

## **Minutes of the 2026 Annual General Meeting of Shareholders Promo Service Solutions Public Company Limited**

The Meeting was held on 28 April 2026 at 14:00 hours, via Electronic Media (“E-Meeting”). The meeting control room for the live broadcast was located at the Meeting Room, 20<sup>th</sup> Floor, No. 4345, Bhiraj Tower at BITEC, Bangna-Trad Road (KM.1), Bangna Sub-district, Bangna District, Bangkok 10260.

Ms. Karima Jaroonsakunwong, served as the meeting moderator (the “Moderator”), welcomed the shareholders, proxies and attendees to the 2026 Annual General Meeting of Shareholders of Primo Service Solutions Public Company Limited (the “Company”), which was conducted via electronic means in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020), and other relevant laws. The 2026 Annual General Meeting of Shareholders was called in accordance with the resolution of the Board of Directors’ Meeting No. 2/2026, which was convened on 26 February 2026.

The electronic meeting system utilized by the Company was provided by an independent external service provider, OJ International Company Limited, which serves as the service provider for the E-Meeting registration system and the electronic vote counting and processing system in compliance with the Notification of the Ministry of Digital Economy and Society regarding Standards for Maintaining Information Security of Meetings via Electronic Media B.E. 2563 (2020), and has been certified for meeting control systems by the Electronic Transactions Development Agency (ETDA). Shareholders proxies can participate in the meeting via various electronic devices, including computers, laptops, tablets, or mobile phones. The Company has distributed the E-Meeting user manual, along with the Username and Password, to shareholders and proxies via email at least 3 days prior to the 2026 Annual General Meeting of Shareholders. Furthermore, in the event of any technical difficulties, shareholders may contact OJ International Company Limited through the contact channels provided in the aforementioned email at any time during the meeting.

The Company provided an opportunity for shareholders to submit recommendations or questions in advance of the Meeting via the Company’s email and by post to the Company’s office. The Company arranged for such questions to be addressed during the meeting and recorded the questions and answers in the minutes of the meeting as usual. In addition, the Company records the audio and visual content of the Meeting in video format throughout the live broadcast period of the Meeting and also retain electronic traffic data of attendees as legal evidence.

The Moderator informed the Meeting that The Company’s registered capital is in the amount of 160,000,000 Baht, with a paid-up capital of 160,000,000 Baht, divided into 320,000,000 Ordinary Shares at a par value of 0.50 Baht per share. In this Meeting, there were 5 shareholders, holding a total of 360,120 shares, attending the Meeting in person through electronic means and 24 shareholders, holding 258,547,390 shares, attending the Meeting by proxy. In total, there were 29 shareholders attending the Meeting un person and by proxy, holding an aggregate number of 258,907,510 shares, equivalent to 80.9086% of the Company’s total issued shares sold. In this regard, the number of shareholders attending the Meeting was not less than 25 shareholders and the number of shares held by them was not less than one-thirds of the total number of issued shares to constitute a quorum.

The Moderator then introduced the Board of Directors, Executives, and Auditors from EY Office Limited attending the Meeting, as follows:

### **Directors in attendance in the meeting room:**

1. Mr. Marote Vananan Chairman of the Board of Directors, Independent Director, Chairman of the Audit Committee, Nomination and Remuneration Committee Member and Risk Management Committee Member
2. Mr. Khachit Chatchawanit Independent Director, Audit Committee Member, Chairman of the Risk Management Committee and Chairman of the Nomination and Remuneration Committee

3. Ms. Yaowares Dejlerdipat Independent Director, Audit Committee Member and Corporate and Sustainable Committee Member
4. Mr. Niwat Lamunpandh Director and Chairman of the Corporate and Sustainable Committee
5. Mrs. Supalak Chanpitak Director
6. Mr. Surin Sahachatpocanan Director, Chairman of the Executive Committee, Member of the Nomination and Remuneration Committee Member and Risk Management Committee Member
7. Mrs. Suphin Mechuchep Director and Chief Executive Director

There were 7 directors attending this Meeting from a total 7 directors, equivalent to 100% of the total number of directors.

**Executive in attendance in the meeting room:**

1. Ms. Nucharee Jitardhun Accounting and Finance Executive and Company Secretary

**Auditors in attendance through electronic means:**

1. Ms. Sumesa Tangyoosuk Auditor from EY Office Limited
2. Ms. Mutita Chawakitvanich Auditor from EY Office Limited

The Moderator clarified the meeting agenda, voting procedures, vote counting methods, and shareholders' rights to the Meeting, as follows:

1. This Meeting was conducted in accordance with the Company's Articles of Association regarding shareholders' meetings. The agenda items were considered in the order specified in the notice of the Meeting, without any reordering. Supporting information was presented for each agenda item, and no additional agenda items shall be proposed for consideration beyond those specified in the notice of the Meeting.

2. In addition to addressing questions submitted by shareholders in advance, prior to the voting on each agenda item, the Chairman shall provide an opportunity for shareholders and proxies to make inquiries or comments relevant to the agenda item as appropriate not less than 1 minute. The shareholders or proxies can ask questions or express their opinions in 2 methods as follows:

2.1 Asking questions over text: The attendees can select the 'Q&A' menu and click 'Ask a Question.' For the purpose of accurate minute-taking, shareholders and proxies are required to provide their full name and specify whether they are attending in person or as a proxy before submitting their questions through the system.

2.2 Asking questions via the video conference system: The attendees are required to click the 'Raise Hand' button to signify their intention to ask a question. Once the request is granted by the system, the attendees shall be able to turn on their microphone. For the purpose of accurate minute-taking, shareholders and proxies are required to provide their full name and specify whether they are attending in person or as a proxy before submitting their questions through the system.

In the event that the attendees were unable to ask questions via microphone during the allocated Q&A session., they were requested to submit their question through the Q&A channel so that the Moderator shall read it to the Meeting on their behalf. The voting process for each agenda item will commence only after the Company has addressed all inquiries following the completion of each agenda item.

If any shareholder has questions or comments that do not relate to the agenda being considered, They are requested to raise the question or express the opinion under the other matters at the end of the meeting. The shareholder shall express opinions or ask questions precisely and shall not repeat the same opinion or question in order to allow other shareholders to exercise their rights as well. Therefore, the shareholders are kindly required to cooperate so that the Meeting goes well and to manage the Meeting within a specified period. For any shareholders who sent questions, opinions, or suggestions to the

Company in advance of the Meeting, the Company will answer or clarify those questions in each agenda after the information has been completely presented in each agenda item.

In this regard, the Company shall disclose personal information to individuals or agencies related to the meeting, such as electronic media service provider and relevant agencies, and shall collect personal information of shareholders for a period specified by relevant laws in order to achieve the objectives of the meeting.

3. Regarding the voting in the Meeting, each shareholder shall have the number of votes equivalent to the number of shares he/she holds in the Company, whereby one share was equivalent to one vote. Since the Meeting is an E-Meeting, the ballots were not printed for the shareholders.

