

Minutes of the 2026 Annual General Meeting of Shareholders
MR. D.I.Y. Holding (Thailand) Public Company Limited

Date, Time and Place

MR. D.I.Y. Holding (Thailand) Public Company Limited (the “Company”) has convened the 2026 Annual General Meeting of Shareholders on Thursday, 30 April 2026 at 14.00 hrs. (Bangkok time), at Grand Hall Room, 3rd Floor, True Digital Park West, Sukhumvit Road, Bang Chak, Phra Khanong, Bangkok 10260.

The Meeting was commenced at 14.00 hrs.

Ms. Suphatthakit Jettathaweekit (“Moderator”), informed the Meeting that as of the Record Date on 13 March 2026, the Company’s paid-up capital amounted to THB 3,008,548,500, divided into 6,017,097,000 ordinary shares, with a par value of THB 0.5 per share. At the commencement of the Meeting, there were 22 shareholders attending the Meeting in person, representing 1,150,181,849 shares, and 235 shareholders attending the Meeting by proxy, representing 4,149,012,337 shares. The total number of shareholders attending the Meeting in person and by proxy were 257 shareholders, representing 5,299,194,186 shares, equivalent to 88.0689 percent of the Company’s total issued and paid-up shares of the Company. Accordingly, a quorum has been constituted in accordance with the law and the Company’s Articles of Association, which require at least 25 shareholders, or not less than one-half of the total number of shareholders, attending in person and by proxy holders, and representing not less than one-third of the total issued and paid-up shares of the Company.

Mr. Ong Chu Jin Adrian, Chairman of the Board of Directors, acted as the Chairman of the Meeting (“Chairman”). The Chairman welcomed the shareholders and proxy holders and declared the Meeting open for consideration of matters as set out in the Notice of Meeting. The Chairman appointed Ms. Suphatthakit Jettathaweekit to act as the Moderator to conduct the Meeting and Ms. Sirapa Jiamworanantkul, the Company Secretary, to act as Secretary to the Meeting.

Directors in attendance

- | | |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. Ong Chu Jin Adrian | Director / Chairman of the Board of Directors / Member of the Nomination and Remuneration Committee |
| 2. Mrs. Kanoklada Rerkasem | Independent Director / Chairman of the Audit and Risk Management Committee / Member of the Corporate Governance and Sustainability Committee |
| 3. Mr. Loo Chong Peng | Independent Director / Chairman of the Nomination and Remuneration Committee / Member of the Audit and Risk Management Committee |

4. Ms. Nuntana Taveeratanasilp Independent Director / Chairman of the Corporate Governance and Sustainability Committee / Member of the Nomination and Remuneration Committee
5. Mr. Anajuk Chareonwongsak Independent Director / Member of the Audit and Risk Management Committee
6. Mr. Chin Guangui Director / Member of Corporate Governance and Sustainability / Chief Executive Officer
7. Ms. Titanan Sun Director / Executive Vice President of Business Development Department

Therefore, there were 7 directors attending the Meeting or equivalent to 100% of the total number of directors.

Executives in attendance

1. Ms. Onuma Chairatanatrai Chief Financial Officer
2. Mr. Foong Yew Fai Senior Vice President of DC & Operations Department
3. Mr. Arnupharp Kongmalai Vice President of Marketing Department
4. Mr. Tan Jun Hao Vice President of Retail Management Department
5. Ms. Panaiyada Liang-amnuay Vice President of Human Resources Department
6. Mr. Kopma Asawakidakarn Vice President of Business Development Department

The Company's auditors in attendance

1. Mr. Wichart Lokatekrawee Partner, EY Office Limited
2. Mr. Somsak Chiratdhitiampiyong Partner, EY Office Limited
3. Mr. Natpong Utumphan Manager, EY Office Limited

Legal advisors in attendance

1. Mrs. Veeranuch Thammavaranucupt Partner, TTT & Partners Co., Ltd.
2. Mr. Arnut Pongprueksa Senior Associate, TTT & Partners Co., Ltd.

Shareholder Rights Protection Volunteer (Inspector) from the Thai Investors Association

1. Ms. Chayanan Latchanont

Details of meeting procedures, the voting, and vote counting processes

1. The Company is using a barcode system for registration and vote counting. Shareholders attending in person and proxy holders will receive ballot cards at the registration desk. However, if the shareholder has already specified voting instructions in the proxy form, the proxy holder will not receive ballot cards. In such case, the Company has recorded the instructed votes in system in advance, and those votes will be automatically included in the vote count for each agenda item.
2. The Meeting will be conducted in accordance with the sequence of agenda items as specified in the Notice of Meeting, without any rearrangement of the agenda.
3. Each shareholder or proxy holder is entitled to vote in proportion to the number of shares held or represented, based on one share, one vote. Any shareholder who has a conflict of interest in a particular agenda item will not be entitled to vote on that matter, except for the election of directors.
4. Shareholders may not split the votes, except for foreign investors who have appointed a custodian in Thailand and use Proxy Form C.
5. Shareholders or proxy holders shall vote by marking one of the following options: “Approve,” “Disapprove,” or “Abstain,” and sign on the ballot card.
6. After voting on each agenda item, the Company’s staff will collect ballot cards for vote counting for that agenda item.
7. For vote counting, the Company will deduct votes marked “Disapprove,” “Abstain,” and “Invalid Ballots (if any)” from the total votes of shareholders present and entitled to vote; the remaining votes shall be deemed “Approve.” For convenience and efficiency, ballots marked “Disapprove” and “Abstain” will be collected first. Therefore, shareholders or proxy holders who vote “Disapprove” or “Abstain” are requested to raise their hands so that the Company’s staff can collect the ballot cards for counting. Ballot cards marked “Approve” will be collected after the Meeting ends.
8. For the 2026 Annual General Meeting of Shareholders, there were two types of voting, as follows:
 - 8.1 For Agenda Items 1, 3, 4, 5, and 7 required approvals by a majority vote of the shareholders who attend the Meeting and cast their votes. For Agenda Item 5, which is the election of the directors to replace those retiring by rotation for the year 2026, voting will be conducted on an individual basis.

