

Minutes of the 2026 Annual General Meeting of Shareholders

HARN Engineering Solutions Public Company Limited

April 23, 2026, at 01.00 p.m.

The 2026 Annual General Meeting of Shareholders of Harn Engineering Solutions Public Company Limited (the “Company”) was held in physical format at the Company’s headquarters, HALL 31-32, 3rd Floor, with shareholders attending in person and by proxy as follows:

Self – Attending Shareholders	18	shareholders, representing	200,703,207	shares.
Proxy Shareholders	66	shareholders, representing	131,323,984	shares.
Total number of shareholders	84	shareholders, representing	332,027,191	shares.

With makes up 56.8053 percent of the total number of shares of the Company. A quorum was formed in accordance with the Company’s Articles of Association.

There were 8 directors participating in this meeting, accounting for 100 percent, the list as follows:

1. Mr. Pichet Sithi-Amnuai Independent Director and Chairman of the Board of Directors
2. Mr. Prasert Deejongkit Independent Director / Chairman of the Nomination and Remuneration Committee and Member of the Audit Committee
3. Mrs. Valeeratn Chuerboonchai Independent Director / Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee
4. Mr. Sumrid Sumneing Independent Director / Chairman of the Risk Management Committee and Member of the Audit Committee
5. Mr. Pises Iamsakulrat Director
6. Dr. Jain Charnnarong Director / Executive Director / Member of the Nomination and Remuneration Committee
7. Mr. Wirat Sukchai Director and Chairman of the Executive Director and Member of the Risk Management Committee
8. Mr. Thammanoon Tripetchr Director / Member of the Executive Director / Member of the Risk Management Committee / Chief Executive Officer / Chief Marketing Officer: Digital Printing System and Chief Marketing Officer: Refrigeration Systems

The Company's executive attending the Meeting

1. Mr. Wisit	Wachiralappaitoon	Chief Financial Officer
2. Mrs. Varinkan	Teraumranon	Chief Operating Officer
3. Mr. Rattanaphan	Mukhariwattananon	Chief Marketing Officer: Safety and Comfortable
4. Mr. Prapas	Rukpanya	Strategy and Marketing Director: Safety and Comfortable
5. Miss. Warangkana	Jongnui	Sales Director: Safety and Comfortable
6. Mr. Suchat	Suwatnodom	Petrochemical Sales Director: Safety and Comfortable
7. Mr. Sukit	Litikorn	Engineering Support Director: Refrigeration System
8. Mr. Withoon	Thamee	Sales Director: Digital Printing System
9. Mr. Surasak	Udom	Director of Service Division: Digital Printing Systems

Meeting Attendees:

1. Mr. Supoj	Mahantachaisakul	Auditor, Karin Audit Company Limited
2. Mr. Naves	Narattharugsa	Independent Legal Advisor and the witness for the registration process and verification of vote counting at the meeting, Bangkok Low Office and Associates Company Limited
3. Mr. Ekasit	Tanvorasetti	Shareholder representatives and the witness for the registration process and verification of vote counting at the meeting

Before the meeting commenced, Miss. Nittaya Metineewattanawong, the Company Secretary, informed the meeting that the Company would record photographs and video footage of the attendees for publication and for the preparation of the minutes of the Annual General Meeting. If any attendee did not wish to have their image recorded, they were requested to immediately notify the nearest staff member, in accordance with the Company's Privacy Policy. Shareholders may find further details on the Company's website : www.harn.co.th

The Meeting commenced at 1:00 p.m. The Company explained the meeting procedures and voting methods as follows: For this 2026 Annual General Meeting of Shareholders held in physical format, the Meeting would consider matters in accordance with the agenda items set out in the Notice of the Meeting. In

voting, each shareholder shall have one vote for each share held. In the event that any shareholder has a special interest in any matter, such shareholder shall not be entitled to vote on that matter.

For each agenda item, the Company would present the relevant information and provide shareholders an opportunity to raise questions before voting. Shareholders or proxies are requested to remain in the meeting until the completion of each agenda item and cast their votes before the close of voting for such agenda. Thereafter, the Company would announce the voting results to the meeting once the vote counting for each respective agenda item had been completed in sequence.

For vote counting, the Company used a barcode voting system provided by OJ International Co., Ltd. for this meeting. Only votes cast as disapproval and abstention for each agenda item would be counted, and such disapproval and abstention votes would be deducted from the total votes represented at the meeting. The remaining votes would be deemed votes in favor of the respective agenda item.

For shareholders attending the meeting in person and proxies who submitted their votes in advance, such votes had already been included in the total vote count.

Once the close of voting for any agenda item has been announced, voting on that agenda item shall be deemed concluded. Leaving the meeting room during any agenda item shall not deprive shareholders or proxies of their right to re-enter the meeting and participate in voting on the remaining agenda items.

Any attendee wishing to vote “Disapprove” or “Abstain” is requested to mark the voting ballot accordingly and sign the ballot. Shareholders are then requested to raise their hands and submit the ballot to the staff for recording through the barcode voting system. In the event that a shareholder voting “Disapprove” or “Abstain” does not submit the relevant ballot to the staff, the Company shall treat such vote as part of the votes “Approve.”

A spoiled ballot refers to a ballot on which more than one box is marked, the voter’s intention is unclear, or the ballot is torn. Such ballot shall be deemed invalid and shall not be counted as a vote.

In the event that any shareholder or proxy wishes to leave before the meeting is adjourned, they are requested to submit all voting ballots to the staff so that their voting rights may be deducted from the voting base of the meeting.

Resolutions for Agenda Items 1, 3, 4, 5, and 7 shall be passed by a majority vote of the shareholders present and casting their votes. For Agenda Item 6, regarding the consideration and approval of directors’ remuneration and benefits for the year 2026, approval shall require votes of not less than two-thirds of the total votes of shareholders present at the meeting.

The Company provided shareholders with an opportunity to submit questions in advance regarding the meeting agenda. It appeared that no shareholders submitted any questions to the Company in advance.

Before voting on each agenda item, the Chairman would provide an opportunity for meeting participants to raise questions or express opinions on matters related to such agenda item, as appropriate. Any

person wishing to ask questions or express opinions is requested to raise their hand and, upon being recognized by the Chairman, kindly state their name and surname, and whether they are attending in person or as a proxy.

The Company reserves the right to respond only to questions relating to the agenda item subject to voting. Questions unrelated to such agenda item will be addressed under Agenda Item 8, Other Matters. In the event of a large number of questions, the Company reserves the right to consider and select questions as appropriate in order to maintain the duration and efficiency of the meeting.