4. For the voting procedures via the electronic conference system, the shareholders and proxies are able to cast their votes on each agenda item by navigating to the 'E-Voting' tab, and then selecting approve, disapprove, or abstain. Once a selection is made, a confirmation prompt will appear; they are required to confirm and submit their vote. The Company requires that each agenda item has an allocated voting time of not less than 1 minute and will notify the Meeting in advance prior to the end of voting period. During the period for vote casting of each agenda item, if the shareholders or proxies do not cast their votes, it will be considered that the shareholders have resole to approve such agenda item.

5. Shareholders may change their votes by re-selecting their preferred option. If that agenda was already closed, the shareholders cannot vote or change their vote on that agenda item.

6. In accounting the votes, it will count as per each agenda item. The Company shall count the votes of the shareholders and proxies attending the Meeting. The Company will count these votes together with the votes of the shareholders specified in proxy forms, which have been submitted to the Company in advance before Meeting. For shareholders who have exercised their rights through Proxy Form B or C to assign another person to attend the Meeting on his/her behalf, or granted a proxy to an independent director to vote on his/her behalf, and determined that the proxies shall vote following such shareholder's intention or the proxy's intention, the Company will count such vote following the intention of the shareholders or the proxies. In cases where foreign shareholders appointed a custodian in Thailand to be a share depository, their votes may be separated by approve, disapprove, or abstain on each agenda item, with the number of votes to be separated equivalent to the number of shares held.

With respect to the vote counting, there are 2 types, as follows:

- Agenda items which shall be passed by a majority vote of the shareholders attending the Meeting and casting their votes were Agenda 3,4,5,6 and 9. The votes shall be calculated by only counting the votes of shareholders, who have right to vote, to approve or disapprove the agenda items and shall not count the votes of abstention.

For Agenda 5, it is requested that the Meeting to consider the election of the directors on an individual basis by applying the aforementioned voting procedures.

- Agenda items which shall be passed by the votes of no less than two-thirds of the total votes of the shareholders attending the Meeting were Agenda 7 and 8. The votes shall be calculated by counting the votes of the shareholders, who attended the Meeting, to approve, disapprove and abstain.

In this regard, there shall be no casting of votes on Agenda 1 which is to acknowledge the message from Chairman and Agenda 2 which is to acknowledge the 2025 operational results of the Company and the Annual Report of the Board of Directors.

7. The total number of shareholder votes cast might not be the same for each agenda item because there will be shareholders and proxies periodically entering the E-Meeting. Therefore, the total the attendees for each agenda item may vary. The system shall not allow shareholders who register after the Meeting has started to vote on completed agenda items and their presence shall not be counted toward a quorum for agenda items already calculated during the Meeting.

8. Subject to Article 36 of the Company's Articles of Association, any shareholder with a special interest in any matter shall not be entitled to vote on such matter except for voting on the election of directors.

9. Ms. Warangsiri Jaruthipmongkhon, Senior legal manager, acting as the inspector and witness to the vote-counting process via the E-Voting system.

The Moderator then invited Mr. Marote Vananan, the Chairman of the Board, who served as the chairman of the Meeting (**the "Chairman"**), to give a welcome speech to the shareholders, proxies attendees of the Meeting and representative from the Thai Investors Association. The Chairman proceeded to conduct the meeting in accordance with the agenda items listed below.

#### **Agenda 1 Message from Chairman**

The Chairman informed the Meeting that, in order to promote good corporate governance principles and provide equal treatments for all shareholders, the Company had given all shareholders the opportunity to propose agenda items to be discussed in the Annual General Meeting in accordance with the criteria specified by the Company via the Company's website between 19 November 2025 to 18 February 2026. However, no shareholder had proposed any agenda item to the Company.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then informed the Meeting that, as this agenda item was only for acknowledgement; therefore, no voting is required.

#### **Agenda 2 To acknowledge the 2025 operational results of the Company and the Annual Report of the Board of Directors**

The Chairman informed the Meeting that to comply with Section 56 of the Securities and Exchange Act B.E 2535 (including any amendments hereto) (**the "SEC Act"**), and Section 113 of the Public Limited Companies Act B.E. 2535 (1992) (including any amendments thereto) (**the "PLC Act"**), as well as Article 41 of the Articles of Association of the Company, the Company has prepared and delivered the 2025 operational results and significant changes to the Company which occurred during the fiscal year ended 31 December 2025, including the Annual Report of the Board of Directors to the Shareholders' Meeting to acknowledge the operational results of the Company in the past year, therefore, the Chairman proposed that the Meeting acknowledge the 2025 operational results of the Company and the Annual Report of the Board of Directors. In this regard, the Chairman assigned Mrs. Suphin Mechuchep, Chief Executive Officer (**"Chief Executive Officer"**) to report the Meeting the summary of the Company's operating results in 2025 for the acknowledgment and inquiries.

#### **Business Overview and Operating Results of the Company for the Year 2025**

The Company was incorporated in 2011. Its key business milestones are as follows:

- 2015: Recognizing opportunities for business expansion, the Company established Passion Realtor Company Limited to operate a real estate brokerage service business.
- 2016: The Company established three additional subsidiaries to support its expansion into downstream businesses, namely PMM Property Management Company Limited, Uno Service Company Limited, and Wyde Interior Company Limited.
- 2017: The Company established Crown Residence Company Limited to provide property management services for luxury condominiums and housing estates.

- 2020-2021: The Company established United Project Management Company Limited to provide construction consultancy and supervision services, as well as training programs through the UPM Academy to enhance the potential and service-related knowledge of the Company's personnel. During this period, the Company also established UPM Design Studio Company Limited to provide architectural design services, and Hampton Hotel and Residence Management Company Limited to provide management services for residential properties and serviced apartments catering to real estate investors.
- 2022: The Company increased its registered capital and successfully became a listed company on the Stock Exchange of Thailand.
- 2023: The Company expanded its operations by investing in four companies to achieve a fully integrated service model and more comprehensively meet customer needs. This included: Wyde Furniture Company Limited to enhance furniture manufacturing and assembly capabilities; and Livtech Lab Company Limited to drive services through innovation and technology, with the objective of utilizing technology as a core tool to elevate service standards. Furthermore, the Company acquired shares in ProjectsAsia Limited to expand its scope into integrated engineering consultancy, and entered into a joint venture with Prop2morrow Company Limited recognizing that marketing communication strategies are a key factor in driving the business toward sustainable goals.
- 2024: The Company further expanded by establishing Uno Facility Management and Cleaning Company Limited and acquired shares in Prim Insurance Broker Company Limited to operate non-life and life insurance brokerage businesses.

Since the Company's listing on the Stock Exchange of Thailand, the Company has expanded its operations into a comprehensive One-Stop Service model for the real estate sector. This expansion includes the full integration of residential services and a strategic focus on customer retention to ensure stable and sustainable growth for the business in the long term.

The Company's business operations are categorized into 3 main segments, as follows:

**1. Pre-Living Services Segment:** This segment involves construction consultancy and architectural design services, comprising: ProjectsAsia Limited, United Project Management Company Limited and UPM Design Studio Company Limited.