For the above agenda items, only votes marked “Approve” and “Disapprove” will be counted as the voting base for calculation. Votes marked “Abstain” and “Invalid ballots (if any)” will not be included in the vote counting.
 - 8.2 For Agenda Item 6 requires approval by no less than two-thirds of the total number of votes of shareholders who attend the Meeting.

For this agenda item, all votes marked “Approve”, “Disapprove”, “Abstain”, and “Invalid Ballots (if any)” will be counted as the voting base for calculation.

9. Shareholders or proxy holders who arrive after the Meeting has commenced may vote only on the agenda items that they attend in time and the remaining agenda items. Shareholders or proxy holders who wish to leave early, or who are not present in the meeting room during any agenda item, may exercise their voting rights by submitting the ballot cards to Company’s staff before leaving the meeting room.
10. The total number of votes and the number of shareholders or proxy holders may vary by agenda item, as some attendees may arrive late or leave early.
11. To facilitate the efficient conduct of the Meeting, once voting for an agenda item is declared closed, the Meeting will proceed immediately to the next agenda item without waiting for the voting results of such agenda item. The Company would announce the voting results to the Meeting once the consideration of the subsequent agenda item has been completed or when the voting process has been finalized.
12. Ballot cards with any of the following characteristics will be considered invalid and void:
 - 12.1 Marking more than one box;
 - 12.2 Ballot cards containing conflicting voting intentions, or those on which no voting intention has been indicated, or where the voting intention has not been clearly marked;
 - 12.3 Ballot cards containing amendments or cross-outs without the shareholder’s signature affixed thereto; and
 - 12.4 Ballot cards on which votes have been cast without the shareholder’s signature affixed thereto.In the event of any amendment to a vote cast, the original marking must be crossed out and signed by shareholder or proxy holder each time.
13. Questions and opinions:
 - 13.1 Before voting on each agenda item, the Moderator shall give the shareholders or proxy holders an opportunity to ask questions or express opinions regarding any issue related to such agenda item as appropriate. In the event that any shareholders or proxy holders have questions or opinions in addition to the agenda item being considered, the Meeting requested that such questions or comments be raised during other matters agenda at the end of the Meeting.
 - 13.2 Any shareholder or proxy holder wishing to ask questions or express opinions shall identify themselves and wait for the Chairman’s permission before speaking. Upon being granted permission, such person shall state his or her full name to the Meeting prior to raising any questions or expressing any opinions. In the case of a proxy, the name of the shareholder granting the proxy must also be stated, in order to enable the Company to accurately and completely record the details in the minutes of Meeting.

- 13.3 In the event that multiple shareholders or proxy holders wish to ask questions or express opinions simultaneously, the Company's staff will arrange the order of speakers, taking into consideration the need to provide shareholders and proxies with equal opportunity to ask questions or express their opinions.
- 13.4 The Meeting requested shareholders and proxy holders to ask questions or express opinions through the Chairman of the Meeting, using polite, appropriate, non-repetitive, and lawful language. Shareholders and proxy holders were also requested to keep their questions or opinions concise in order to provide other meeting participants with an equal opportunity to participate. In this regard, the Company reserves the right to take appropriate action to ensure that the Meeting proceeded in an orderly and efficient manner.

The moderator informed the Meeting that the Company would collect, use, and disclose personal data for the purpose related to the conduct of the Meeting, including audio, and video recording for disclosure on the Company's website. Details of the Privacy Notice for the 2026 Annual General Meeting of Shareholders were included in the Notice of Meeting, which had been delivered to all shareholders in a downloadable format via QR Code.

To ensure transparency in the conduct of the Meeting and vote-counting process, the Company appointed an independent legal adviser, Mr. Arnut Pongprueksa from TTT & Partners Co., Ltd., to supervise and verify the vote counting at the Meeting.

During the period from 14 November to 31 November 2025, the Company provided shareholders with an opportunity to propose matters for inclusion as the agenda items of the 2026 Annual General Meeting of Shareholders and disclosed the relevant criteria and procedures on the Company's website. However, no shareholders submitted any proposed agenda items to the Company.

Therefore, the Meeting proceeded to consider the agenda items as specified in the Notice of Meeting, comprising a total of 8 agenda items, as follows:

Agenda Item 1 **To consider and adopt the Minutes of the 2025 Annual General Meeting of Shareholders held on 21 March 2025**

The Moderator informed the Meeting that the Company had prepared the Minutes of the 2025 Annual General Meeting of Shareholders, which accurately and completely recorded the resolutions of the Meeting. A copy of such minutes had been distributed to all shareholders together with the Notice of Meeting, as set out in Enclosure 1. The Board of Directors deemed it appropriate to propose that the Meeting consider and adopt the Minutes of the 2025 Annual General Meeting of Shareholders held on 21 March 2025.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions; however, no shareholders or proxy holders raised any questions or expressed any opinions. The Moderator therefore

requested the Meeting to cast its vote on this agenda item, which required approval by a majority vote of the shareholders present and casting their votes.

Resolution: After due consideration, the Meeting resolved to adopt the Minutes of the 2025 Annual General Meeting of Shareholders held on 21 March 2025, as proposed in all respects, by a majority of votes of the shareholders present and casting their votes, as follows:

Approved	5,298,086,287	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	1,108,100	Votes	-	-
Invalid Ballots	0	Votes	-	-

Agenda Item 2 **To acknowledge the Company's operating results for the year 2025**

The Moderator invited Mr. Chin Guangui (Chief Executive Officer) to present this agenda at the Meeting.

