 2025, at the rate of THB 0.12 per share, from the total of 1,525,000,000 shares, deducted by the treasury stock of 75,000,000 shares, resulted to the 1,450,000,000 ordinary shares of the Company that entitled to receive dividends, equal to the dividend payment totaling THB 174 million. Such remaining dividend payment is paid from the net profit and retained earnings from the BOI promoted businesses. The shareholders who receive dividend from this amount shall not be subject to withholding tax. The dividend payment proposal is in accordance with the Company's dividend payment policy.

In this regard, the Company has scheduled the Record Date to determine the shareholders who are entitled to receive the dividend payment on 8 May 2026 (XD on 7 May 2026) and the dividend will be paid on 21 May 2026.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to inquire or express their opinions on matters related to the agenda. The Meeting allocated a one-minute waiting period to allow attendees to consider their inquiries. Upon completion of the designated time, no shareholders raised any questions or provided further comments regarding the said agenda.

As there were no further inquiries from shareholders, the Chairman proposed that the Meeting cast their votes to consider and approve the dividend payment for operation result of 2025.

The Meeting designated a period of one minute for the shareholders and proxies to proceed with the voting process.

Resolution: After due consideration, the Meeting resolved to approve the dividend payment for operation result of 2025, which has a scheduled Record Date to determine the shareholders who are entitled to receive the dividend payment on 8 May 2026 (XD on 7 May 2026) and the dividend will be paid on 21 May 2026, by unanimous vote of the shareholders attending the Meeting and casting their votes, as follows:

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

Remark: The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the Meeting and casting their votes.

Agenda Item 4: To consider and approve the appointment of the new directors in place of the directors who are due to retire by rotation

Before beginning the discussion on this agenda, the Chairman requested that the directors who are due to retire by rotation leave the Meeting in accordance with good corporate governance and for transparency as well as to allow the shareholders to independently vote. The three directors, i.e. Mr. Pakhawat Kovithvathanaphong, Mr. Koonchorn Roumanachai, and Mr. Phon-ke Rungrotkitiyot that are due to retire by rotation will be invited back once the Meeting has considered this agenda item.

As Mr. Jukr Boon-long, Chairman of the Nomination and Remuneration Committee, was attending the meeting via online from abroad and was unavailable to present the report, the Chairman then assigned Mr. Rachai Wattakasem, a member of the Nomination and Remuneration Committee to inform the Meeting.

Mr. Rachai informed the Meeting that Section 71 of the PLC Act and Article 17 of the Company's Articles of Association provide that, at every annual general meeting of shareholders, one-third of the directors shall retire by rotation. If the number of directors is not a multiple of three, the number closest to one-third shall retire. The directors retiring by rotation may be re-elected.

In this Annual General Meeting of Shareholders for 2026, there were 3 directors who were due to retire by rotation as follows:

- 1). Mr. Pakhawat Kovithvathanaphong Independent Director
Chairman of the Audit and Risk Management
Committee
- 2). Mr. Koonchorn Roumanachai Director
- 3). Mr. Phon-ke Rungrotkitiyot Director

In this regard, the Company made an announcement on its website inviting the shareholders to nominate candidate(s) with qualifications required by the PLC Act, the laws governing the securities and stock exchange, and the Company's corporate governance principles, to be elected as the directors, from 16 December 2025 to 19 January 2026. After such given period expired, there were no shareholders who nominated any qualified candidate to be a director of the Company.

After due consideration, the Nomination and Remuneration Committee has considered the qualifications, knowledge and experience of the 3 directors who are due to retire by rotation in this Annual General Meeting of Shareholders for 2026 in accordance with the policy, criteria, and procedures for nomination of directors which has been sent with the invitation letter to this Meeting. The Board of Directors (by a resolution passed by a majority vote and excluding the directors who were due to retire by rotation in this agenda item), was of the view that all 3 directors, i.e. Mr. Pakhawat Kovithvathanaphong, Mr. Koonchorn Roumanachai, and Mr. Phon-ke Rungrotkitiyot are sufficiently knowledgeable, well-experienced, and specialised to benefit the Company in its operations. The Board of Directors deemed it appropriate to propose that the Meeting approve the reappointment of 3 directors who were due to retire by rotation to hold office for another term.

In this regard, the details of the profiles, educational background, and work experience of the directors who were due to retire by rotation and nominated for reappointment for another term are set out in the invitation letter to the Meeting sent to the shareholders.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to inquire or express their opinions on matters related to the agenda. The Meeting allocated a one-minute waiting period to allow attendees to consider their inquiries. Upon completion of the designated time, no shareholders raised any questions or provided further comments regarding the said agenda.

As there were no further inquiries from shareholders, the Chairman proposed that the Meeting cast their votes to consider and approve the the appointment of the new directors in place of the directors who are due to retire by rotation.