For any questions not addressed today, the Company will compile the responses under Agenda Item 8, Other Matters, in the minutes of the shareholders' meeting, which will be published on the website of the Stock Exchange of Thailand and the Company's website within 14 days from the meeting date. If shareholders wish to make further inquiries after the meeting, they may contact the Company through Investor Relations by email at wirat.s@harn.co.th or Secretary@harn.co.th

The Company provided shareholders with the opportunity to propose agenda items for the meeting and nominate persons for election as directors of the Company in advance for the 2026 Annual General Meeting of Shareholders through the Company's website from October 1 to December 30, 2025, and had informed the Stock Exchange of Thailand accordingly. Upon expiration of the submission period, it appeared that no shareholder had proposed any agenda items or nominated any person for election as director in advance through the channels specified by the Company.

The Company published the notice of the meeting, together with the meeting agenda and supporting documents, on the Company's website in advance from March 23, 2026, and informed the Stock Exchange of Thailand accordingly, in order to provide shareholders with sufficient time to study the meeting information in advance.

Mr. Pichet Sithi-Amnuai, Chairman of the Meeting (the "Chairman"), thanked the shareholders for taking the time to attend the shareholders' meeting and declared the 2026 Annual General Meeting of Shareholders open.

Agenda 1. To certify the Minutes of the 2025 Annual General Meeting of Shareholders.

The Chairman assigned Ms. Nittaya Methineewattanawong, Company Secretary, to act as the presenter for the meeting.

Miss. Nittaya Methineewattanavong reported that the Company held the 2025 Annual General Meeting of Shareholders on April 24, 2025, and submitted a copy of the minutes of the 2025 Annual General Meeting of Shareholders to the Stock Exchange of Thailand, as well as published them on the Company's website on May 2, 2025, as detailed in Enclosure 1 to the Notice of the Meeting. Shareholders were therefore

requested to consider and approve the minutes of the 2025 Annual General Meeting of Shareholders. Voting for this agenda item shall be based on a majority vote of the shareholders attending and voting at the Meeting.

The Chairman opened for discussion, queries and suggestions.

There were no queries or suggestions from the shareholders. Then, the Chairman proposed the Meeting to approve the minutes of the 2025 Annual General Meeting of Shareholders.

Resolution: The Meeting considered and resolved to adopt the 2025 AGM minutes with a majority vote of the shareholders present at the Meeting and voting at the Meeting as follows:

Approval	335,014,411 votes,	representing	100.0000	per cent
Disapproval	0 votes,	representing	0.0000	per cent
Abstention	0 votes,			
Void ballot	0 votes,			

Note: In this agenda item, 3 additional shareholders registered, representing a total of 2,987,220 shares. The total number of attendees at the meeting was 87 shareholders, representing a combined total of 335,014,411 shares.

Agenda 2. To acknowledge the 2025 Company's performance.

The Chairman assigned Mr. Thammanoon Tripetchr, Chief Executive Officer, and Mr. Wisit Wachiralappaitoon, Chief Financial Officer, to present this agenda item.

Mr. Thammanoon Tripetchr, Chief Executive Officer, reported that the Company has over 60 years of engineering experience, a customer base of more than 5,400 clients, and over 40 quality product manufacturing partners who are leaders in their respective industries from the United States, Europe, China, Japan, the Middle East, and ASEAN countries. The Company has more than 250 skilled employees ready to serve customers nationwide, with a focus on driving growth and maintaining its customer base across the government sector, construction projects, retail businesses, and industrial projects for maximum efficiency.

The Company is committed to being a leader in providing comprehensive and sustainable engineering solutions, covering three core business groups as follows:

1. **Fire Protection, Air Conditioning and Sanitary Systems Business:** Distribution and installation of fire alarm and fire protection control systems, as well as sanitary systems, air conditioning systems for temperature and air quality control, water supply systems, wastewater drainage systems, and ventilation systems for buildings.

2. **Refrigeration Systems Business:** Distribution of cold storage system equipment and energy-saving technologies, such as compressors, condensers, evaporators, and inverters.

3 . Digital Printing Systems Business: Distribution and installation of printers for production dates, expiration dates, and lot numbers, including 3D printers, along with after-sales services.

Currently, the Company has four subsidiaries: Harn Vietnam Co., Ltd., which distributes digital printing system products in Vietnam; Iyaraharn Co., Ltd., which provides building management system installation services and develops IoT systems for various products and solutions; Mollisa Co., Ltd., which operates a medical device manufacturing and distribution business, focusing on 3D-printed prosthetics such as prosthetic fingers; and NatCap Co., Ltd., which was incorporated on March 13, 2026, and engages in businesses related to carbon dioxide and the reduction of carbon dioxide emissions or other greenhouse gases.

With a clear vision, the Company is committed to being a leader in providing comprehensive and sustainable engineering solutions that respond to customers' needs in improving quality of life, society, and the environment, while driving sustainable growth under its core mission. The Company has set long-term targets for 2028, including increasing market capitalization from approximately THB 1.25 billion to THB 2 billion, maintaining a dividend payout of no less than 40% of net profit, achieving customer satisfaction above 90%, maintaining employee satisfaction above 85%, and conducting business in accordance with ESG principles (Environmental, Social, and Governance).

In 2025, HARN remained committed to its B+S (Business and Sustainability) strategy, focusing on four dimensions: Economics, Environment, Social, and Governance. Despite challenges arising from complex economic conditions and global uncertainties, HARN continued to make progress across all four dimensions in 2025 as follows:

Economic Dimension

In the Fire Protection, Safety and Sanitary Systems business, the Company has shifted its focus from the high-rise building market to the Data Center and electrical substation markets. Data Center projects require comprehensive system solutions, including fire protection systems, sanitary systems, air conditioning systems, valves, and Groove Solutions. Projects in these segments involve specialized and high-standard products, which can generate higher project value and profit margins than general projects. Meanwhile, the electrical substation segment is expected to grow significantly in 2026. Currently, the Company has secured purchase contracts totaling THB 120 million from three projects, with many additional bids under follow-up. Revenue recognition is expected to begin in early 2026.

In the Sanitary and Air Conditioning Systems business, the Company is currently the sole distributor in Thailand for Siphonic Roof Drainage systems from GEBERIT, a leading Swiss brand. This siphonic rainwater drainage system is an advanced technology that provides superior drainage performance compared to conventional systems. Traditional systems discharge rainwater through pipes installed with a slope, whereas the Geberit Pluvia system features a compact design that rapidly fills the pipes with water and drains rainwater from roofs using negative pressure. Geberit Pluvia roof outlets are specially designed to prevent air from being

drawn into the system, enabling efficient and reliable performance. As a result, the system can drain up to twice as much rainwater while using pipes with only half the diameter. It also offers greater flexibility in system design and planning, as pipes no longer need to be installed with a slope as required in conventional systems.

For KOPPAR copper pipes used in air conditioning systems, these are high-quality, strong, and durable copper products specifically suited for air conditioning applications. In 2025, sales declined due to volatility and elevated prices of copper pipes in the global market, causing customers to delay purchasing decisions, while some projects postponed product delivery schedules. In addition, intensified price competition limited the Company's ability to reduce prices competitively.