**2. Living Services Segment:** This segment focuses on residential lifestyle services, comprising: Crown Residence Company Limited, which provides luxury-tier property management services for condominiums and housing estates, PMM Property Management Company Limited which provides comprehensive property management and administrative services for condominiums and housing estates, Hampton Hotel & Residence Management Company Limited and Passion Realtor Company Limited. Including supporting business groups such as Livtech Lab Company Limited, which provides residential digital platforms, among others.

**3. Living & Earning Services Segment:** This segment focuses on services related to the lifestyle cycle, such as interior design and decoration, cleaning and maintenance services, and facility management. It comprises: Wyde Interior Company Limited, Wyde Furniture Company Limited, Uno Service Company Limited and Uno Facility Management and Cleaning Company Limited.

### **Business Highlights for the Year 2025**

In 2025, the Company recorded total revenue of 1,852 million Baht and a net profit of 192 million Baht. The Company's client base, categorized by relationship, consists of: (1) Non-Related Parties ("NRPT"), accounting for 56% of total revenue; and (2) Related Parties ("RPT"), accounting for 44%. It is the Company's strategic policy to further expand the NRPT client base to ensure stable and sustainable business growth in the long term. Furthermore, the Company has a revenue backlog of 1,024 million Baht, distributed as follows: Pre-Living Services Segment: 575 million Baht (56%), Living Services Segment: 138 million Baht (14%) and Living and Earning Services Segment: 311 million Baht (30%). Currently, the Company

provides property management services for over 79 condominium juristic person projects and construction supervision for 44 projects.

The breakdown of total revenue by business segment is detailed as follows:

- Pre-Living Services Segment: Total Revenue of 335 million Baht, representing 19% of total revenue;
- Living Services Segment: Total Revenue of 320 million Baht, representing 17% of total revenue; and
- Living and Earning Services Segment: Total Revenue of 1,177 million Baht, representing 64% of total revenue

### **Business Plan for the Year 2026**

For the year 2026, the Company has established a strategy for sustainable business growth under the framework of '2026 STRATEGY: PRIMO TRANSFORMATION ERA,' which is driven by 5 key strategies as follows:

**1. Elevating Service Standards to Premium Level:** Enhancing service quality across all dimensions to deliver superior experiences through continuous team development. The Company has established measurable service standards and designed a 'Seamless Experience' across every touchpoint to ensure consistency, professionalism, and premium differentiation. Furthermore, proactive technological solutions are integrated to optimize operations and ensure rapid response to customer needs.

**2. Expanding into High-Value Segments:** Broadening the market base toward high-potential sectors, including office buildings, hotels, retail and commercial complexes, government agencies, state enterprises, industrial sectors, and hospitals. The strategy focuses on increasing the proportion of external clients to diversify revenue streams and ensure stable growth. Additionally, the Company is proactively expanding into new strategic locations and major tourism hubs, such as Phuket and Khon Kaen.

**3. Technology & Data Integration:** Driving the organization through technology and data by positioning technology at the core of corporate transformation. This involves developing digital platforms and applications that integrate all services into a unified system. By leveraging Data Analytics, the Company aims to accelerate response times for partners, enhance service transparency, and support Predictive Maintenance. These initiatives are designed to optimize operational efficiency, reduce costs, and elevate the Customer Experience as a truly Data-Driven Organization.

**4. Building Community Ecosystem:** Developing a comprehensive living ecosystem by expanding from property management to creating a Community Ecosystem that connects residents, services, and partners. This framework encompasses Pet Services, Wellness Services, Lifestyle Programs, and community activities designed to enhance the quality of life and foster continuous engagement within the community.

**5. ESG as a Strategic Driver:** Embedding ESG principles as a core pillar of the organization through the 'PRIMO CARE' concept, which encompasses People, Pet, and Planet. The Company is committed to fostering sustainability across individual, community, and environmental dimensions by systematically integrating ESG values into its core business operations.

The Company is committed to creating happiness within the communities in which it engages or manages. Furthermore, the Company has set a revenue target of 2,000 million Baht for the year 2026, to be achieved through the aforementioned strategies.

Subsequently, the Chief Executive Officer reported the progress on the implementation of the Anti-Corruption Policy of the Company and its subsidiaries for the year 2025, as follows:

1. The Company conducts comprehensive anti-corruption risk assessments across all processes within its value chain and has established control measures to mitigate risks to an acceptable level. Furthermore, the Company has defined risk management policies and procedures by adopting the

international COSO ERM Framework. This ensures that the risk management process is systematic, continuous, and aligned in the same direction throughout the organization.

2. The Company has established written Anti-Corruption Policies and Measures, as well as Whistleblowing Policies. These have been communicated to directors, executives, and employees via the corporate website and internal system (Intranet). Additionally, the Company conducts Code of Conduct and Anti-Corruption training for all new employees during their orientation.

3. The Company communicates and requests cooperation from all relevant stakeholders to comply with the Group's Anti-Corruption Guidelines. This includes initiatives such as the 'Primo No Gift Policy' and participation in symbolic actions to demonstrate a firm stand against corruption.

In addition, the Company declared its intention to join the Thai Private Sector Collective Action Against Corruption (CAC), initiated by the Thai Institute of Directors Association (IOD), on October 20, 2025. This commitment reflects the Company's active participation in the business sector's collective efforts to combat corruption in Thailand, while fostering a culture of transparency and adhering to the principles of Good Corporate Governance

The Company remains steadfast in its commitment to a zero-tolerance policy toward corruption in 2026. This is achieved by cultivating awareness among all employees through rigorous and continuous training and assessments. Furthermore, the Company has developed an anti-corruption enhancement plan under the JUMP+ program, an initiative by the Stock Exchange of Thailand (SET) designed to increase the value of listed companies. This plan aims to establish a robust corruption risk management system, enhance business transparency, and build trust among all stakeholders. The strategic implementation of this plan is scheduled for the period 2026–2028.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item. In addition, the Company received inquiries submitted in advance of the meeting from Mr. Somsak Wanichwasin, a proxy representing the Thai Investors Association. The Chief Executive Officer addressed these inquiries, which can be summarized as follows:

- (1) Service revenue grew from 1,210 million Baht to 1,550 million Baht, representing a 28% increase. However, net profit declined from 262.2 million Baht to 192.3 million-baht, a 26.7% decrease. The MD&A states that this was due to rising costs. Under the 'Primo Transformation' strategy aimed at elevating to 'Premium Service,' which involves higher personnel costs, how does the Company plan to manage its cost structure to ensure that the 2,000 million Baht revenue target in 2026 will translate into net profit growth, rather than just revenue expansion with declining profits as seen in the past year?

Answer The Company focuses on elevating service standards through a primary emphasis on human capital development. We remain confident in the potential of our personnel, who possess deep business insights and are prepared to re-skill to support the expansion into premium service segments. This transition will be a key driver in generating revenue and enhancing profitability. Furthermore, the Company prioritizes project selectivity by focusing on high-margin assignments and reducing the proportion of low-margin or resource-intensive projects to improve the quality of our future revenue structure. In summary, the Company aims to grow revenue from transaction-based businesses by leveraging expert personnel and improving management systems to optimize operational efficiency. This approach will provide a fast track to accelerate both revenue and profit generation.