To adhere to the principles of Good Corporate Governance and ensure operational transparency, the Chairman proposed the election of directors to replace those retiring by rotation to the Meeting. The election was conducted on an individual basis, allowing shareholders to independently consider and exercise their rights regarding the qualifications of each nominee. The Meeting designated a voting period of one minute per individual director for shareholders and proxies to cast their votes.

Resolution: After due consideration, the Meeting resolved to approve the appointment of all 3 directors who are due to retire by rotation, namely (1) Mr.Pakhawat Kovithvathanaphong, (2) Mr. Koonchorn Roumanachai, and (3) Mr. Phon-ke Rungrotkitiyot, to hold office as directors for another term

with a majority vote of the shareholders attending the Meeting and casting their votes in accordance with the following votes;

4.1 Mr. Pakhawat Kovithvathanaphong as Independent Director and the Chairman of the Audit and Risk Management Committee.

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

4.2 Mr. Koonchorn Roumanachai as director.

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

4.3 Mr. Phon-ke Rungrotkitiyot as director.

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

Remark: The resolution on this agenda item shall be approved as follows: the persons who received the highest votes in the respective order are elected as directors in accordance with the intended number of directors; and, in the case where any persons so elected in a next lower order have equal votes such that the number of the elected persons exceeds the number of directors intended to be elected, the Chairman shall have a casting vote according to the Article 16 of Company's Articles of Association.

The Chairman requested that those 3 directors who are due to retire by rotation return to the meeting room.

Agenda Item 5: To consider and approve the director's remuneration for 2026

The Chairman assigned Mr. Rachai, a member of the Nomination and Remuneration Committee to inform the Meeting of the details with regard to this agenda item as follows:

Mr. Rachai informed the Meeting that Section 90 of the PLC Act provides that as the fixing of the directors' remuneration requires an approval from the annual general meeting of the shareholders meeting which after the annual general meeting for 2026 approves the directors' remuneration for 2026, the Company will proceed to make directors' remuneration as proposed to and approved by the shareholders.

With respect to the directors' remunerations, the Nomination and Remuneration Committee has carefully considered such remuneration based on various factors, i.e. the operational results of the Company, comparing the remuneration to other listed companies in the same industry and companies with similar size while taking into consideration the appropriate factors concerning the duties and responsibilities of the Company's directors, with the detail as follows:

Description	Monthly Remuneration (THB)		Meeting Allowance/Meeting (THB)	
	2025	2026	2025	2026
Board of Directors				
1) Chairman	30,000	30,000	40,000	40,000
2) Directors	20,000	20,000	30,000	30,000
Subcommittees :				
1. Audit and Risk Management Committee				
2. Nomination and Remuneration Committee				
3. Sustainable and Corporate Governance Committee				
- Chairman	-	-	40,000	40,000
- Committee Members	-	-	25,000	25,000
Director's Bonus	Exclusively paid to non-executive directors. The amount is in line with the Company's profitability, dividends and employee bonuses, with a limit of not exceeding THB 5,000,000			

Other remuneration and benefits: None

The proposed remuneration rates for the Board of Directors for the year 2026 remain at the same rates as those of the year 2025.

Additionally, the Company had designated director bonuses, payable annually, to all directors except for executive directors. The amount is determined based on the Company's performance and profits, along with dividend to shareholders and employees bonus, with a total cap of Baht 5 million, totalling no more than Baht 10 million, which was equivalent to that of 2025

In 2025, the total remuneration and gratuity of the Board of Directors are approximately THB 7.57 million, which does not exceed the aforementioned criteria. Details regarding the subcommittees' responsibilities and remuneration in 2025 can be found the Annual Report (56-1 e-One Report) for 2025.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to inquire or express their opinions on matters related to the agenda. The Meeting allocated a one-minute waiting period to allow attendees to consider their inquiries. Upon completion of the designated time, no shareholders raised any questions or provided further comments regarding the said agenda.

As there were no further inquiries from shareholders, the Chairman proposed that the Meeting cast their votes to consider and approve the director's remuneration for 2026.

The Meeting designated a period of one minute for the shareholders and proxies to proceed with the voting process.

Resolution: After due consideration, the Meeting resolved to approve the director's remuneration for 2026 at the amount of not exceeding THB 10 million, which was equivalent to that of 2025 by unanimous vote of the shareholders attending the Meeting, as proposed, as follows:

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

Remark: The resolution on this agenda item shall be passed by vote of not less than two-thirds of the shareholders present at the Meeting.

Agenda Item 6: To consider and approve the appointment of the auditors and the determination of the audit fee for 2026

The Chairman assigned Mr. Pakhawat, the Chairman of the Audit and Risk Management Committee, to inform the Meeting of the details as follows

Mr. Pakhawat informed the Meeting that, pursuant to Section 120 of the PLC Act, the appointment of the auditors and the fixing of the audit fee requires approval from the annual general meeting of shareholders. The Board of Directors, therefore, deemed it appropriate to propose that the Meeting consider and approve the appointment of the auditors as stated in the list and the appropriate audit fee for 2025, in order to be in compliance with the aforementioned requirement.