In the Refrigeration Systems business, the Company has collaborated with Iyaraharn Co., Ltd., a subsidiary, to invent, research, and develop an innovative refrigeration control system with a key focus on energy efficiency under the name Telechill S2 Energy Saving Solutions, further developed from Telechill S2 Smart Solutions.

Telechill S2 Energy Saving Solutions enables users to monitor refrigeration system operations online at all times. Its key advantage is the ability to reduce energy consumption of refrigeration systems, thereby lowering operating costs for cold storage businesses and reducing environmental impact in line with the global trend toward reducing greenhouse gas (CO₂) emissions.

In terms of sales of Telechill S2 Energy Saving Solutions, the Company has conducted product presentations and technology briefings on energy-saving solutions for a wide range of customers, including operators with multiple cold storage facilities across various branches as well as small and medium-sized enterprises. This solution has been designed to be adaptable for businesses of different sizes, helping to improve energy efficiency and reduce operating costs.

In the Digital Printing Systems business, the Company focuses on selecting new printing products and technologies that are energy-efficient, environmentally friendly, and capable of enhancing printing accuracy. In addition, it continues to expand its after-sales services to fully meet customers' needs in a comprehensive manner. In addition, in 2025, HARN collaborated with the Thai GS1 Association to promote the benefits of implementing 2D barcodes. For example, the use of 2D barcodes in Point of Sales systems enables cashiers to process transactions, verify product information, and help prevent the sale of expired products to consumers. Currently, food and pharmaceutical manufacturers have increasingly adopted 2D barcode applications, such as Track and Trace systems, enabling consumers to verify product origins throughout the supply chain up to the point of consumption. This enhances product confidence and also allows manufacturers to promote their products. HARN's products are capable of supporting 2D barcode printing in accordance with GS1 standards, and the Company also provides equipment that helps prevent errors and verify the accuracy of barcodes.

In addition, the Company seeks to grow sales alongside the implementation of workflow improvement and digital transformation initiatives, which support back-office operations in reducing costs. The business approach is based on two key concepts:

1. Green Business Process, which involves communicating with customers through digital channels to reduce acquisition costs; and
2. Green Service, which applies remote access systems in service operations, enabling the Company to reduce on-site visits to customers and thereby lower operating expenses.

Next is the subsidiary business. The IoT systems business, operated by Iyaraharn Co., Ltd., has further developed research and development of IoT products on both software and hardware platforms to control building systems, energy consumption, solar power generation, refrigeration systems, and indoor air quality systems under a single ecosystem. In 2025, Iyaraharn conducted research and development on three IoT product projects, which were further developed from prior research that had been commercialized in early 2024. These comprised one software platform development project and two hardware development projects. All of these products operate under a single integrated ecosystem.

In 2025, Mollisza Co., Ltd. was incorporated to manufacture and distribute Personalized Healthcare products using advanced technologies such as 3D modeling and 3D printing/fabrication. The Company utilizes biocompatible materials that have been tested for safety for human use, such as resin-based materials for producing realistic prosthetic fingers. These technologies were transferred from the National Metal and Materials Technology Center (MTEC), the National Science and Technology Development Agency (NSTDA), and have undergone biocompatibility testing for human use in accordance with Class 1 medical device manufacturing standards. Currently, Mollisza Co., Ltd. has obtained ISO 13485 certification, has registered its manufacturing facility as a medical device production site, and has registered its products with the Food and Drug Administration (FDA) for the manufacture and distribution of prosthetic fingers.

In early 2026, NatCap Co., Ltd. was incorporated to further develop research from the Wanapha project, in which the Company is a participating partner. The Company was established to operate businesses related to carbon dioxide, as well as the reduction of carbon dioxide emissions and other greenhouse gases.

Environmental Dimension

The Company is committed to reducing greenhouse gas emissions, targeting a 5% reduction compared to 2024 levels. It aims to achieve carbon neutrality (Carbon Neutrality) by 2040 and net zero greenhouse gas emissions (Net Zero Emission) by 2050. In 2025, the Company expanded the use of electric vehicles by an additional 8 units and emphasized efficient resource utilization through the 3R principles (Reduce, Reuse, Recycle).

Social Dimension

The Company places importance on conducting business with social responsibility, implementing various community support and development initiatives. These include the “Volunteer for Prosperity” project, support for improving the quality of education, assistance for those affected by natural disasters, and environmental conservation efforts (such as reducing forest fires and PM 2.5 pollution) through the “Forest Fire Volunteer Insurance” project.

Governance Dimension

The Company has continuously integrated corporate governance practices by establishing a transparent and auditable sustainability framework, which has resulted in the Company receiving awards from leading organizations, including:

- Received an “Excellent” corporate governance assessment for seven consecutive years.
- Achieved a full score of 100 in the quality assessment of the Annual General Meeting of Shareholders for eight consecutive years.
- Received an “A” rating in the SET ESG Rating for sustainable stocks for the second consecutive year.

In addition, as the Company participates in the Jump+ and Corporate Value Up (CVUP) programs through the development of a Climate Action plan, and has achieved an “Excellent” CG Score, HARN’s shares have met the criteria set by the Securities and Exchange Commission (SEC) to be eligible for investment by Thai ESG funds, effective from March 1, 2026 onwards.

In addition, HARN has implemented strong anti-corruption and anti-bribery measures. In 2025, the Company carried out the following key initiatives:

- Reviewed the anti-corruption policy to ensure that it remains up to date, appropriate, and fully aligned with relevant requirements, and communicated the guidelines to employees at all levels of the organization for acknowledgment and strict compliance.
- Conducted a comprehensive assessment of corruption risks across all relevant functions in order to prevent and reduce the likelihood of behaviors that could cause damage to the organization.
- Provided online training and knowledge assessments on anti-corruption for the Board of Directors, executives, and employees at all levels to enhance awareness and promote a transparent organizational culture.

Mr. Wisit Wachiralappaitoon, Chief Financial Officer, reported the Management Discussion and Analysis (MD&A) that the Thai economy in 2025 slightly slowed compared to the previous year, with GDP growing only 2.4%. This resulted in reduced public and private sector spending, particularly in the construction sector, as well as increasing overdue debt in the private sector, volatile Thai baht fluctuations, and persistently high logistics costs due to global conditions. These factors had a direct impact on the Company’s business

operations. In terms of competition, the market has become increasingly intense, driven by both domestic players and low-cost imported products. The Company therefore needs to adjust its strategy by focusing on its strengths in product quality and standards, while also leveraging marketing efforts to retain its existing customer base and expand new opportunities. In particular, this includes increasing installation services in the fire protection and air-conditioning systems business, as well as expanding into new customer segments such as data center projects and substation facilities.