- (2) Account receivables have surged by 46%, with an allowance for expected credit loss reaching 30.82 million Baht. Does the majority of this debt originate from affiliated companies or external customers? Furthermore, following the explanation provided in last year's shareholders' meeting regarding stricter credit screening, why does this figure continue to rise? Additionally, when can we expect to see a measurable reduction in these figures through the implementation of the 'Primo Plus App'?

Answer Over the past year, the Company has expanded its investments and business operations, leading to an increase in trade receivables from both affiliated companies and external customers. Nevertheless, the Company prioritizes close credit management by implementing an Aging management system and a rigorous, continuous Action Plan for debt collection. The Company is confident that these measures will effectively enhance collection efficiency and reduce the proportion of outstanding overdue balances.

- (3) Cash and cash equivalents have decreased from 551 million Baht to 224 million Baht. Amidst the ongoing Middle East conflicts, which have broader economic impacts and lead to higher operating costs, what is the Company's cash flow management plan? Specifically, how will the Company ensure that this will not affect future dividend payments and that there is sufficient capital to achieve the 2,000 million Baht revenue target without relying on additional borrowing?

Answer The Company prioritizes enhancing cost management efficiency alongside human capital development, with a focus on increasing the revenue-to-employee ratio. We are also integrating technology to monitor and analyze data to further elevate service quality. Additionally, the Company has a strategic plan to accelerate the collection of outstanding receivables to mitigate financial costs and boost circulating cash flow. In the recent period, our intensified debt recovery efforts have already yielded tangible results.

- (4) Regarding the 'Expanding into High-Value Segments' strategy, which aims to increase external client proportions and expand into new strategic locations like Phuket and Khon Kaen: amidst the global energy crisis driving up fuel and electricity prices—directly impacting personnel mobility costs and the cost of living for on-site staff—how does the Company plan to achieve Economies of Scale in these remote areas to prevent Selling, General, and Administrative expenses (SG&A) from eroding net profits, as seen in 2025? Furthermore, how can the Company ensure that aggressively expanding the external client portfolio will not exacerbate the outstanding accounts receivables issue, which currently stands at 1,151 million Baht?

Answer The Company has established a 'Hub Model' framework for regional expansion, utilizing central administrative units in each province alongside technology to enhance oversight efficiency. This includes remote conferencing and digital training, which effectively control SG&A expenses. Furthermore, cost and human resource management measures have been implemented, such as outsourcing specific functions where it is more cost-effective, and developing multi-functional capabilities among staff to maximize productivity.

As no other shareholders or proxies expressed any further opinions or raised any questions regarding this agenda item, the Chairman then informed the Meeting that, as this agenda item was only for acknowledgement; therefore, no voting is required.

**Resolution:** The Meeting acknowledge the 2025 operational results of the Company and the Annual Report of the Board of Directors.

**Agenda 3 To consider and approve the Statement of Financial Position and the Comprehensive Income Statement for the year ended 31 December 2025 which have been audited by the certified public accountant**

The Chairman informed the Meeting that to comply with Section 56 of the SEC Act, and Section 112 of the PLC Act, as well as Article 41 of the Articles of Association of the Company, which requires the Company to prepare statements of financial position and comprehensive income statements at the end of the year of the Company for submission to the Annual General Meeting of Shareholders for consideration and approval and for the certified public accountant to audit before such presentation. The Company has prepared the Statement of Financial Position and the Comprehensive Income Statements for the fiscal year ended 31 December 2025, which have been audited by the Certified Public Accountant, reviewed by the Audit Committee, and approved by the Board of Directors, as set out in the 2025 Annual Report (Form 56-1 One Report) and the Statement of Financial Position for the fiscal year ended 31 December 2025 (QR CODE) which is delivered to all shareholders together with this notice.

In this regard, the Chairman assigned Ms. Nucharee Jitardhun, Accounting and Finance Executive to report the Statement of Financial Position and the Comprehensive Income Statement for the year ended 31 December 2025 which have been audited by the certified public accountant for the consideration of the Meeting, which could be summarized as follows:

The Statement of Financial Position and the Statement of Comprehensive Income

(Unit: Baht)

Transactions from the Consolidated Financial Statements	31 December 2025	31 December 2024	Increase/Decrease	Percent
Total Assets	2,213,731,346	2,068,818,730	144,912,616	7
Total Liabilities	573,048,093	516,064,129	56,983,964	11
Shareholders' equity	1,640,683,253	1,552,754,601	87,928,652	5
Total Revenues	1,851,671,623	1,637,130,342	241,541,281	13
Profits (losses) before income tax	258,563,714	342,956,922	(84,393,208)	-24
Net profits (losses)	192,272,274	262,242,653	(69,970,379)	-26
Earnings (losses) per share	0.58	0.80	(0.22)	-27

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then proposed that the Meeting approve the Statement of Financial Position and the Comprehensive Income Statement for the year ended 31 December 2025 which have been audited by the certified public accountant. The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the meeting and casting their votes, which the Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to approve the Statement of Financial Position and the Comprehensive Income Statement for the year ended 31 December 2025 which have been audited by the certified public accountant, by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

#### **Agenda 4 To consider and approve the omission of appropriating the net profits to be a legal reserve fund and approve the dividend payment for the year 2025**

The Chairman assigned Ms. Nucharee Jitardhun, Accounting and Finance Executive to report the details to the Meeting.

In accordance with the Section 116 of the PLC Act, the Company shall appropriate part of its annual net profits to a legal reserve fund in an amount of not less than five percent of the annual net profits with the deduction therefrom the amount representing the accumulated loss carried forwards (if any) until this reserve fund reaches the amount of not less than ten percent of the registered capital. In this regard, the Company has fully appropriated the net profits to be a legal reserve fund as required by laws in the amount of 16,000,000 Baht, accounting for ten percent of the registered capital of 160,000,000 Baht as of 31 December 2025; therefore, the Company is not required to appropriate for any other legal reserve fund for 2025.

In addition, Section 115 of the PLC Act and Article 45 of the Articles of Association provide that the Company shall not pay the dividend out of fund other than profits. In case that the Company sustains the accumulated loss, no dividends may be paid. the Company has a policy to distribute dividends to shareholders at a rate of no less than forty percent of the net profit based on the separate financial statements, after deducting corporate income tax and all types of reserves as required by law and the Company's regulations each year. In this regard, the Board of Directors shall consider the dividend payment by taking various factors into account, primarily for the benefit of the shareholders. Such dividend payment shall not significantly affect the Company's normal business operations, as the Board of Directors deemed appropriate or suitable.

In 2025, the Company has net profit on a separate financial statement basis of 193,006,255 Baht. Consequently, the Company intended and deemed it appropriate to propose a dividend payment to the shareholders for the operating results of the latter nine-month period of 2025 at the rate of 0.1875 Baht per share, totaling an amount not exceeding 60,000,000 Baht, whereby the Company will pay the dividend by cash.