In considering and deciding the appropriate auditors and considering the appropriate audit fee for the auditors, the Audit and Risk Management Committee has considered the skills, experience, and the independence of the auditors and the audit fee appropriate for the responsibilities. The Audit and Risk Management Committee had considered the appointment of the auditors for 2025 and proposed the Board of Directors to consider and propose to the shareholders meeting for the appointment of EY Office Company Limited (“EY”) as the audit firm of the Company with the following auditors, namely:

1. Mr. Serm Brisuthikun Certified Public Accountant No. 9452 and/or
(has never reviewed nor audited and provided opinions on the Company’s financial statements)
2. Mr. Precha Arunnara Certified Public Accountant No. 5800
(has never reviewed nor audited and provided opinions on the Company’s financial statements)
3. Ms Watoo Kayankannavee Certified Public Accountant No. 5423
(has never reviewed nor audited and provided opinions on the Company’s financial statements)

as auditors of the Company. In this regard, any one of the auditors shall review and render opinions on the Company’s financial statements. The profile and experience of each auditor has been sent to the shareholders in the invitation letter to the Meeting.

In this regard, Mr. Natthawut Santipet, who had served as the Company’s authorized auditor from 2018 to 2025, has reached the term limit prescribed under the Securities and Exchange Commission (SEC). The regulation stipulates that an auditor may sign the financial statements of a listed company for no more than 7 consecutive fiscal years. Consequently, for the 2026 fiscal year, Mr. Serm Borisutihkun will serve as the Company’s authorized auditor, replacing Mr. Natthawut.

In addition, the audit fee for 2026 is determined at the amount of not exceeding THB 3,200,000, which equal to that of 2023 and 2025.

The Company’s overseas subsidiaries are audited by the same audit firm. The Board of Directors shall exercise due oversight to ensure that the financial statements are prepared and finalized within the statutory timeframe. Other service fees (Non-audit fee) includes fees for auditing financial reports of an overseas subsidiary to prepare consolidated financial statements for the year in the amount of THB 200,000 and the amount of not exceeding THB 100,000 for auditing in compliance with the conditions of the BOI promotional certificate.

The audit fee for 2025 does not include other service fees (Non-audit fee) in the amount of THB 100,000 which the Company paid as reimbursement for auditing in compliance with the conditions of the promotional certificate.

In this regard, the proposed auditors do not provide other services to the Company and have no relationships and/or interests with the Company, its subsidiaries, its executives, its major shareholders, or persons related to

the aforementioned persons. Consequently, they are sufficiently independent to audit and provide opinions on the Company's financial statements.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to inquire or express their opinions on matters related to the agenda. The Meeting allocated a one-minute waiting period to allow attendees to consider their inquiries. Upon completion of the designated time, no shareholders raised any questions or provided further comments regarding the said agenda.

As there were no further inquiries from shareholders, the Chairman proposed that the Meeting cast their votes to consider and approve the appointment of the auditors and the determination of the audit fee for 2026.

The Meeting designated a period of one minute for the shareholders and proxies to proceed with the voting process.

Resolution: After due consideration, the Meeting resolved to approve the appointment of the auditors and the determination of the audit fee for 2026 as proposed, by unanimous vote of the shareholders attending the Meeting and casting their votes, as follows:

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting and casting their votes
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 48 shareholders	1,112,899,610	100.00

Remark: The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the Meeting and casting their votes.

Agenda Item 7 To consider and approve the amendment to Clause 30 of the Articles of Association of the Company in relation to the number of authorized directors.

The Chairman assigned Mr. Korawut, Chief Financial Officer (CFO), to inform the Meeting of the details with regard to this agenda item as follows:

Mr. Korawut informed the Meeting in order to enhance flexibility in the Company's operations and the execution of transactions. The Board of Directors deemed it appropriate to propose that the shareholders meeting approve the amendment to Clause 30 of the Articles of Association of the Company in relation to the number of authorized directors.

Comparative Table of the Company's Existing Articles of Association and the Proposed Amendment

Existing Articles of Association	Proposed Amendment
<p>Article 30</p> <p>The directors authorized to sign on behalf of the Company are three (3) directors who sign jointly and affix the Company's seal.</p> <p>The Board of Directors has the power to consider, determine and amend the names of the directors authorized to sign on behalf of the Company.</p>	<p>Article 30</p> <p>The directors authorized to sign on behalf of the Company are two (2) directors who sign jointly and affix the Company's seal.</p> <p>The Board of Directors has the power to consider, determine and amend the names of the directors authorized to sign on behalf of the Company.</p>

Approve the amendment of the authorized signatories of the Company as follows: The existing signing authority, requiring three out of five directors, shall be amended to any two out of the following five directors, namely: Mr. Siriphong Rungrotkitiyot, Mrs. Wanna Raomanachai, Mr. Angkrit Rungrotkitiyot, Mr. Koonchorn Roumanachai, or Mr. Phon-ke Rungrotkitiyot, who shall jointly sign and affix the Company's seal.