The operating results for this year were affected by the economic conditions, resulting in a decrease in revenue from sales and services of approximately 4.7%. In addition, the Company increased its provision for expected credit losses (ECL) to mitigate risks associated with receivables, particularly from the construction contractor segment, which is a key customer group. This segment has been impacted by a reduction in project volume, higher costs, and intense competition. As a result, the Company has tightened its credit policies and strengthened its debt collection processes.

As for asset valuation, the Company conducted an impairment test on goodwill by using a discounted future cash flow approach. The assessment results indicated that no impairment was identified.

Overall, although the operating performance has been pressured by external factors, the Company's financial position remains strong, with high liquidity, low leverage, and no reliance on borrowing from financial institutions. In addition, the Company is still able to generate satisfactory returns for shareholders, while also having plans to expand its business and invest in new opportunities to support long-term growth.

In 2025, the Company recorded total revenue of THB 1,210.59 million, a decrease of THB 60.87 million or 4.8% compared to the previous year. The revenue breakdown comprises fire protection systems and project products accounting for 45.4%, sanitation and air-conditioning systems products at 4.4%, refrigeration systems products at 16.9%, digital printing system products at 30.55%, IoT system products at 0.3%, and other income at 2.4%. This was due to a decrease in revenue from the fire protection systems and project business unit of THB 46.7 million, or 7.8%. The decline was affected by a reduction in product deliveries and economic uncertainty, which placed pressure on new investments in the real estate sector. Revenue from the refrigeration systems business unit decreased by THB 14.1 million, or 6.4%, due to market conditions and intense competition. Some customers postponed their investment plans, and there was a decline in cold storage and distribution center construction projects. Meanwhile, revenue from the digital printing systems increased by THB 12 million, or 3.3%. At the same time, the Company had outstanding purchase orders pending delivery as of 31 December 2025, with a total value of THB 464 million, most of which are scheduled for delivery within 2026.

With the commitment and efficient management of all parties involved, the Company is confident in its ability to adapt and overcome various challenges in a strong and sustainable manner.

The Chairman opened for discussion, queries and suggestions.

Dr. Chuleerat Jaruskulchai, an investor protection volunteer representing the Thai Investors Association, raised the following questions:

1. As the Company participates in the Jump+ program, the Thai Investors Association has been continuously monitoring its performance. Based on financial information, the Company's revenue has shown a gradual decline over the past three years. Although the decrease is not significant, it represents a consistent downward trend. In this regard, what strategies or adjustment plans does the Company have in place to address this situation? In addition, how does the Company plan to drive its initiatives under the Jump+ program to support revenue recovery and ensure long-term business growth going forward?

2. Among the Company's five main product groups, which product has the highest potential to increase market share, and what strategic plans does the Company have to further drive and promote the growth of that product going forward?

Mr. Thammanoon Tripetchr explained that the Company's growth strategy is driven through the Jump+ project, which serves as one of the key mechanisms in supporting the Company's expansion. For the product segment with the highest potential to increase market share, it is the fire protection and safety systems business. The Company has adjusted its business direction to focus on high-potential markets, namely data centers and substation facilities. This aligns with investment trends in Thailand, which is a key destination for investors in the data center business.

In this regard, the Company has been continuously adapting and actively engaging with investors to monitor and jointly develop projects on an ongoing basis. Currently, the Company has already secured purchase orders worth approximately THB 120 million. In addition, there are several ongoing projects under follow-up and negotiation, which are expected to lead to additional future orders and further support the Company's continued growth.

For the digital printing systems business, the Company is currently undergoing adjustments to enhance its growth potential. The focus is on improving operational processes and enhancing the sales process to be more efficient, with an emphasis on close customer follow-up and increasing communication through digital channels. This aims to expand access to new customer segments and further open up additional markets. In addition, the Company places significant importance on enhancing its service operations, which is another key approach to supporting business growth. Over the past year, the Company has restructured its service team, both in terms of management structure and service efficiency improvement. It has also adopted technology to support operations, such as remote access systems, to enable faster service delivery, timely problem resolution, and further enhance customer satisfaction.

For the Jump+ program, in addition to serving as a mechanism to support business growth as previously mentioned, the Company also advances its Climate Action initiatives. The Company continues to invest and implement environmental initiatives on an ongoing basis, such as gradually transitioning to electric

vehicles (EVs), increasing the share of renewable energy usage, and expanding investments in solar cell and energy storage systems. These efforts aim to improve energy efficiency, reduce greenhouse gas emissions, and support the Company's sustainable growth objectives.

Mr. Pichet Sithi-Amnuai further stated that both the Board of Directors and the management team are fully aware of and attentive to the challenges in the Company's recent operating performance. He acknowledged that the business has faced considerable challenges over the past 2–3 years. However, the Company has continuously sought new business opportunities and has been studying and exploring various potential new business areas on an ongoing basis. Although clear tangible results may not yet be evident at present, this is due to the fact that the development of new businesses requires time for study, development, and eventual commercialization.

Dr. Chuleerat Jaruskulchai further inquired that, given the Company has a relatively significant business presence in technology and IoT solutions, the financial statements for the past year show that the Company's research and development (R&D) investment was recorded at zero. She therefore asked how the Company approaches the development of skills, the retention of personnel with expertise in digital and IoT fields, and the enhancement of efficiency among such specialized employees.

Mr. Wisit Wachiralappaitoon clarified that, in the past, the Company has provided employee training and development; however, expenses related to training and personnel development are not classified under R&D. Instead, they are recorded under employee training and development expenses. In addition, costs related to the development of various ICT systems are also classified under other relevant expense categories.

Mr. Thammanoon Tripetchr further clarified that, in terms of human resource development and enhancing employee capabilities, the Company places continuous importance on this area. The Company systematically monitors and evaluates training effectiveness, including training plan formulation, performance assessment, and post-training follow-up. In addition, the Company has established targeted training hours per employee as a key performance indicator for workforce capability development. The Company also participates in initiatives under the Department of Skill Development to support employee skill enhancement in alignment with its programs and requirements.

In addition, the Company collaborates with both domestic and international suppliers to develop knowledge, expertise, technology, and engineering related to its products. At the same time, the Company places importance on fostering organizational culture and strengthening internal collaboration. The Company plans to formally and actively implement these initiatives in 2026, which is considered a key milestone in transforming the corporate culture. This aims to encourage employees to be more proactive and motivated, in order to support the Company's growth and deliver sustainable returns to shareholders in the long term.

In the absence of any additional inquiries or suggestions from shareholders through the system, the Chairman proposed that the meeting acknowledge the company's performance for the fiscal year 2025 without the need for a formal vote.

Resolution: The Meeting acknowledged the Company's operating results for 2025.

Agenda 3. Consideration and approval of the consolidated financial statements and the separate financial statements for the year ended 31 December 2025.

The Chairman assigned Mr. Wisit Wachiralappaitoon, Chief Financial Officer, to present the report.