In 2025, the Company paid the interim dividend, according to the resolution of the Board of Directors of the Company No. 2/2025, which was held on 14 May 2025, for company performance of the first three-month period of 2025, and retained earnings by cash, at the rate of 0.3125 Baht per share, or in the accounted amount not exceeding 100,000,000 Baht. Therefore, in 2025, the Company has paid a total dividend not exceeding 160,000,000 Baht, which is equivalent to a dividend payout rate in 2025 of eighty-three percent of the net profit according to the Separate Financial Statements, which is in accordance with the Company's dividend policy, at a rate that exceeds the minimum requirement specified therein.

In this regard, the Company has scheduled 7 May 2026 as the date to record the names of the shareholders who are entitled to this dividend payment (Record Date), and pay the dividend to shareholders by 27 May 2026.

Ms. Nucharee Jitardhun then informed the Meeting, the dividend payments based on the operating results in 2025 compared to those of the preceding year.

<b>Details of the Payment of Dividend</b>	<b>2025 (Proposed Year)</b>	<b>2024</b>
1. Number of issued and paid-up shares (share)	320,000,000	320,000,000
2. Dividend per Share (Baht/share)	0.50	0.375
2.1 Interim Dividend (Baht/share)	0.3125	0.3750
2.2 Other Dividend (Baht /share)	0.1875	-
3. Total Dividend Payment (Baht)	160,000,000	120,000,000
3.1 Interim Dividend (Baht)	100,000,000	245,285,955
3.2 Other Dividend (Baht)	60,000,000	956,616,279

Details of the Payment of Dividend	2025 (Proposed Year)	2024
4. Net Profits (losses) under the Separate Financial Statements	193,006,255	132,855,980
5. Rate of dividend payment after comparing with net profits under the Separate Financial Statements (percent)	83	90

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then proposed that the Meeting approve the omission of appropriating the net profits to be a legal reserve fund and approve the dividend payment for the year 2025. The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the meeting and casting their votes, which the Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to approve the omission of appropriating the net profits to be a legal reserve fund and approve the dividend payment for the year 2025, by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

#### **Agenda 5 To consider and approve the re- election of the directors who are due to retire by rotation**

The Chairman assigned Mr. Khachit Chatchawanit, Chairman of the Nomination and Remuneration Committee to report the details to the Meeting.

In accordance with the Section 71 of the PLC Act and Article 18 of the Company's Articles of Association, at every annual general meeting, one-third of the directors shall retire from the office. If the number of directors is not a multiple of three, then the number nearest to one-third shall retire from the office, whereby the directors who have been in office the longest shall retire from office. A director who vacates office under this provision may be re-elected. There are two directors who are due to retire at the 2026 Annual General Meeting of Shareholders as follows:

1. Ms. Yaowares Dejlerdpipat Independent Director, Audit Committee Member, Corporate Governance and Sustainable Committee Member; and
2. Mr. Niwat Lamunpandh Director and Chairman of the Corporate Governance and Sustainable Committee

In order to be in compliance with the principles of good corporate governance and for the shareholders to cast their votes independently, Ms. Yaowares Dejlerdpipat and Mr. Niwat Lamunpandh voluntarily left the Meeting prior to the consideration of this agenda item.

The Board of Directors had taken into account the importance of the principles of corporate governance and thus granted the shareholders the opportunity to propose names of persons deemed qualified to be elected as directors of the Company in accordance with the criteria specified through the news system of the SET and the Company's website between 19 November 2025 to 18 February 2026. It appeared that no shareholders had nominated any person to be considered as director of the Company.

The Board of Directors, excluding the interested directors, had independently considered and resolved with an opinion that the 2 directors who were due to retire by rotation and were nominated at this time has passed the process determined by the Company and found that their qualification were in accordance with the relevant regulations and they were suitable for the business of the Company. The Nomination and Remuneration Committee and the Board of Directors had carefully considered and found that 2 directors were suitable for the business of the Company, because their qualifications were in accordance with Section 68 of the PLC Act, with no prohibited characteristics to be elected as director under the regulations of the Securities and Exchange Commission (the “SEC”), and they are possessing knowledge, capability, and experience which are beneficial for the Company Group ‘s business operation, and advantageous for the Company. Furthermore, in their previous term office, the two directors performed their duties as director of the Company and member of the sub-committees very well.

Furthermore, the Board of Directors has considered the qualifications and suitability of the candidate who fully meets the independence requirements stipulated by the relevant notifications of the Capital Market Supervisory Board, the Corporate Governance Code for Listed Companies 2017 of the SEC, and the Company’s criteria. This includes one individual, namely Ms. Yaowares Dejlerdpipat, who is recognized as a qualified expert with extensive knowledge, capabilities, and direct experience beneficial to the Company. She has efficiently performed her duties as an Independent Director and is capable of providing independent opinions.

However, Mr. Niwat Lamunpandh is currently hold directorship/executive and shares in companies that may be deemed to have the same nature of business as subsidiaries of the Company, such as condominium juristic person management services, which required by Section 86 of the PLC Act and Article 28 of the Company’s Articles of Association, to inform the meeting of shareholders prior to the director appointment. The Board of Directors, excluding the interested directors had considered and resolved with an opinion that Mr. Niwat Lamunpandh possesses extensive knowledge, capabilities, and experience, with particular expertise in condominium property management and integrated real estate service businesses. He is well-positioned to provide beneficial recommendations for the formulation of the Company’s business strategies and policies. Furthermore, Mr. Niwat Lamunpandh demonstrates strong leadership, vision, integrity, and ethics, with a transparent and unblemished professional track record. The appointment of Mr. A as a director is considered highly beneficial to the Company.

In this regard, the Board of Directors, excluding the interested directors, resolved to approve as proposed by the Nomination and Remuneration Committee to propose that the Annual General Meeting of Shareholders to consider and reappointment the aforementioned 2 directors who are due to retire by rotation to hold office as directors and sub-committee member for another term. The 2 directors were:

1. Ms. Yaowares Dejlerdpipat Independent Director, Audit Committee Member, Corporate Governance and Sustainable Committee Member; and
2. Mr. Niwat Lamunpandh Director and Chairman of the Corporate Governance and Sustainable Committee

Details regarding the profiles, educational backgrounds, work experience, shareholdings in the Company, and directorships in other companies of the nominated candidates, as well as the definition of Independent Director, are provided in Enclosure 2 of the notice of the Meeting.

Therefore, after the Annual General Meeting of Shareholders has resolved to re-elect the retired directors for another term, the Company will have seven directors as follows:

1. Mr. Marote Vananan Chairman of the Board of Directors, Independent Director and Chairman of the Audit Committee
2. Mr. Khachit Chatchawanit Independent Director and Audit Committee Member
3. Ms. Yaowares Dejlerdpipat Independent Director and Audit Committee Member
4. Mr. Niwat Lamunpandh Director
5. Mrs. Supalak Chanpitak Director

6. Mr. Surin Sahachatpocanan Director  
7. Mrs. Suphin Mechuchep Director and Chief Executive Director

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then informed the Meeting that, for transparency and in order to be in compliance with the principle of good corporate governance, this agenda item shall be considered on an individual basis. The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the meeting and casting their votes.