Mr. Chin Guangui (Chief Executive Officer) presented a summary of the Company's operating results for the year 2025 to the Meeting as follows:

Overview of operating performance for the year 2025

2025 has been another year of strong growth and meaningful progress for MR. D.I.Y. Thailand. During the year, the Company successfully opened 200 new stores, expanding nationwide footprint to a total of 1,127 stores. This continued expansion reinforces the Company's commitment for making the Company's products accessible to customers across the country. The Company's stores served more than 121 million customers over the year—equivalent to nearly twice the population of Thailand—representing a 23% year-on-year increase. This reflects both the strength of the Company's brand and the trust that customers place in the Company.

From a financial perspective, the Company delivered a strong performance. Revenue grew by 24% to THB 20 billion, while profit after tax increased significantly by 48% to THB 2.6 billion. These results demonstrate the effectiveness of the Company's growth strategy and operational discipline. In line with the Company's commitment to delivering value to shareholders, the Company was therefore pleased to propose a total of approximately THB 662 million of dividends, representing a payout ratio of 45.5% for FY2025 since listing on the Stock Exchange of Thailand ("SET").

Store network as at 31 December 2025

In FY2025, the Company added 200 new stores to its network, further strengthening its nationwide presence. The majority of stores located in the Central and Northeast region, where most of the population live, with the remaining stores strategically distributed across other regions of the country. The store network covers all 77 provinces in Thailand. The Company expanded to the last 2 provinces, Mae Hong Son and Phanga by Q1/2025, completing its nationwide coverage – a milestone that took us 10 years to achieve.



The stores can be split into two formats: (i) Mall format which forms 1/3 of total stores and (ii) Standalone format which forms 2/3 of total stores. Each format serves a distinct strategic purpose. Mall format gives us visibility and brand presence, while the standalone format gives us reach and accessibility. Together they make MR.D.I.Y. one of Thailand's most accessible retailers - and this accessibility continues to be a key driver of the Company's growth.

Revenue breakdown by product category for the year 2025

Household and hardware remain top-performing categories, contributing over 53% of total revenue. This followed by electrical at 9.1%, stationery and sports at 8.2%, toys at 5.9%, with the remaining contribution from other categories.

Diverse product range continues to appeal to a broad customer base. The Company's products cater to all age groups, from children to senior citizens, with the majority of customers falling within the 35 to 55 age range. Over 60% of the Company's customers are female, which aligns closely with the strong performance of household category.

In addition, the stores attract customers across all income segments, with a majority coming from middle- and lower-income groups, which together represent approximately 90% of Thailand's population today.

Key profitability metrics

In FY2025, the Company continued to deliver strong financial performance. Revenue reached THB 20 billion, representing a 24% year-on-year increase. This growth was driven by both store expansion and increased transactions across existing store network. Gross profit margin improved by 2 percentage points to 51.7%, reflecting better product mix and operational efficiency. Over the past four years, from FY2022 to FY2025, revenue has grown at a compound annual growth rate of 27%, demonstrating the strong momentum of business.

Net profit increased to THB 2.6 billion, representing a 48% year-on-year growth. At the same time, the Company's net profit margin expanded by 2 percentage points year-on-year to 13%, supported by disciplined cost management and the benefits of operating leverage. Taken together, the consistent improvement in both margins and absolute profit underscores the strength of business model—where growth is driven not only by expansion, but also by continuous improvements in operational efficiency.

Track record of corporate excellence

In 2025, the Company was honored to receive a number of prestigious awards, both locally and internationally. These recognitions reflect the strength of the Company's brand, the consistency of its execution and continued leadership in the home improvement retail sector.

On the global stage, the Company achieved eighth consecutive win at the World Branding Awards, where the Company has been named the Top Home Improvement Retail Brand in the Region. The Company also awarded Best IPO Deal of the Year in Thailand 2025 by Alpha Southeast Asia. This recognition reflects the success of the

Company's IPO, supported by a strong group of leading local and international financial institutions, and underscores the market confidence in MR. D.I.Y.'s business fundamentals and long-term growth potential in Thailand.

In Thailand, the Company proud to have been named the No.1 Brand by Marketeer for the third consecutive year. In addition, the Company received Thailand's Most Admired Brand in the Home Improvement Store category for the second year running—an achievement that is especially meaningful as it is based on the trust and recognition of Thai consumers.

Driving sustainable growth through ESG

As a listed company, sustainability remains a key pillar of the Company's long-term strategy and value creation. On the environmental front, the Company making steady progress in driving greener operations. Stores equipped with solar panels are achieving up to 35% energy savings, with 50 locations prioritized based on energy usage. Distribution center also incorporates green features, including solar panels, rechargeable forklifts, and EV trucks. In addition, eco-friendly products now contribute approximately 5% of the Company's total sales.

From a social perspective, the store expansion continues to create opportunities for communities nationwide. Over the past year, the Company created more than 2,000 new jobs in Thailand. The Company also achieved 98% customer satisfaction score, reflecting the Company's commitment to quality products and services to over 120 million customers served annually. In addition, the Company launched over 18 ESG initiatives last year, including efforts focused on community resilience and disaster relief for earthquakes and flooding in Thailand.

On governance, the Company successful IPO on the SET reflects a strong commitment to high standards of governance and compliance. The Company supported by an independent and diverse Board, with a majority of independent directors and over 40% female representation. The Company also adopt ISO 31000:2018 as a guideline to strengthen risk management and ensure consistency across the Company's operations. Overall, the Company remain committed to growing responsibly—balancing profitability with environmental and social impact, while upholding strong governance—to deliver sustainable, long-term value to its shareholders and Thai communities.

MR. D.I.Y. Thailand's 2026 business direction

For 2026, the Company's business direction is built around four key priorities that drive both growth and long-term value creation.