Mr. Wisit Wachiralappaitoon, Chief Financial Officer, reported that the Board of Directors has considered the financial statements for the year 2025, which have been audited by the external auditor and reviewed by the Audit Committee. The auditor expressed the opinion that the consolidated financial statements and the separate financial statements present fairly, in all material respects, the financial position of the Company and its subsidiaries as of 31 December 2025, as well as their financial performance and cash flows for the year then ended, in accordance with the financial reporting standards. Details of the financial statements, as well as the Management Discussion and Analysis (MD&A) for 2025, are included in the 56-1 One Report for 2025. Shareholders can download the report via the QR Code provided in Attachment 2 of the invitation letter on page 31, or access the financial statements via the QR Code, with the key summary as follows:

The Company recorded revenue from sales and services in 2025 of THB 1,181.1 million, a decrease of THB 57.9 million or 4.7% compared to the previous year. The gross profit margin was 29%, an increase of 1% from the previous year. However, gross profit in absolute Baht terms decreased by 4.8%, in line with the reduction in revenue from sales and services. Although revenue declined compared to the previous year, the Company was still able to maintain a gross profit margin at the level of 29–30% when compared over the past three years.

The Company recognized expected credit losses (ECL) for 2025 in the amount of THB 14.5 million, an increase of THB 13.5 million from the previous year. This was assessed based on customers' aging of receivables, financial status, and payment history, particularly from the construction contractor segment, which is the Company's key customer group and accounts for more than 50% of total revenue. This group has been affected by economic conditions in the industry, such as a decline in bidding activities from both public and private sectors, intense competition, and rising labor and material costs. These factors have inevitably impacted customers' financial liquidity. In response, the Company has revised its credit assessment criteria and

strengthened its debt collection processes to better align with the current economic environment, in order to manage credit risk at an acceptable level.

Expected credit losses on advance payments for goods, accrued income, and short-term loans to related parties.

In 2025, the Company recognized an allowance for expected credit losses of THB 2.2 million in the separate financial statements. This relates to a subsidiary, Iyaraharn Co., Ltd., and therefore is not presented in the consolidated financial statements. The subsidiary has accumulated losses exceeding its capital by THB 6.2 million, which creates uncertainty regarding its ability to continue as a going concern. As a result, management applied the principle of prudence and recorded a full allowance for impairment, in accordance with applicable accounting standards. However, the investment in the subsidiary amounting to THB 1.30 million has not been impaired, as management believes that the subsidiary still has growth potential and there are no plans to discontinue its operations.

Impairment of goodwill.

The Company has goodwill recognized as an asset amounting to THB 315.97 million. In 2025, the Company performed an impairment test on goodwill, and no impairment was recognized for the year.

In 2025, the Company conducted a goodwill impairment test, which was performed by an independent appraiser approved by the Securities and Exchange Commission (SEC). The valuation was based on the Discounted Cash Flow (DCF) method. The results indicated that no impairment of goodwill was identified for both business units, namely the refrigeration systems and digital printing systems businesses. This differs from 2024, in which the Company recognized an impairment loss of THB 18.7 million related to the refrigeration systems business unit, which was based on management's own assessment. The valuation applied a required rate of return based on the risk-free expected return on investment, using the yield of 30-year government bonds as a benchmark, and the expected market return derived from the SET Total Return Index (SET TRI) over the past 20 years, which stood at 7.17%. The calculation also incorporated tax adjustments and risk adjustments, including Beta. The Weighted Average Cost of Capital (WACC), or discount rate used to estimate future cash flows, was 5.92%, compared to 5.81% in the previous year.

Distribution costs increased by THB 0.9 million, or 0.8%, mainly due to salary adjustments and employee welfare benefits, which are fixed-type expenses, as well as higher expenses related to trade exhibitions.

Administrative expenses increased by THB 4.0 million, or 3.1%, mainly due to the recognition of tax-related bad debts amounting to THB 2.2 million, as well as higher import duties resulting from the reclassification of tariff codes for certain goods, which are considered one-time expenses. In addition, employee-related expenses also increased. Administrative expenses consist of salaries and employee benefits

for support functions, executives and the Board of Directors, amortization of rights of use for buildings and warehouses, utilities, depreciation, and various professional fees.

The Company recorded earnings before interest, taxes, depreciation, and amortization (EBITDA) for 2025 of THB 134.3 million, a decrease of 5.9% compared to 2024. This decline is in line with the reduction in total revenue, as well as the increase in expected credit loss provisions and higher selling and administrative expenses. Net profit attributable to the parent company for 2025 amounted to THB 83.9 million, a decrease of 4.2%, due to the same factors mentioned above.

ROA and ROE over the period 2023 to 2025 show a declining trend. Starting with ROA (Return on Assets), it decreased continuously from 8.2% in 2023 to 6.4% in 2024, and further to 5.9% in 2025, representing a decrease of approximately 0.5% year-on-year. Meanwhile, ROE (Return on Equity) also showed a downward trend, declining from 8.4% in 2023 to 6.3% in 2024, and slightly decreasing to 6.1% in 2025, a marginal decrease of approximately 0.2% year-on-year. This indicates that returns to shareholders have declined but remain relatively stable compared to ROA.

ROA stood at 5.9% in the latest year, while ROE was 6.1%. These figures reflect the Company's continued ability to generate returns, despite operating under a more challenging and weakening economic transition period. However, the Company has been adapting in line with its investment direction and business expansion plans over the past period to support future growth. From a strategic perspective, the Company places importance on enhancing asset utilization efficiency alongside maintaining financial discipline in order to improve the quality of long-term returns. In summary, these figures reflect a balance between "growth" and "efficiency," which serves as a key foundation for sustainable long-term growth.

The Company had total assets of THB 1,799.8 million, which is similar to the previous year, which also recorded total assets of THB 1,799.8 million. Total liabilities as of 31 December 2025 amounted to THB 411.0 million.

The debt-to-equity ratio in 2025 and 2024 stood at 0.30 and 0.31, respectively. This reflects improved efficiency in the Company's liquidity and working capital management. The Company does not incur debt or rely on borrowings from any financial institutions. Its capital structure, which is not dependent on bank loans or financial institution financing, results in no interest burden and maintains a very low debt-to-equity ratio. Most of the liabilities shown in the consolidated financial statements consist of trade payables and other payables. In addition, the Company maintains credit facilities to support future business expansion or investment in engineering-related businesses.

The Company generated net cash flows from operating activities for 2025 of THB 209.0 million, an increase of THB 91.8 million compared to the previous year. This was driven by a decrease in profit before income tax of THB 8.1 million, improved working capital management—including trade receivables, inventories, and trade payables—and income tax payments.

Cash flows used in investing activities amounted to THB 20.5 million, mainly from investments in short-term government bonds. The year 2024 was the investment period, while 2025 was the repayment period, resulting in the Company receiving interest income of THB 7.2 million.