**Agenda 5.1 To consider and approve the re-election of Ms. Yaowares Dejlerdpipat to hold office as a director of the Company and member of sub-committees for another term**

The Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Agenda 5.2 To consider and approve the re-election of Mr. Niwat Lamunpandh to hold office as a director of the Company and member of sub-committees for another term**

The Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to approve the re-election of those 2 directors, (1) Ms. Yaowares Dejlerdpipat and (2) Mr. Niwat Lamunpandh, who were due to retire by rotation to hold office as directors and sub-committee member for another term, as follows:

**1. Ms. Yaowares Dejlerdpipat**

The Meeting resolved to approve by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

**2. Mr. Niwat Lamunpandh**

The Meeting resolved to approve by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

The Moderator, then invited the 2 directors to return to the Meeting and invited the Chairman to continue the Meeting.

**Agenda 6 To consider and approve the increase in the number of directors, the appointment of new director, and the amendment of the authorized signatories**

The Chairman assigned Mr. Khachit Chatchawanit, Chairman of the Nomination and Remuneration Committee to report the details to the Meeting.

Pursuant to Section 67 of the PLC Act and Article 16 of the Company's Articles of Association, the Board of Directors must consist of at least five members, and not less than one-half of the total number of directors must reside in Thailand.

To enhance the efficiency of the Company's business management and to ensure that the Board's composition and structure are more effective, with a broader range of professional skills and specialized expertise, the Board of Directors deemed it appropriate to propose a restructuring of the Board. This involves increasing the number of directors from seven to eight, as approved and proposed by the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee has conducted a selection process to identify qualified candidates with the knowledge and capabilities to perform duties beneficial to the Company, in accordance with the established procedures. Having thoroughly and carefully reviewed the candidates based on the criteria and screening process, the Nomination and Remuneration Committee and the Board of Directors have resolved to propose the appointment of one new director, namely Ms. Nucharee Jitardhun, for approval by the Annual General Meeting of Shareholders. Ms. Nucharee Jitardhun possesses extensive expertise in accounting and finance, along with a profound understanding of the Company's business. Her specialized skills are highly beneficial to the Company's operations and align with its business nature, as well as possessing all the qualifications required by law and relevant regulations. In order to be in compliance with the principles of good corporate governance and for the shareholders to cast their votes independently, Ms. Nucharee Jitardhun voluntarily left the Meeting prior to the consideration of this agenda item.

Details regarding the profiles, educational backgrounds, work experience, shareholdings in the Company, and directorships in other companies of the nominated candidates, are provided in Enclosure 2 of the notice of the Meeting.

The Company had given all shareholders the opportunity to propose names of persons deemed qualified to be elected as directors of the Company in accordance with the criteria specified through the news system of the SET and the Company's website between 19 November 2025 to 18 February 2026. It appeared that no shareholders had nominated any person to be considered as director of the Company.

After the Annual General Meeting of Shareholders has resolved to approve the increase in the number of directors and the appointment of the new director, the Company's Board of Directors will consist of eight directors, as follows:

- |                              |                                                                                              |
|------------------------------|----------------------------------------------------------------------------------------------|
| 1. Mr. Marote Vananan        | Chairman of the Board of Directors, Independent Director and Chairman of the Audit Committee |
| 2. Mr. Khachit Chatchawanit  | Independent Director and Audit Committee Member                                              |
| 3. Ms. Yaowares Dejlerdpirat | Independent Director and Audit Committee Member                                              |
| 4. Mr. Niwat Lamunpandh      | Director                                                                                     |
| 5. Mrs. Supalak Chanpitak    | Director                                                                                     |
| 6. Mr. Surin Sahachatpocanan | Director                                                                                     |
| 7. Mrs. Suphin Mechuchep     | Director and Chief Executive Director                                                        |
| 8. Ms. Nucharee Jitardhun    | Director                                                                                     |

In addition, to ensure that the authorized signatories are consistent with the changes in the Board of Directors, the Board of Directors has resolved to propose to the Annual General Meeting of Shareholders for consideration and approval the amendment of the authorized signatories as follows:

Existing: Mr. Surin Sahachatpocanan and Mrs. Suphin Mechuchep, two directors shall sign jointly and affix the company's official seal.

Proposed Amendment: Mr. Surin Sahachatpocanan or Mrs. Suphin Mechuchep or Ms. Nucharee Jitardhun, any two of the three directors shall sign jointly and affix the company's official seal.

The Chairman informed the Meeting that, the Board of Directors have considered the recommendation of the Nomination and Remuneration Committee, deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the increase in the number of directors from seven to eight directors by appointing Ms. Nucharee Jitardhun as a new director. In addition, the Board of Directors has considered and viewed that the nominated candidates have undergone a rigorous screening and careful deliberation process. Furthermore, her qualifications were in full compliance with relevant criteria, and were well-suited to support the Company's business interests, which will help drive the Company toward further growth. Accordingly, the Board of Directors deemed it appropriate to propose that the Meeting consider and approve the amendment of the authorized signatories to remain consistent with the changes in the Company's Board of Directors.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then proposed that the Meeting approve the increase in the number of directors, the appointment of new directors, and the amendment of the authorized signatories. For transparency and in order to be in compliance with the principle of good corporate governance, this agenda item shall be considered on an item-by-item basis. The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the meeting and casting their votes.

**Agenda 6.1 To consider and approve the increase in the number of directors**

The Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Agenda 6.2 To consider and approve the appointment of new director**

The Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Agenda 6.3 To consider and approve the amendment of the authorized signatories**

The Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to approve the increase in the number of directors from seven to eight directors by appointing Ms. Nucharee Jitardhun as a new director, and approve the amendment of the authorized signatories to “Mr. Surin Sahachatpocanan or Mrs. Suphin Mechuchep or Ms. Nucharee Jitardhun, any two of the three directors shall sign jointly and affix the company's official seal”, as follows:

**1. To consider and approve the increase in the number of directors**

The Meeting resolved to approve by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

## 2. To consider and approve the appointment of new director

The Meeting resolved to approve by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

## 3. To consider and approve the amendment of the authorized signatories

The Meeting resolved to approve by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

The Moderator, then invited Ms. Nucharee Jitardhun to return to the Meeting and invited the Chairman to continue the Meeting.

### Agenda 7 To consider and ratify the remuneration for the Sub-Committee for the year 2025

The Chairman assigned Mr. Khachit Chatchawanit, Chairman of the Nomination and Remuneration Committee to report the details to the Meeting.

In accordance with Section 90 of the PLC Act and Article 23 of the Articles of Association of the Company provide that the determination of the directors' remuneration in form of rewards, meeting allowance, bonus or benefits in other forms requires the approval from the shareholders' meeting.

As the 2025 Annual General Meeting of Shareholders approved the remuneration for the Board of Directors and its sub-committees for the year 2025, covering three sub-committees: the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee.

However, during 2025, the Company held a meeting of the Corporate Governance and Sustainable Committee to consider significant matters regarding good corporate governance and sustainability. Since the shareholders' meeting had not previously approved remuneration for this particular sub-committee, the Company paid the meeting allowance for one session held in 2025, totaling 25,000 Bath. The details are as follows:

1. Chairman of the Corporate Governance and Sustainable Committee: 15,000 Baht/time/person
2. Member of the Corporate Governance and Sustainable Committee: 10,000 Baht/time/person

Remarks: Executive Directors shall not be entitled to receive meeting allowances in any event.