In addition, it was approved to propose to the Shareholders' Meeting to consider authorizing any director authorized to sign and bind the Company as stated in the Company's affidavit, or any person designated by such director, to take any actions necessary to complete the registration of the amendment to the Company's Articles of Association with the Department of Business Development, Ministry of Commerce, in accordance with the approval. Such person shall also be authorized to amend or supplement the wording of the amended Articles of Association if the Registrar of Public Limited Companies issues any order and/or recommendation requiring revisions to such wording, provided that such revisions do not materially affect the substance of the approved amendment to the Company's Articles of Association.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to inquire or express their opinions on matters related to the agenda. The Meeting allocated a one-minute waiting period to allow attendees to consider their inquiries. Upon completion of the designated time, no shareholders raised any questions or provided further comments regarding the said agenda.

As there were no further inquiries from shareholders, the Chairman proposed that the Meeting cast their votes to consider and approve the amendment to Clause 30 of the Articles of Association of the Company in relation to the number of authorized directors.

The Meeting designated a period of one minute for the shareholders and proxies to proceed with the voting process.

Mr. Arnat Pongprueksa, Legal Advisor from TTT & Partners Limited, further clarified to the Meeting that, in accordance with the Company's Articles of Association, the Board of Directors is authorized to determine and amend the list of directors authorized to bind the Company. In this regard, to ensure operational flexibility and efficiency, it is proposed that the Meeting consider and approve the amendment to Article 30 of the Company's Articles of Association regarding the number and names of directors authorized to bind the Company, and the revision of the authorized signatory requirements. The signing requirement shall be changed from three out of five directors signing together with the Company's seal affixed to two out of five directors signing together with the Company's seal affixed. The authorized directors are as Mr. Siriphong Rungrotkitiyot, Mrs. Wanna Raomanachai, Mr. Angkrit Rungrotkitiyot, Mr. Koonchorn Roumanachai, or Mr. Phon-ke Rungrotkitiyot, who shall jointly sign and affix the Company's seal.

Provided that any two of the aforementioned directors shall jointly sign with the Company's seal affixed at the same time.

Upon providing the shareholders with an opportunity to raise inquiries, and with no further questions or observations being made, the Chairman proposed that the General Meeting consider and approve the amendment to Article 30 of the Company's Articles of Association regarding the number of directors authorized to bind the Company and other related details, as previously proposed by the Board of Directors, with a voting period of 1 minute.

Resolution: After due consideration, the Meeting resolved to approve the amendment to Clause 30 of the Articles of Association of the Company in relation to the number of authorized directors.

Approve the amendment of the authorized signatories of the Company as follows: The existing signing authority, requiring three out of five directors, shall be amended to any two out of the following five directors, namely: Mr. Siriphong Rungrotkitiyot, Mrs. Wanna Raomanachai, Mr. Angkrit Rungrotkitiyot, Mr. Koonchorn Roumanachai, or Mr. Phon-ke Rungrotkitiyot, who shall jointly sign and affix the Company's seal.

In addition, it was approved to propose to the Shareholders' Meeting to consider authorizing any director authorized to sign and bind the Company as stated in the Company's affidavit, or any person designated by such director, to take any actions necessary to complete the registration of the amendment to the Company's Articles of Association with the Department of

Business Development, Ministry of Commerce, in accordance with the approval. Such person shall also be authorized to amend or supplement the wording of the amended Articles of Association if the Registrar of Public Limited Companies issues any order and/or recommendation requiring revisions to such wording, provided that such revisions do not materially affect the substance of the approved amendment to the Company's Articles of Association.

as proposed, by unanimous vote of the shareholders attending the Meeting and casting their votes, as follows:

Result	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the meeting
Approved	1,112,899,610	100.00
Disapproved	0	0.00
Abstained	0	0.00
Total of 53 shareholders	1,112,899,610	100.00

The Meeting approved by no less than three-quarters of the vote of shareholders attending the Meeting and being entitled to vote, with the following votes:

Agenda Item 8: Other matters (None)

No shareholders proposed any other matters.

The Chairman gave the shareholders an opportunity to ask questions and express their opinions. No shareholders asked any questions or expressed any opinions. (Waiting time 1 minute)

Chairman then thanked the shareholders, proxies, and all other persons for their attendance at the Meeting and then declared the Meeting adjourned.

The Meeting was adjourned at 03.15 p.m.