Net cash flows used in financing activities amounted to THB 82.2 million, mainly driven by dividend payments of THB 70.1 million and lease liability repayments and interest payments totaling THB 12.4 million. The interest expenses arise from the application of financial reporting standards, which separate lease payments into principal repayments of lease liabilities and interest expenses. These do not result from any borrowing from banks or financial institutions.

The Board of Directors therefore deems it appropriate to propose to the shareholders' meeting for approval the consolidated financial statements and the separate financial statements for the year ended 31 December 2025.

The Chairman allowed the shareholders to raise additional questions or suggestions.

As there were no further comments or suggestions from the shareholders, the Chairman proposed to the Meeting to consider and approve the 2025 financial statements.

Resolution: The Meeting considered and resolved to approve the 2025 financial statements with a majority vote of the shareholders present at the Meeting and voting at the Meeting as follows:

Approval	339,730,206	votes, representing	100.0000	per cent
Disapproval	0	votes, representing	0.0000	per cent
Abstention	0	votes,		
Void ballot	0	votes,		

Note: In this agenda item, 5 additional shareholders registered, representing a total of 4,715,795 shares. The total number of attendees at the meeting was 92 shareholders, representing a combined total of 339,730,206 shares.

Agenda 4. Consideration and approval of the payment of annual dividends for the year 2025.

The Chairman assigned Mr. Wisit Wachiralappaitoon, to present the report.

Mr. Wisit Wachiralappaitoon reported that, in accordance with the Public Limited Companies Act B.E. 2535 (as amended), Section 115, and the Company's Articles of Association, Clause 45, the Company is required to allocate part of its annual net profit as a legal reserve. The allocation must be not less than 5% of annual net profit after deducting accumulated losses brought forward (if any), until the legal reserve reaches at least 10% of the registered capital.

Currently, the Company has a registered capital of THB 292.25 million and a legal reserve, as shown in the separate financial statements, of THB 29.225 million, representing 10% of the registered capital. As a result, the Company has already fully complied with the requirement for legal reserve allocation. Therefore, the Company is not required to further allocate net profit for the year as additional legal reserve.

For dividend payments, the Company has a policy to pay dividends to shareholders at a rate of not less than 40% of net profit after income tax and all statutory reserves. Dividend payments will be considered based on the Company's cash flow and investment plans in each year, as well as other relevant needs and appropriateness as deemed suitable by the Board of Directors.

For the year 2025, the Company recorded a net profit of THB 82.5 million based on the separate financial statements, equivalent to earnings per share of THB 0.14. The Board of Directors therefore proposes to the shareholders' meeting for approval a cash dividend payment for the 2025 operating results at THB 0.12 per share for 584.50 million ordinary shares, totaling THB 70.14 million. This represents a dividend payout ratio of 85.01% of net profit according to the separate financial statements, in line with the Company's dividend policy. The proposed dividend will be paid from net profit that has been subject to corporate income tax at the rate of 20%. Individual ordinary shareholders are entitled to claim a tax credit of 20/80 of the dividend received, in accordance with Section 47 bis of the Revenue Code.

In this regard, the Company has set the record date for shareholders entitled to receive the dividend on 8 May 2026, and the dividend payment date on 22 May 2026.

The comparison of dividend payments during the past 3 years.

Dividend payment	2025 ^{1/2} (Current Proposal)	2024	2023
Interim dividend payment (Baht per share)	-	-	-
Annual dividend payment (Baht per share)	0.12	0.12	0.15
Earnings per share (Baht) ^{1/}	0.14	0.14	0.20
Dividend payout ratio (%) ^{1/}	85.01	82.93	77.08
Par Value (Baht per share)	0.50	0.50	0.50
Totalling ordinary shares (Share)	584,500,000	584,500,000	584,500,000

Note: 1/Referring to separated financial statement

2/The dividend for 2025 at the rate of Baht 0.12 per share is still uncertain as it is subject to the approval of the 2026 AGM.

3/The ordinary shareholders that are individuals may request income tax credit at a rate of 20/80 of dividend pursuant to the criteria set forth in Section 47 bis of the Revenue Code.

It is therefore proposed for your consideration and approval of the dividend payment for the year 2025. The resolution for this agenda item shall be passed by a majority vote of the shareholders attending the meeting and casting their votes.

The Chairman allowed the shareholders to raise additional questions or suggestions.

As there were no further comments or suggestions from the shareholders, the Chairman proposed to the Meeting to consider and approve the dividend payment for the year 2025.

Resolution: The Meeting considered and resolved to approve the dividend payment for the year 2025 with a majority vote of the shareholders present at the Meeting and having voted as follows:

Approval	339,730,206 votes,	representing	100.0000	per cent
Disapproval	0 votes,	representing	0.0000	per cent
Abstention	0 votes,			
Void ballot	0 votes,			

Note: In this agenda item, no additional shareholders registered. The resolution for this agenda item involved no shareholders with conflicts of interest who were ineligible to vote.

Agenda 5. To consider and elect the directors in replacement of those to be retired by rotation.

The Chairman assigned Mr. Prasert Deejongkit, Chairman of the Nomination and Remuneration Committee, to present the report. Before proceeding with this agenda item, Mr. Pichet Sithi-Amnuai, Dr. Jain Charnnarong and Mr. Wirat Sukchai —being directors with conflicts of interest in this agenda—were invited to leave the meeting room until the completion of the agenda item to ensure the independence of the shareholders' voting process.

Mr. Prasert Deejongkit reported that, in accordance with the Public Limited Companies Act B.E. 2535, Section 71, and the Company's Articles of Association, Clause 17, at every annual general meeting, one-third of the directors must retire from office. The directors who have served the longest shall retire by rotation, and they are eligible for re-election for another term. For the year 2026, there are three directors who must retire by rotation, as follows:

1. Mr. Pichet Sithi-Amnuai
2. Dr. Jain Charnnarong
3. Mr. Wirat Sukchai

The Company had provided an opportunity for shareholders to nominate candidates for election as directors in advance of the 2026 Annual General Meeting, in accordance with the criteria disclosed on the

Company's website, during the period from 1 October to 30 December 2025. Upon the expiry of such period, it was found that no shareholders had nominated any candidates for election as Company directors.

The Nomination and Remuneration Committee has considered, selected, and screened individuals with appropriate qualifications, including knowledge, competence, experience, skills, and professional expertise in various fields. These include sufficient understanding of business, finance, economics, information technology, law, and other areas relevant to the Company's operations. The Committee also took into account the composition, number, and types of directors, as well as their efficiency and performance as directors during the past period. The recommendations were then submitted to the Board of Directors for consideration.

The Board of Directors has carefully and thoroughly reviewed the qualifications of each nominated individual on a case-by-case basis and is of the view that the nominees have undergone the Company's prescribed nomination process. They possess qualifications that comply with relevant rules and are suitable for the Company's business operations, and they do not have any prohibited characteristics under applicable regulations or laws. In addition, the individuals proposed to serve as independent directors meet the relevant legal requirements for independent directors and are able to express their opinions independently.