The Nomination and Remuneration Committee has thoroughly and carefully reviewed this matter and is of the opinion that the meeting allowance rates for the Corporate Governance and Sustainability Committee, are appropriate and commensurate with the scope of duties and responsibilities of the directors. Furthermore, these rates are consistent with the meeting allowances provided to the Company's other sub-committees. Therefore, it is deemed appropriate to propose that the Board of Directors consider and approve the submission of this matter to the Annual General Meeting of Shareholders for further approval.

The Chairman informed the Meeting that the Board of Directors, having thoroughly considered the recommendation of the Nomination and Remuneration Committee, is of the opinion that the meetings held by the Corporate Governance and Sustainable Committee in 2025 involved the approval of matters that were necessary, significant, and beneficial to the Company's sustainability development and good corporate

governance. Therefore, the Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and ratify the payment of remuneration to the Corporate Governance and Sustainability Committee for the year 2025, in the total amount of 25,000 Baht.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then proposed that the Meeting ratify the remuneration for the Sub-Committee for the year 2025. The resolution on this agenda item shall be passed by the votes of not less than two-thirds of the total votes casted by the shareholders attending the Meeting, which the Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to ratify the remuneration for the Sub-Committee for the year 2025, by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

#### **Agenda 8 To consider and approve the remuneration of the board of directors and the sub-committee for the year 2026**

The Chairman assigned Mr. Khachit Chatchawanit, Chairman of the Nomination and Remuneration Committee to report the details to the Meeting.

In accordance with Section 90 of the PLC Act and Article 23 of the Articles of Association of the Company, the determination of the directors' remuneration in form of rewards, meeting allowance, bonus or benefits in other forms requires the approval from the shareholders' meeting. In this regard, the Company has established clear and transparent remuneration policies for the Board of Directors and its sub-committees, which under the process of the determination of the directors' remuneration, the Nomination and Remuneration Committee shall consider remuneration in regards to the size of the business, the responsibilities of the directors, the Company's operating results, as well as a benchmarking against other listed companies on the Stock Exchange of Thailand with a comparable market capitalization, propose to the Board of Directors' Meeting to consider and deem it appropriate to propose to the Shareholders' Meeting for the approval the remuneration of Directors and Sub-Committees of the Company.

In this regard, the Nomination and Remuneration Committee has thoroughly and carefully reviewed the compensation for the Board of Directors and its sub-committees. Based on a benchmarking against peer companies within the same industry and of a comparable size, the Committee proposes to maintain the remuneration at the existing rates previously approved by the Shareholders' Meeting. The details of the remuneration for the Board of Directors and the sub-committees for the year 2026, compared to the year 2025, are as follows:

## 1. Monetary Compensation comprising meeting allowances for the Board of Directors and sub-committees

(Unit: Baht)

Board/Committee	Chairman			Director		
	2026 (Proposed Year)	2025	2024	2026 (Proposed Year)	2025	2024
Board of Directors	<b>20,000</b>	20,000	20,000	<b>15,000</b>	15,000	15,000
Audit Committee	<b>15,000</b>	15,000	15,000	<b>10,000</b>	10,000	10,000
Nomination and Remuneration Committee	<b>15,000</b>	15,000	15,000	<b>10,000</b>	10,000	10,000
Risk Management Committee	<b>15,000</b>	15,000	15,000	<b>10,000</b>	10,000	10,000
Corporate Governance and Sustainable Committee	<b>15,000</b>	15,000	-	<b>10,000</b>	10,000	-
Executive Directors*	-	-	-	-	-	-

Remarks: \*Executive Directors shall not be entitled to receive meeting allowances in any event.

## 2. Other Compensation and Privilege

(Unit: Baht)

Position	2026 (Proposed Year)	2025	2024
Chairman of the Board of Directors	None	None	None
Director	None	None	None

The Chairman informed the Meeting that the Board of Directors deemed it appropriate to propose to the Shareholders' Meeting to approve the determination of remuneration directors and of sub-committees for the year 2026 as proposed by the Nomination and Remuneration Committee in all respect. In this regard, such determination has been considered by the Nomination and Remuneration Committee and approved by the Board of Directors' Meeting. It is proposed that the remuneration for the Board and Sub-Committees remains unchanged from the rates previously approved by the Shareholders' Meeting. The Board has carefully reviewed the appropriateness of such compensation, taking into account the scope of duties and responsibilities, the Company's operating results, and a benchmarking against industry peers of a comparable size.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then proposed that the Meeting to approve the remuneration of the board of directors and the sub-committee for the year 2026. The resolution on this agenda item shall be passed by the votes of not less than two-thirds of the total votes casted by the shareholders attending the Meeting, which the Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to approve the remuneration of the board of directors and the sub-committee for the year 2026, by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

### **Agenda 9 To consider and approve the appointment of the auditors and the determination of the audit fee for the year 2026**

The Chairman assigned Ms. Yaowares Dejlerdpipat, Member of the Audit Committee to report the details to the Meeting.

In order to comply with Section 120 of the PLC Act, and Article 37 of the Articles of Association of the Company, at an annual general meeting of shareholders of each year, there shall be an appointment of an auditor and the determination of an audit fee of the Company. In appointing an auditor, the former auditor may be re-appointed.

The Audit Committee has selected the auditors for the fiscal year 2026 in accordance with the specified procedures and has proposed to the Board of Directors for consideration to propose the Annual General Meeting of Shareholders to appoint the auditors from EY Office Limited to audit and provide opinions on the financial statements of the Company for the fiscal year 2026. In this regard, one of the following auditors shall be assigned to audit and provide opinions on the Company's financial statements for the fiscal year 2026.

1. Ms. Sumesa Tangyoosuk Certified Public Accountant No. 7627 or
2. Ms. Kosum Cha-em Certified Public Accountant No. 6011 or
3. Mrs. Poonnard Paucharoen Certified Public Accountant No. 5238 or
4. Mrs. Wilai Sunthornwanee Certified Public Accountant No. 7356

EY Office Limited and the auditors in the proposed list of auditors of the Company neither have relationship with nor interests in the Company, subsidiaries, executives, major shareholders, or anyone related to the aforementioned persons, therefore, possess independence in auditing and providing opinions on the Company's financial statements. No auditors have signed the auditor's report over the period prescribed by relevant principles and/or rules and regulation.

In the case that the four auditors are unable to perform their duties, EY Office Limited will procure those other certified public accountants to perform the audit and provide opinions on the Company's financial statements. The audit fee for the fiscal year 2026 is in the amount of 1,500,000 Baht, equal to the auditor's remuneration for the fiscal year 2025. The audit fee does not include other service fees (non-audit fees). If there is any, the Company will pay on an actual basis. Comparison of the audit fees with the previous year is as follows:

(Unit: Baht)

<b>Audit Fee</b>	<b>2026 (Proposed Year)</b>	<b>2025</b>	<b>2024</b>
Audit-Fee	1,500,000	1,500,000	1,400,000
Non-Audit Fee	None	None	None

In this regard, the Company has its subsidiaries. All subsidiaries appoint the auditors from EY Office Limited to be their auditors as well. In the event that it becomes necessary to engage auditors from different firms, the Board of Directors will oversee and monitor the process to ensure that the financial statements are prepared and completed within the timeframe prescribed by relevant laws and regulations.