1. The Company would accelerate its expansion by opening 210 new stores, alongside the development of an automated warehouse. This would further strengthen the Company's nationwide footprint and bring the Company's affordable products even closer to Thai consumers.
2. The Company would continue to delight its customers and drive foot traffic through effective merchandising strategies. By leveraging the Company's growing portfolio of private-label and licensed products, the Company aim to better meet evolving customer needs and preferences for value for money products.

- 2026 marks a significant milestone—10th anniversary in Thailand. In conjunction with this, the Company would launch over 70 high-impact marketing campaigns and roll out “MR. D.I.Y. 2.0” store format, strengthening top-of-mind awareness and reinforcing the Company’s leadership in Thailand’s general home improvement segment.
- The Company remains committed to sustainable growth through strong environmental, social, and governance practices. This includes expanding solar panel installations across all new stores and continuing to create employment opportunities for local communities as the Company expands into new locations.

Through these four key strategic pillars, MR. D.I.Y. continues to achieve sustainable growth while maintaining its market leadership position. With a clear strategy and strong execution, the Company remains confident in its ability to deliver sustainable value to customers, communities, and shareholders in the years ahead.

Anti-corruption practices

The Company is committed to conducting business with integrity, transparency and fairness, taking into account the interests of all stakeholders. The Company recognizes that corruption and bribery may arise in business activities and interactions with stakeholders, which could unduly influence decision-making and the operations of the Group. Accordingly, the Company has established an Anti-Corruption Policy to provide clear guidance on preventing and addressing corruption within the Group. The policy aims to cultivate an organizational culture in which all personnel are aware of the harmful impacts of corruption, reinforce ethical values, and strengthen confidence among all stakeholders that anti-corruption efforts are implemented effectively.

In 2025, the Company implemented the following anti-corruption measures:

- The Audit and Risk Management Committee reviewed the financial reporting and accounting systems, internal control system, internal audit function, and risk management system to ensure that they remain robust, up to date, effective, and aligned with international standards.
- The Company conducted orientation training for new employees to ensure that they understand the Company’s anti-corruption policies and measures. New employees are also required to sign an acknowledgement and comply with the policy.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions.

Questions and opinions from shareholders and proxy holders

- Mr. Pramote Librattanasakul (Shareholder attending in person): What is the Company’s investment proportion in KKV Supply Chain Company Limited, and what is the background of its business operations?

Mr. Chin Guangui (Chief Executive Officer) responded that KKV Supply Chain Company Limited was a joint venture between the Company and the KK Group, in which the Company held 49% of the total issued and paid-up shares. KKV Supply Chain Company Limited operated retail stores in Thailand under the “KKV” brand.

The first KKV store opened in October 2024, and there were currently 16 branches in operation, all of which located in shopping malls (Retail Mall-Based). KKV stores targeted a customer segment different from MR. D.I.Y. stores, focusing on female customers and teenagers, and offering products aligned with trend, fashion, and lifestyle. In 2026, KKV planned to expand by approximately 8–10 additional branches, focusing primarily on mall locations in major cities in Thailand.

2. Ms. Chayanan Latchanont (Proxy holder from the Thai Investors Association): What are the Company's business operations relating to licensed products under licensing agreements, and who are the relevant business partners?

Mr. Chin Guangui (Chief Executive Officer) responded that the Company developed licensed products in collaboration with various business partners that owned the relevant intellectual property rights, such as Disney. Licensed products remained popular and well-received in the retail business. Many of the Company's products in the household and toys categories were licensed products. The Company also continued to work with IP owners to develop and launch new products, especially during periods of heightened popularity linked to new movie releases by the IP owners (e.g., Zootopia, Toy Story, etc.). In addition, the Company had its own licensed-brand products, such as O.O MEOW, which generated strong revenue in Thailand. This formed part of the Company's strategy to source and offer a diverse and competitive product range that attracts customers to its stores. The Company serving of more than 121 million customers in 2025 reflected the success of this strategy.

3. Ms. Chayanan Latchanont (Proxy holder from the Thai Investors Association): Do changes in government policy affect the Company's business operations?

Mr. Chin Guangui (Chief Executive Officer) responded that the Company placed importance on monitoring government policies relevant to its business operations and long-term growth, such as the Khon La Khrueng (co-payment scheme) and the Easy E-Receipt program, which affected the retail sector. For example, although the Company might not be able to participate directly in the Khon La Khrueng (co-payment scheme), implementation of such a program increased money circulation in the economy, which supported an overall positive trend for the retail sector. While the program might directly benefit SMEs, the Company might also benefit indirectly from increased purchasing power and the circulation of funds within the economy generated by the scheme, given its network of more than 1,127 branches across all 77 provinces in Thailand and its focus on serving the mass market (covering approximately 90% of Thailand's population).

4. Mr. Pramote Librattanasakul (Shareholder attending in person): How many distribution centers does the Company have, and where are they located?

Mr. Chin Guangui (Chief Executive Officer) responded that the Company currently had two central distribution centers located in areas near Bangkok, comprising a total of 12 warehouses, and three regional distribution centers located in the North, Northeast, and South of Thailand. In addition, the Company has acquired approximately 160 rai of land for the construction of an automated warehouse. The land acquisition was

completed in March 2026, with part of the investment funded by IPO proceeds. The project was currently in the preparation phase for construction. The Company expected to commence Phase 1 construction in the second half of 2026 and was expected to complete in late 2028. Phase 2 construction was expected to be completed within 2031. Upon completion of the automated warehouse construction, the automated warehouse will support expansion of the Company's branch network up to 3,000 branches.

5. Mr. Wasan Phongphutthamon (Shareholder attending in person): Are MR. D.I.Y. products imported from abroad, produced by the Company, or sold under a consignment model?

Mr. Ong Chu Jin Adrian (Chairman) responded that there were no consignment products in MR. D.I.Y. stores. Most products were imported from China, while some products were sourced from domestic suppliers. This sourcing approach was an important factor enabling the Company to maintain affordable prices, sustain profitability, and support sustainable growth.