The Board of Directors therefore resolved to concur with the recommendation of the Nomination and Remuneration Committee and to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval the re-election of the retiring directors to serve another term, replacing those who retire by rotation. A total of three directors are proposed for re-election, as follows:

1. Mr. Pichet Sithi-Amnuai Re-election of the existing director to serve another term.
2. Dr. Jain Charnnarong Re-election of the existing director to serve another term.
3. Mr. Wirat Sukchai Re-election of the existing director to serve another term.

In this regard, Mr. Pichet Sithi-Amnuai is an independent director who meets the qualifications under the relevant laws and regulations governing independent directors, and is able to express independent opinions. The profile of each individual is set out in Attachment 3, which was sent together with the notice of the shareholders' meeting and is also displayed on the monitor screen.

It is therefore proposed for your consideration and approval to elect directors to replace those who retire by rotation. The voting for this agenda item shall be conducted by a majority vote of the shareholders attending the meeting and casting their votes, on an individual basis for each nominated candidate.

Mr. Prasert Deejongkit allowed the shareholders to raise additional questions or suggestions.

As there were no further comments or suggestions from the shareholders, Mr. Prasert Deejongkit proposed to the Meeting to consider and appoint the directors to replace directors those who were due to retire by rotation, on an individual basis.

Resolution: The meeting considered and resolved to approve the re-election of three directors to replace those retiring by rotation, by a majority vote of the shareholders attending the meeting and casting their votes. The voting results for each individual candidate are as follows:

1. Mr. Pichet Sithi-Amnuai

Approval	339,730,206	votes, representing	100.0000	per cent
Disapproval	0	votes, representing	0.0000	per cent
Abstention	0	votes,	-	
Void ballot	0	votes,	-	

2. Dr. Jain Charnnarong

Approval	339,730,206	votes, representing	100.0000	per cent
Disapproval	0	votes, representing	0.0000	per cent
Abstention	0	votes,	-	
Void ballot	0	votes,	-	

3. Mr. Wirat Sukchai

Approval	339,730,206	votes, representing	100.0000	per cent
Disapproval	0	votes, representing	0.0000	per cent
Abstention	0	votes,	-	
Void ballot	0	votes,	-	

Note: In this agenda item, no additional shareholders registered. The resolution for this agenda item involved no shareholders with conflicts of interest who were ineligible to vote.

Agenda 6. To consider and approve the remuneration and the benefit of the Company's Directors for the year 2026.

The Chairman assigned Mr. Prasert Deejongkit, Chairman of the Nomination and Remuneration Committee, to present the report

Mr. Prasert Deejongkit reported that the Nomination and Remuneration Committee has carefully reviewed the remuneration for the Board of Directors and sub-committees for the year 2026 (proposed year) in accordance with the remuneration policy. The review considered the appropriateness in relation to assigned duties and responsibilities, as well as benchmarking against the average remuneration of directors of listed companies and peers in the same industry, based on the survey report of director remuneration by the Thai Institute of Directors Association. As a result, the Committee resolved to maintain the remuneration rates for

the Board of Directors and sub-committees for 2026 at the same level as those approved for 2025, and to propose this matter to the Board of Directors for further consideration.

The Board of Directors considered the matter and resolved to concur with the Nomination and Remuneration Committee's recommendation. It was deemed appropriate to propose to the Annual General Meeting of Shareholders for approval the remuneration and benefits for the Board of Directors and sub-committees for the year 2026, at the same rates as in 2025. The approval will be effective from May 1, 2026 to April 30, 2027, with details as follows:

	Types of Remuneration	2026 (Current Proposal)	2025
1.	Monthly remuneration: Board of Directors / Audit Committee / Risk Management Committee / Nomination and Remuneration Committee		
	- Chairman of the Board	Baht 35,000 /month	Baht 35,000 /month
	- Chairman of the Sub-Committee	Baht 25,000 /month	Baht 25,000 /month
	- Director / Independent Director	Baht 20,000 /month	Baht 20,000 /month
	- Director (Maximum of four weeks per month, with no more than 3 working days per week)	Baht 10,000 /working day	Baht 10,000 /working day
2.	Meeting allowance: Board of Directors Committee / Audit Committee (only actual attendance)		
	- Chairman of the Board	Baht 25,000 /meeting	Baht 25,000 /meeting
	- Director	Baht 15,000 /meeting	Baht 15,000 /meeting
3.	Meeting allowance: Risk Management Committee / Nomination and Remuneration Committee (on actual attendance)		
	- Chairman of the Board	Baht 18,000 /meeting	Baht 18,000 /meeting
	- Director	Baht 10,000 /meeting	Baht 10,000 /meeting
4.	Bonus	None	None
5.	Other benefits	None	None

Criteria of compensation for the Board of Directors and Sub Committees are as follows:

1. The payment of remuneration is in accordance with the Company's Articles of Association, Chapter 4, concerning the Board of Directors, including all relevant factors.
2. The annual remuneration shall not exceed the amount approved by the shareholders' meeting in the previous year.
3. Directors entitled to receive director remuneration must not be employees of the Company who receive a regular salary.

4. Directors holding multiple positions in sub-committees shall receive a monthly remuneration based only on the position with the highest remuneration.

Mr. Prasert Deejongkit provided shareholders with an opportunity to ask questions and offer suggestions.

As there were no further comments or suggestions from the shareholders via the online system, the Chairman proposed to the Meeting to consider and approve the rates of remuneration and benefits for the Board of Directors for 2024.

Resolution: The Meeting considered and passed a resolution to approve the rates of remuneration and benefits for the Board of Directors for 2026 with at least two-thirds of the votes of the shareholders present at the meeting as follows:

Approval	339,730,206 votes,	representing	100.0000	per cent
Disapproval	0 votes,	representing	0.0000	per cent
Abstention	0 votes,	representing	0.0000	per cent
Void ballot	0 votes,		-	

Note: In this agenda item, no additional shareholders registered. The resolution for this agenda item involved no shareholders with conflicts of interest who were ineligible to vote.

Agenda 7. To consider and appoint the Company's auditors and approve the auditor's remuneration for the year 2026.

The Chairman assigned Mr. Wisit Wachiralappaitoon, Chief Financial Officer and Secretary of the Audit Committee, to present the report.

Mr. Wisit Wachiralappaitoon reported that, in accordance with the Public Limited Companies Act B.E. 2535 (as amended), Section 120, and Article 51 of the Company's Articles of Association, the Annual General Meeting of Shareholders is required to appoint the auditor and determine the auditor's remuneration on an annual basis.