The Audit Committee was of the view that in the previous year, the auditors from EY Office Limited performed their duties with responsibility and were able to complete the review and audit of the financial statements in a timely manner, and showed independence in reviewing, auditing, and providing opinions on the Company's financial statements. Furthermore, this audit firm is also domestically and

internationally recognized as having a team possessing the necessary standards and experience in auditing financial statements, and have consistently provided valuable advice and recommendations. Therefore, it was deemed appropriate to propose the appointment of auditors from EY Office Limited as the Company's auditors, and to consider the audit fees for the said auditors.

The Chairman informed the Meeting that according to the proposal from the Audit Committee and after proper consideration and scrutinization, the Board of Directors deemed it appropriate to propose that the Meeting approve the appointment any one of the auditors from EY Office Limited as listed above as the auditors of the Company, and determine the audit fee for the fiscal year 2026 at 1,500,000 Baht, which is equivalent to the audit fee for the fiscal year 2025. The audit fee does not include other service fees (non-audit fees). If there is any, the Company will pay on an actual basis.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute.

Once the Moderator informed the end of the 1-minute period, it appeared that no shareholders or proxies expressed any opinions and/or raised any questions with respect to this agenda item.

The Chairman then proposed that the Meeting approve the appointment of the auditors and the determination of the audit fee for the year 2026. The resolution on this agenda item shall be passed by a majority vote of the shareholders attending the meeting and casting their votes, which the Company set the period for voting via E-Meeting System of not less than 1 minute. The Moderator would inform the Meeting 15 seconds in advance prior to the end of the voting period.

**Resolution:** The Meeting resolved to approve the appointment of the auditors and the determination of the audit fee for the year 2026, by an unanimous of the shareholders attending the meeting and casting votes, as follows:

Approved	No. of Shares	258,993,710	Equivalent to	100%
Disapproved	No. of Shares	-	Equivalent to	-
Abstained	No. of Shares	-	Equivalent to	-

#### **Agenda 10 To consider other matters (if any)**

The Chairman informed the Meeting that this agenda item allows shareholders to propose other matters apart from those provided in the notification of the Meeting. All matters proposed under this agenda item must be within the criteria and procedures prescribed by law. The Chairman delegated the Moderator to inform the Meeting of the details of this agenda.

The Moderator then stated that in order to propose other agenda items apart from those provided in the notification of the Meeting, the PLC Act, Section 105 paragraph 2 provides that once the meeting considers all agenda items respectively based on the agenda list provided in the notice calling a meeting, shareholders whose shares are equivalent to one-third of the total issued shares may request the meeting to consider other matters apart from what indicated in the notice calling the meeting. For transparency and equal rights among shareholders, such items should not be added to other agenda items not specified in the meeting invitations for consideration and approval.

The Chairman provided an opportunity for shareholders and proxies attending the meeting to express their opinions or raise questions regarding this agenda via audio or by submitting written questions through the E-Meeting system, for a duration of not less than 1 minute. During this time, the Chief Executive Officer addressed the questions submitted by shareholders via the E-Meeting system during the Meeting, which can be summarized as follows:

Questions from Mr. Ittivat Vichitkarnchana, the shareholder attending the meeting in person:

(1) What is the Company's target Net Profit Margin?

Answer The Company has set a target Net Profit Margin in the range of 12-15%. To achieve this, the Company plans to increase revenue from the brokerage business segment.

(2) In 2026, what is the Company's target for reducing Accounts Receivable, and what is the target for the reversal of allowance for doubtful accounts?

Answer The Company expects to recover approximately 5-10% of the debts for which allowances were recognized in the previous year and assesses that no additional provisions are required for the current year. Furthermore, the credit term has been set at a maximum of 180 days. The Company has also developed an Action Plan to monitor the Aging Report at each interval, with a target to complete debt collection within a period of 3-6 months.

(3) Regarding the revenue target of 2,000 million Baht, which business segments will drive this growth, and what are the Gross Profit targets for each segment this year?

Answer The 2,000 million Baht revenue target is comprised of three main segments: (1) Engineering Consultancy and Construction Design, accounting for 48%; (2) Condominium Juristic Person Management and Residential Property & Service Apartment Management, accounting for 41%; and (3) Brokerage Services, accounting for 11%. For the year 2026, the Company has set a Gross Profit margin target of 30%.

(4) How have the Year-to-Date (YTD) sales and profit performed so far? Have they improved compared to the previous year?

Answer Since the beginning of the previous year to the present, the economic environment has remained uncertain and lacked positive factors to support our performance, presenting a significant challenge for the Company. Nevertheless, the Company has adapted its revenue management strategy to be more agile, focusing on penetrating market segments capable of generating rapid revenue while maximizing cost-efficiency. The Company remains confident that executing the strategic plan presented in Agenda Item 2 will be a key driver in pushing the Company's revenue and profit margins toward significant growth.

Question from Mr. Somsak Wanichwasin, the proxy representing the Thai Investors Association:

(5) Could the Company please clarify the details and the work plan of the 'JUMP+' project?

Answer The Company's JUMP+ Plan consists of three core pillars, with brief details as follows:

1. Business Plan: The Company targets a Net Profit of 320 million Baht by 2028. This will be achieved through a strategy to elevate service standards across the Living Service, Brokerage, and Engineering groups, while expanding into new businesses. Furthermore, the Company will integrate technology to drive Digital Transformation, enhancing operational efficiency and delivering the best experience to customers.
2. Governance Plan: This pillar comprises three key initiatives:
  - 2.1 Board Diversity Plan: The Company aims to have at least 30% female representation on the Board of Directors by 2028 to promote gender diversity.
  - 2.2 Anti-Corruption Elevation Plan: The Company will implement an anti-corruption risk management system to enhance transparency and build

stakeholder confidence. The goal is to achieve CAC Certification from the Thai Institute of Directors (IOD) by 2026.

2.3 Insider Trading Prevention Plan: The Company plans to enhance its insider information protection by reviewing policies and developing monitoring systems for access to sensitive information, ensuring long-term trust among shareholders and all stakeholders.

3. Climate Plan: The Company has set a target to reduce greenhouse gas emissions by 7% by 2028, compared to the base year of 2025.

In this regard, Mr. Somsak Wanichwasin suggested that the Company consider holding the shareholders' meeting in a physical format (On-site). This would provide an opportunity for shareholders to meet with the management, as well as to raise questions and provide beneficial suggestions to the Company.

As there were no further questions or comments from the shareholders or proxies attending the meeting, the Chairman, on behalf of the Board of Directors, expressed gratitude to all shareholders for their time and their continued support of the Company's operations and declared the meeting adjourned.

The meeting was adjourned at 16:30 hours.

- Signed-

(Mr. Marote Vananan)  
Chairman of the Meeting