6. Mr. Wasan Phongphutthamon (Shareholder attending in person): Are the Company's store premises purchased or leased? If leased, are leases short-term or long-term?

Mr. Chin Guangui (Chief Executive Officer) responded that all stores operated in Thailand were leased from the landowners. Approximately 30% of branches were located in shopping malls under lease agreements with mall operators, while approximately 70% were standalone branches operated under a built-to-suit model, whereby the landowner constructs the store according to the Company's specifications and the Company leases the premises on a long-term basis. This model benefits the Company significantly, as it enabled access to locations in all provinces nationwide. Additionally, stores constructed in accordance with the Company's specifications possess unique characteristics that make it difficult for the landowners to lease the premises to competing operators, and it also helps the Company maintain greater consistency and control over rental rates. The Company's two central distribution centers also operated under the built-to-suit model. For the first central distribution center, the Company leased from two property owners who construct warehouses in line with the Company's expansion plans. However, the automated warehouse project differs from the previous approach because it requires substantial investment; therefore, the Company acquired the land to own it, with the objective of consolidating the central distribution centers into a single area.

7. Mr. Wasan Phongphutthamon (Shareholder attending in person): Does the Company have KPIs to evaluate whether a branch lease should be renewed or whether a branch should be closed?

Mr. Chin Guangui (Chief Executive Officer) responded that approximately 99% of branches were profitable, and most branches achieve payback within 3 years. A key indicator used to evaluate branches was the ability to meet the sales target during the first 30 days after a new branch opened, which was also used to assess expected payback period. For example, if a branch achieved 100% of its target sales, it was likely to recover the investment within 3 years. For the 200 new branches opened in 2025, average sales during the first 30 days were approximately 130% of target, indicating an expected payback period of less than 3 years.

Accordingly, the ability of new branches to achieve payback within three (3) years remained a key factor supporting the Company's confidence in its expansion strategy and would continue to guide future expansion decisions.

8. Mr. Pramote Librattanasakul (Shareholder attending in person): What is the reason the Company's same-store sales growth (SSSG) in 2025 decreased from the prior year to 2.7%, and what is the outlook for SSSG in 2026?

Mr. Chin Guangui (Chief Executive Officer) responded that, with respect to the SSSG outlook for 2026, the Company was currently unable to provide a definitive projection, as there are various factors that may affect fluctuations in SSSG. However, the Company's SSSG had remained positive continuously in the past 5 years, reflecting its continued growth momentum. Over the past several years, the Company has continuously expand its branch network while maintaining positive SSSG levels. The Company remained committed to improving performance through key approaches such as adding at least 500 new SKUs per month, using product data analytics to support product selection and sourcing aligned with customer demand, and increasing marketing activities and brand awareness.

9. Mr. Wasan Phongphutthamon (Shareholder attending in person): Does the Company plan to expand through a franchise model?

Mr. Ong Chu Jin Adrian (Chairman) responded that the Company had no plan to expand its branch network through a franchise model as approximately 99% of its existing branches remain profitable. Accordingly, operating branches directly was considered a more appropriate approach, as it enables the Company to generate returns directly for both the Company and its shareholders.

10. Mr. Wasan Phongphutthamon (Shareholder attending in person): Does the Company have any own house-brand products in its stores?

Mr. Chin Guangui (Chief Executive Officer) responded that house-brand products were a key component supporting the Company's success. In 2025, revenue from house-brand products accounted for approximately 45% of total revenue, and was a key factor differentiating the Company's stores from competitors. The CEO further explained that the Company's key strengths compared with peers included a wide product range of approximately 16,000 SKUs, value-for-money pricing supported by economies of scale and pricing strategy, and a branch network covering all 77 provinces, which improves customer access nationwide.

11. Mr. Wasan Phongphutthamon (Shareholder attending in person): How does the Company manage inventory, given that the Company must import most products and has a large branch network?

Mr. Chin Guangui (Chief Executive Officer) responded that the Company's inventory days were approximately 197 days in 2025, which was relatively high compared with peers. The main reason was that approximately 75% of total inventory volume was imported, which required longer lead times for shipping. Accordingly, the Company needed to maintain sufficient inventory to supply stores nationwide until the next shipment arrived,

and therefore the inventory days level was appropriate for the Company's business model and inventory management approach. Meanwhile, approximately 25% of the Company's total product volume consists of products procured from domestic suppliers, which can be managed more efficiently and with greater flexibility.

As no shareholders or proxy holders raised any further questions or expressed any opinions, the Moderator proposed the Meeting to acknowledge the Company's operating results for the year 2025, as presented. This agenda item was for acknowledgment; therefore, no voting was required.

Resolution: The Meeting acknowledged the Company's operating results for the year 2025, with details as proposed in all respects.

Agenda Item 3 To consider and approve the financial statements for the year ended 31 December 2025

The Moderator invited Ms. Onuma Chairatanatrai (Chief Financial Officer) to present this agenda at the Meeting.

Ms. Onuma Chairatanatrai (Chief Financial Officer) informed the Meeting that the Company has prepared the financial statements for the year ended 31 December 2025, which have already been audited and certified by Mr. Wichart Lokatekrawee, (C.P.A. Registration No. 4451) of EY Office Limited, with the opinion that the financial statements were properly prepared, in all material respects, in accordance with Thai Financial Reporting Standards. In addition, the said financial statements were reviewed by the Audit and Risk Management Committee. The Company dispatched such financial statements to all shareholders together with the Notice of Meeting, as set out in Enclosure 2, which could be summarized as follows:

Unit: Million Baht

List of items	Consolidated Financial Statements as of 31 December			Separated Financial Statements as of 31 December		
	2025	2024	Variance	2025	2024	Variance
Total assets	18,393	15,300	3,093	7,236	3,244	3,992
Total liabilities	8,694	10,542	(1,848)	103	66	37
Total shareholders' equity	9,699	4,758	4,941	7,133	3,178	3,955
Material items:						
Cash and cash equivalents	1,771	784	986	603	22	582
Long-term loans from financial institution	-	2,127	(2,127)	-	-	-
Issued and fully paid-up	3,009	2,799	210	3,009	2,799	210
Share premium on ordinary shares	3,339	0.4	3,338	3,339	0.4	3,338