The Board of Directors has carefully considered the matter and resolved to concur with the Audit Committee's recommendation. It is therefore appropriate to propose to the shareholders' meeting for approval the appointment of the auditor and the auditor's remuneration as follows:

1. To consider and appoint one of the auditors from Karin Audit Co., Ltd. as the Company's auditor for the year 2026, from the following list:

- 1) Mr. Supoj Mahantachaisakul Certified Public Accountant No. 12794 and/or
- 2) Mr. Jadesada Hungsaprue Certified Public Accountant No. 3759 and/or

- 3) Miss. Netinan Trongtokan Certified Public Accountant No. 15065 and/or
- 4) Ms. Kanwarat Saksriborworn Certified Public Accountant No. 13273 and/or
- 5) Ms. Kannika Wipanutrat Certified Public Accountant No. 7305 and/or
- 6) Mr. Pojana Asavasontichai Certified Public Accountant No. 4891 and/or
- 7) Ms. Wichian Proongpanish Certified Public Accountant No. 5851 and/or
- 8) Miss. Pasinee Wankluea Certified Public Accountant No. 15208 and/or
- 9) Other auditors approved by the Office of the Securities and Exchange Commission Assigned by Karin Audit Company Limited as the responsible auditor.

The proposed auditors have no relationship or conflict of interest with the Company, its subsidiaries, directors, management, major shareholders, or any related persons. Therefore, they are independent in auditing and expressing opinions on the Company's financial statements.

The Board of Directors considered that the proposed auditors possess qualifications in accordance with the requirements of the Securities and Exchange Commission (SEC) and have satisfactory performance. In this regard, the Company and its subsidiaries, namely AIYARAHARN Co., Ltd. and Mollisa Co., Ltd., appoint the same auditor. The Board of Directors will oversee and ensure that the financial statements can be prepared and submitted within the required timeframe.

2. To consider and approve the auditor's remuneration for the Company for the year 2026 in the amount of THB 1,305,000, which represents a decrease of THB 31,000 compared to 2025. Other service fees (Non-Audit Fees), such as allowances, overtime charges, travel expenses, telephone expenses, and fees for the inspection of damaged or obsolete inventory, etc., shall be charged based on actual costs incurred.

The Chairman allowed the shareholders to raise additional questions or suggestions.

As there were no further comments or suggestions from the shareholders via the online system, the Chairman proposed to the Meeting to consider and approve the appointment of the auditor and the audit fee for 2026.

Resolution: The Meeting considered and resolved to approve the appointment of the auditor's team from Karin Audit Company Limited as the Company's auditor and the audit fee for 2026 with a majority vote of the shareholders present at the Meeting and having voted as follows:

Approval	339,730,206 votes,	representing	100.0000	per cent
Disapproval	0 votes,	representing	0.0000	per cent
Abstention	0 votes,		-	
Void ballot	0 votes,		-	

Note: In this agenda item, no additional shareholders registered. The resolution for this agenda item involved no shareholders with conflicts of interest who were ineligible to vote.

Agenda 8. Other matters (if any)

The Chairman allowed the shareholders to raise additional questions or suggestions.

Dr. Chuleerat Jaruskulchai asked as follows:

1. Given that part of the Company's revenue depends on acting as a distributor of products or brands from partners, has the Company assessed the risks associated with this aspect? If so, how? What strategies or measures does the Company have in place to maintain relationships and ensure the continuity of distributorships with key brands in the long term? Additionally, what contingency plans are in place in the event of changes from brand owners or key business partners?

2. Regarding the Jump+ plan previously presented by the Company, does the Company still expect that revenue in 2026 will meet the original target? Has the Company reviewed or revised the assumptions or targets of the plan, given the current economic conditions and surrounding factors?

Mr. Thammanoon Treepetch responded as follows:

1. Regarding the risk related to distributorship arrangements, the Company currently serves as a distributor of products from several international manufacturers and has maintained long-term business relationships with key partners. Many brands have been in collaboration with the Company for an extended period ranging from 10 to 20–40 years. In terms of strategies to maintain continuity as a distributor, the Company operates through several key factors, including:

1) Close collaboration with manufacturers The Company's business is an engineering product business that requires close cooperation between manufacturers and the Company. The Company regularly holds meetings, conducts site visits, and exchanges information with manufacturers in order to maintain relationships and develop long-term cooperation.

2) Performance aligned with manufacturers' expectations. The Company places importance on operating in alignment with the goals and expectations of manufacturers, including sales performance, market development, and joint business operations.

3) After-sales service capability for engineering products. After-sales service is a key factor and a core strength of the Company, helping to build confidence and trust among manufacturers.

In practice, when there is strong cooperation, satisfactory performance in line with targets, and robust service capabilities, manufacturers generally have no tendency to change or add additional distributors.

Regarding risk mitigation measures, the Company has continuously implemented risk management practices. Initially, the Company started its business as a distributor for only a few international manufacturers. Currently, the Company has diversified its risk by expanding its partnerships to more than 40 international

manufacturers, and continues to develop additional collaborations. This approach helps reduce over-reliance on any single manufacturer or brand.

In addition, the Company manages risk by expanding new products and solutions within each business unit. For example, in the fire protection and safety systems business, the Company has added new products and solutions such as the rainwater drainage system (Geberit Pluvia). This serves as an example of expanding the product portfolio to create new business opportunities and diversify risk from reliance on existing product groups.

2. Regarding the Jump+ plan, the Company has set a growth target of not less than 15% per year, using 2024 as the base year for driving the plan. For the operating results in 2025 through 2026, both revenue and profit remain in line with the forecast and targets established under the plan.

For the outlook in 2026 and 2027, the Company has a business plan in place to drive revenue growth and achieve the targets set under the Jump+ plan. However, external uncertainties that may affect business operations are also taken into account, such as economic volatility and international situations, including developments in the Middle East. These factors have some impact on the Company's operations, for example, certain customer groups may delay projects or postpone investments.

In response to such situations, the Company has implemented management measures to address these challenges by focusing on cost control and closely monitoring external developments. In the short term, the Company emphasizes maintaining readiness to meet customer demand, particularly through inventory management to ensure continuity in product and service delivery. In addition, the Company prioritizes liquidity management and improving accounts receivable and collection efficiency to ensure alignment with the Company's established targets.

As there were no further comments or suggestions, the Chairman declared the 2026 AGM adjourned, and thanked all the shareholders for dedicating their time to come to the Meeting and for giving beneficial ideas and opinions, which would be further considered and acted upon.

As at the shareholders' meeting adjourned at 14.25 p.m. The number of shareholders and proxies attending the meeting were as follows:

Self – Attending Shareholders	26	shareholders, representing	208,406,222	shares.
Proxy Shareholders	66	shareholders, representing	131,323,984	shares.
Total number of shareholders	92	shareholders, representing	339,730,206	shares.

- Signed -
..... Chairman of the Meeting
(Mr. Pichet Sithi-Amnuai)

- Signed -
..... Minutes Taker
(Miss. Nittaya Maetineeewattanavong)