List of items	Consolidated Financial Statements as of 31 December			Separated Financial Statements as of 31 December		
	2025	2024	Variance	2025	2024	Variance
Revenues from sales	20,078	16,146	3,932	-	-	-
Other revenues	121	69	52	1,918	852	1,066
Gross profit	10,386	8,024	2,361	-	-	-
Selling and distribution expenses, and administrative expenses	6,649	5,426	1,223	247	219	28
Profit for the year	2,631	1,780	851	1,647	617	1,030
Basic earnings per share (THB/Share)	0.46	0.32	0.15	0.29	0.11	0.18

- The auditor's report expressed an unqualified opinion.
- Details of the financial statements for the year ended 31 December 2025 provided in Annual Registration Statements / Annual Report 2025 (Form 56-1 One Report).

Therefore, it was deemed appropriate to propose that the Meeting consider and approve the financial statements for the year ended 31 December 2025.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions.

Questions and opinions from shareholders and proxy holders

Mr. Pramote Librattanasakul (Shareholder attending in person): The Company's other income increased from THB 43 million in 2024 to THB 121 million in 2025. What were the key contributing items to this increase?

Ms. Onuma Chairatanatrai (Chief Financial Officer) responded that the increase in other revenue was mainly attributable to foreign exchange gains and revenue from providing warehousing and transportation services to KKV Supply Chain Company Limited.

As no shareholders or proxy holders raised any further questions or expressed any opinions, the Moderator therefore requested the Meeting to cast its vote on this agenda item, which required approval by a majority vote of the shareholders present and casting their votes.

Resolution: After due consideration, the Meeting resolved to approve the financial statements for the year ended 31 December 2025, as proposed in all respects, by a majority vote of the shareholders present and casting their votes, as follows:

Approved	5,299,194,392	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	0	Votes	-	-
Invalid Ballots	0	Votes	-	-

Agenda Item 4 **To consider and approve the allocation of net profit as a legal reserve and the declaration and distribution of an annual dividend**

The Moderator invited Ms. Onuma Chairatanatrai (Chief Financial Officer) to present this agenda at the Meeting.

Ms. Onuma Chairatanatrai (Chief Financial Officer) informed the Meeting that according to Section 115 of the Public Limited Companies Act, B.E. 2535 (1992) (as amended) (“Public Company Act”) and Article 58 of the Company’s Articles of Association, dividends shall not be paid other than out of profits. In the event that the Company still has an accumulated loss, no dividends shall be paid. Payment of dividends shall be approved by the shareholders’ meeting.

Additionally, according to Section 116 the Public Company Act and Article 60 of the Company’s Articles of Association, the Company must appropriate to a reserve fund, from the annual net profit, at least 5 percent of the annual net profit, less carried forward accumulated losses (if any), until the reserve fund attains an amount of no less than 10 percent of the registered capital of the Company.

The Company has a policy to declare and pay dividends at the rate of not less than 40% of the net profits of its consolidated net profits after deducting corporate income tax and any reserve as required by law and the Articles of Association of the Company, provided that the dividend payment shall not exceed the Company’s separate retained earnings. The dividend payment and rates are subject to various factors, such as financial conditions, results of operations, cashflow, working capital, future investment plans and business expansion of the Company, as well as macro-economic conditions, legal requirements, debt obligations, conditions or restrictions imposed by financing agreements and other factors as deemed suitable and appropriate.

Based on the financial statements for the year ended 31 December 2025, the Company had net profit under the separate financial statements in the amount of THB 1,647 million. Accordingly, it is proposed that profit from operations for the year 2025 in the amount of THB 82 million or representing 5% of net profit under the separate financial statements be allocated as the legal reserve. Following such allocation, the Company’s legal reserve will amount to THB 259 million, representing 8.5% of the Company’s registered capital.

In addition, the Company had unappropriated retained earnings of THB 483 million, which is sufficient to declare and distribute dividends to its shareholders. Therefore, it was deemed appropriate to propose the declaration and

distribution of an annual dividend for the year 2025 to the Company's shareholders at the rate of THB 0.261 per share, totaling THB 1,507 million, representing 57.27% of the net profit based on the consolidated financial statements, in line with the Company's dividend policy. In this regard, the Company has already paid interim dividends to shareholders at the rate of THB 0.201 per share, totaling THB 1,146 million, with details as follows:

- (1) An interim dividend was paid at the rate of THB 0.043 per share, totaling THB 241 million, on 30 June 2025, pursuant to a resolution of the Board of Directors' Meeting No. 3/2025 held on 23 June 2025 (prior to the initial public offering of newly issued ordinary shares (IPO));
- (2) An interim dividend was paid at the rate of THB 0.108 per share, totaling THB 604 million, on 5 September 2025, pursuant to a resolution of the Board of Directors' Meeting No. 5/2025 held on 7 August 2025 (prior to the initial public offering of newly issued ordinary shares (IPO)); and
- (3) An interim dividend was paid at the rate of THB 0.05 per share, totaling THB 301 million, on 12 December 2025, pursuant to a resolution of the Board of Directors' Meeting No. 7/2025 held on 14 November 2025 (after the initial public offering of newly issued ordinary shares (IPO)).

Accordingly, the remaining dividend to be paid from the Company's operating results for the year 2025 to the Company's shareholders is THB 0.06 per share, totaling THB 361 million.

The Record Date for determining the list of shareholders entitled to receive the annual dividend for the year 2025 (Record Date) was scheduled on Tuesday, 12 May 2026, and the dividend payment would be made on Wednesday, 27 May 2026.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions; however, no shareholders or proxy holders raised any questions or expressed any opinions. The Moderator therefore requested the Meeting to cast its vote on this agenda item, which required approval by a majority vote of the shareholders present and casting their votes.

Resolution: The Meeting acknowledged the interim dividend payments and resolved to approve the allocation of net profit as a legal reserve and the declaration and distribution of an annual dividend for the year 2025, as proposed in all respects, by a majority of votes from the shareholders present and casting their votes, as follows:

Approved	5,299,194,392	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	0	Votes	-	-
Invalid Ballots	0	Votes	-	-

Agenda Item 5 To consider and approve the election of the directors to replace those retiring by rotation for the year 2026

In accordance with good corporate governance practices, the two directors who had been nominated for re-election voluntarily left the meeting room during the consideration of this agenda item in order to refrain from participating in the consideration of this agenda item.

According to Section 71 of the Public Company Act and Article 19 of the Company's Articles of Association, at each annual general meeting, one-third (1/3) of the total number of directors, or, if the number is not a multiple of three, then the number nearest to one-third (1/3), must retire from office. The directors who have held office the longest shall retire. However, a retiring director is eligible for re-election.

At present, the Company's Board of Directors comprises 7 directors. Accordingly, one-third (1/3) of the directors who are required to retire by rotation at the 2026 Annual General Meeting of Shareholders are as follows:

1. Mrs. Kanoklada Rerkasem Independent Director
2. Mr. Chin Guangui Director

The Company provided shareholders with an opportunity to propose qualified candidates for election as Directors during the period from 14 November to 31 December 2025 and disclosed the relevant criteria and procedures on the Company's website. However, no shareholders nominated any candidates for election as Directors.

The Board of Directors, as recommended by the Nomination and Remuneration Committee, considered the Board composition in terms of ratio, diversity, and structure, as well as the suitability of candidates with respect to skills, qualifications, knowledge, expertise, experience, professionalism, and integrity. In addition, the candidates must be able to devote sufficient time to perform their duties as directors, must possess all qualifications, must not have any prohibited characteristics under the Public Company Act, and must not possess any characteristics indicating a lack of appropriateness in respect to trustworthiness in managing business with shares held by public shareholders under the Securities and Exchange laws. Therefore, it was deemed appropriate to propose that the Meeting consider and approve the re-election of the following directors retiring by rotation, to continue serving as directors of the Company for another term.

1. Mrs. Kanoklada Rerkasem Independent Director
2. Mr. Chin Guangui Director

Mrs. Kanoklada Rerkasem, who had been nominated for election as an Independent Director of the Company, fully satisfies the Company's definition of an independent director, which is equivalent to the definition prescribed under the Notification of the Capital Market Supervisory Board, and is able to perform her duties and express opinions independently. In addition, Mrs. Kanoklada Rerkasem has served as an independent director of the Company for a continuous period of not more than 9 years from the date of her first appointment (including the term proposed for election at this Meeting).

In this regard, the Company had delivered the profiles of each nominated candidate for election as directors to all shareholders together with the Notice of Meeting, as set out in Enclosure 3.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions; however, no shareholders or proxy holders raised any questions or expressed any opinions. The Moderator therefore requested the Meeting to cast its vote on this agenda item, which required approval by a majority vote of the shareholders present and casting their votes.

Resolution: After due consideration, the Meeting resolved to approve the re-election of two directors retiring by rotation for the year 2026, namely (1) Mrs. Kanoklada Rerkasem and (2) Mr. Chin Guangui, to continue serving as directors of the Company for another term, as proposed in all respects, by a majority of votes from the shareholders present and cast their votes, as follows:

1. Mrs. Kanoklada Rerkasem - Independent Director

Approved	5,299,044,392	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	150,000	Votes	-	-
Invalid Ballots	0	Votes	-	-

2. Mr. Chin Guangui - Director

Approved	5,298,377,392	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	817,000	Votes	-	-
Invalid Ballots	0	Votes	-	-

Before proceeding to the next agenda item, the Moderator invited the two directors who had voluntarily left the meeting room during the consideration of Agenda Item 5 to return to the meeting room.

Agenda Item 6 **To consider and approve the remuneration of the Board of Directors and its subcommittees for the year 2026**

The Moderator informed the Meeting that according to Section 90 of the Public Company Act, a company shall not pay money or give any other property to directors unless it is the payment of remuneration under the Articles of Association of the Company. In this regard, Article 31 of the Articles of Association provides that the directors shall be entitled to receive remuneration from the Company in the form of financial reward, meeting allowance, gratuity, bonus, or benefit of other nature in accordance with a resolution of a shareholders' meeting with a vote of not less

than two-thirds (2/3) of the total number of votes of the shareholders present at the meeting. The remuneration may be specified in fixed amounts or as a guideline. The remuneration amount or guideline so fixed may be applied from time to time or throughout the period until a shareholders' meeting has a resolution otherwise. The directors are also entitled to allowances and fringe benefits in accordance with the Company's regulations.

The Board of Directors, as recommended by the Nomination and Remuneration Committee, considered the remuneration of the Board of Directors and its subcommittee for the year 2026 to ensure that it is consistent with each director's scope of duties, responsibilities, performance, and work experience, as well as benchmarking it against leading companies listed on the SET and peers within the same industry group. The Board of Directors deemed it appropriate to propose that the Meeting consider and approve the remuneration of the Board of Directors and its subcommittees for the year 2026, comprising monthly remuneration, meeting allowances, and other benefits. The remuneration policy and the rates of the monthly remuneration and meeting allowances were as follows:

Position	Year 2026	
	Monthly Remuneration (THB/Month/Person)	Meeting Allowance (THB/Meeting/Person)
Board of Directors		
Chairman of the Board of Directors	100,000	10,000
Director	-	-
Independent Director	100,000	10,000
Subcommittees		
Chairman of the Audit and Risk Management Committee	-	30,000
Chairman of other subcommittees	-	20,000
Member	-	10,000

For the other benefits, the Company would pay travel and accommodation expenses for the Chairman of the Board of Directors and independent director residing outside of Thailand for their travel to attend the meeting in Thailand. However, as Mr. Anajak Chareonwongsak is currently working in the airline business, he would receive travel expenses from the Company in the amount of THB 10,000 per trip to attend the meeting. In addition, the executive directors would not receive monthly remuneration and meeting allowance.

In 2025, the Company paid total remuneration to the Board of Directors and sub-committee members in the amount of THB 7,283,173.92. Details of remuneration paid to each director and sub-committees' member in 2025 were set out in the Annual Registration Statement/Annual Report for 2025 (Form 56-1 One Report), which had been delivered to all shareholders together with the Notice of Meeting.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions; however, no shareholders or proxy holders raised any questions or expressed any opinions. The Moderator

therefore requested the Meeting to cast its vote on this agenda item, which required approval by not less than two-thirds of the total number of votes of shareholders present at the meeting.

Resolution: After due consideration, the Meeting resolved to approve the remuneration of the Board of Directors and its subcommittees for the year 2026, as proposed in all respects, by votes of not less than two-thirds of the total number of votes of shareholders present at the meeting, as follows:

Approved	5,299,194,392	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	0	Votes	representing	0.00%
Invalid Ballots	0	Votes	representing	0.00%

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

The Moderator informed the Meeting that according to Section 120 of the Public Company Act and Article 54 of the Company's Articles of Association, the annual general meeting of shareholders is required to appoint the Company's auditor and determine the remuneration of the auditor on an annual basis. In this regard, the shareholders' meeting may reelect the retiring auditor.

In addition, pursuant to the Notification of Capital Market Supervisory Board No. TorJor. 44/2556 re: Rules, Conditions and Procedures for Disclosure regarding Financial and Non-financial Information of Securities Issuers (as amended), listed companies are required to rotate their auditors. If any auditor has performed a review or audit and expressed an opinion on the Company's financial statements for 7 fiscal years, whether consecutively or not, the Company may re-appoint such auditor only after a cooling-off period of at least 5 consecutive fiscal years.

The Board of Directors, as recommended by the Audit and Risk Management Committee, considered and selected the auditors based on their independence, knowledge, skills, and audit experience, and also reviewed the audit fee to ensure it is appropriate in light of the scope of duties and responsibilities. The Board of Directors deemed it appropriate to propose that the Meeting consider and approve the appointment of auditors from EY Office Limited as the Company's auditors for the year 2026. This would be the fifth consecutive fiscal year of appointments, as EY Office Limited is a premier international audit firm with independence and expertise, and has demonstrated effective performance, with a reasonable audit rate. The proposed auditors are as follows:

Name of Auditor	CPA Registration No.	Number of years certified the Company's financial statements
1. Mr. Wichart Lokatekrawee	4451	4 years (2022 - 2025)
2. Mr. Samran Taengcham	8021	-

Name of Auditor	CPA Registration No.	Number of years certified the Company's financial statements
3. Mr. Somsak Chiratdhitiamphyong	8874	-
4. Mr. Chawalit Chaluayampornbut	8881	-

Any of the above auditors may conduct the review or audit and express an opinion on the Company's financial statements. Should the appointed auditors from EY Office Limited be unable to fulfill their responsibilities, EY Office Limited would be entitled to designate an alternative auditor from its team to complete the audit and issue an opinion on the Company's financial statements.

In this regard, the Company had delivered the profiles and work experiences of each proposed auditor to all shareholders together with the Notice of Meeting, as set out in Enclosure 4.

Furthermore, it was appropriate to propose that the Meeting consider and approve the audit fee for the year 2026 in the amount of THB 379,000. The audit fee excludes the audit fees for its subsidiaries, non-audit fees, and other expenses charged as necessary and based on actual costs incurred.

The Moderator provided the shareholders and proxy holders an opportunity to ask questions and express opinions; however, no shareholders or proxy holders raised any questions or expressed any opinions. The Moderator therefore requested the Meeting to cast its vote on this agenda item, which required approval by a majority vote of the shareholders present and casting their votes.

Resolution: After due consideration, the Meeting resolved to approve the appointment of auditors and the determination of the audit fees for the year 2026, as proposed in all respects, by a majority vote of the shareholders present and casting their votes, as follows:

Approved	5,299,194,392	Votes	representing	100.00%
Disapproved	0	Votes	representing	0.00%
Abstained	0	Votes	-	-
Invalid Ballots	0	Votes	-	-

Agenda Item 8 To consider any other business (if any)

The Moderator provided an opportunity for shareholders and proxy holders holding shares in an aggregate amount of not less than one-third of the total issued shares to propose additional matters other than those specified in the Notice of Meeting for the Meeting's consideration. However, no shareholders or proxy holders proposed any additional matters for consideration by the Meeting.

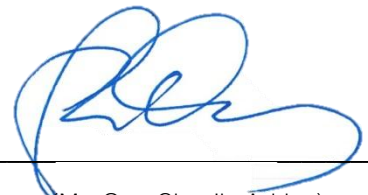
Therefore, it shall be deemed that the 2026 Annual General Meeting of Shareholders has completed the consideration of all agenda items set out in the Notice of Meeting.

The Moderator gave the shareholders and proxy holders an opportunity to ask questions and express opinions; however, no shareholders or proxy holders raised any further questions or expressed any opinions.

The Chairman thanked all shareholders and proxy holders for spending their time in attending the Meeting and then declared the Meeting adjourned.

The Meeting was adjourned at 16.22 hrs.

Signed _____



(Mr. Ong Chu Jin Adrian)

Chairman of the Meeting

Signed _____



(Ms. Sirapa Jeamworanantkul)

Secretary and Recorder of the Meeting