

(Translation)

**Minutes of the 2026 Annual General Meeting of Shareholders
EMC Public Company Limited**

Meeting date	:	Wednesday, April 29, 2026 at 2:00 p.m.
Meeting format	:	Electronic Conferencing (E-Meeting) According to the Emergency Decree on Electronic Meeting B.E. 2563 (2020) Live Broadcast from EMC Public Company Limited No.140/66 ITF Tower, 30th Floor, Silom Road, Suriyawong Subdistrict, Bang Rak District, Bangkok 10500.
Chairman	:	Mr. Charlie Jangvijitkul, Chairman of the Board
Secretary's meeting	:	Mr. Nirun Hengboriboonpong, Company Secretary
The Right to attend	:	Number of shareholders as of April 1, 2026 (Record Date) Amounting of 8,777 shareholders or totaling of 12,570,633,180 shares.
Commencement of the Meeting	:	A total of 30 shareholders and proxies attended the meeting, totaling 5,549,003,504 shares, representing 44.14% of the total shares which constitute a quorum in accordance with the Company's Articles of Association.
Agenda 1-13	:	A total of 30 shareholders and proxies attended the meeting, totaling 5,549,003,504 shares, representing 44.14% of the total shares which constitute a quorum in accordance with the Company's Articles of Association

Before the meeting begins

Miss. Jiraporn Kiattibenjapong, acting as the facilitator of this meeting, welcomed all shareholders to attend the 2026 Annual General Meeting of Shareholders of EMC Public Company Limited and gave a statement. The meeting learned that there were 30 shareholders attending the meeting in person by electronic means (E-AGM) and by receiving proxies, including the total number of shares. 5,549,003,504 shares, accounting for 44.14 percent of the total number of shares sold in the company. A quorum was thus duly constituted in accordance with the Company's Articles of Association, The meeting also included introductions of the Company's Board of Directors, management, external auditor, and legal advisor who attended the meeting, as follows:

Continue Pages 2 / **The name**

The name of directors who attended the meeting were as follows:

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|----|-------------|--------------|---|
| 1. | Mr. Charlie | Jangvijitkul | Vice Chairman and Chief Executive Officer |
| 2. | Mr. Panutad | Neawjan | Company Director and Executive Director |
| 3. | Mr. Mongkol | Chanpaisal | Company Director and Executive Director |

The name of directors who attended the meeting via E-Meeting were as follows:

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|----|-------------------|--------------|--|
| 1. | Miss. Preamat | Hanta | Independent Directors
and Chairman of the Audit Committee,
Nomination and Remuneration Committee |
| 2. | Dr. Yaowarin | Srichaianan | Audit Committee, Remuneration Committee
and Independent Directors |
| 3. | Miss Wanida | Puangboonmak | Company Director and Executive Director |
| 4. | Mr. Loh Soon Gnee | | Company Director |

Names of committee members unable to attend the meeting due to pressing commitments.

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|----|----------------|----------------|--|
| 1. | Mr. Chanachai | Leenabanchong | Chairman of the Board |
| 2. | Miss Taweessri | Vichayathiphat | Independent Director and Audit Committee
And Chairman Nomination and Remuneration Committee |

Therefore, the proportion of directors attending this shareholders' meeting is 7 members, representing 77.77% of the total number of directors.

The company's executives attended the meeting via the E-Meeting system as follows:

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|----|-----------------|-------------------|--|
| 1. | Mr. Nirun | Hengboriboonpong | Acting Chief Financial Officer and Company Secretary |
| 2. | Mr. Thitipakorn | Presertvachirakul | Internal Audit Department |

The Company's auditors attended the meeting via the E-Meeting system as follows:

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|----|--------------|---------------|-------------------------------------|
| 1. | Mr. Kittiwat | Laophatkaseam | D I A International Audit Co., Ltd. |
| 2. | Miss. Pavina | Khwanmuk | D I A International Audit Co., Ltd. |

The company's legal advisor attended the meeting via the E-Meeting system as follows:

- | | | | |
|----|--------------|-----------------|--|
| 1. | MissJiraporn | Kiattibenjapong | |
|----|--------------|-----------------|--|

Since the Chairman of the Board is unable to attend the meeting due to an urgent engagement, he has appointed the Vice Chairman, Mr. Charlie Jangvijitkul, to preside over the meeting as the Chairman.

Mr. Charlie Jangvijitkul proceeded to call the 2026 Annual General Meeting of Shareholders of EMC Public Company Limited to order and delivered a welcoming address to the attending shareholders. Prior to the commencement of the formal agenda, the Chairman assigned Ms. Jiraporn Kiatbenjapong, the moderator to proceed the meeting and the voting procedures for electronic conferencing (E-Meeting), as follows:

Continue Pages 3 / The moderator

The moderator introduced preliminary information about the capital of the company for the shareholders as follows:

- Total Registered Capital of 20,558,847,661 Baht
- The Paid-up Capital of 12,570,633,180 Baht

And informed the shareholders that the company was conducted in accordance with the principles of good corporate governance with equitable treatment of shareholders, as follows:

1. Provide an opportunity to shareholders (could not attend the meeting) can give proxy to independent director
2. Provide an opportunity to shareholders to raise advance questions to the company. It was noted that some shareholders had submitted questions to the Company in advance. The Company has compiled these questions and will address them under the relevant agenda items during the meeting.

At the same time, informed the shareholders about the voting procedures as follows:

1. For voting at the shareholders' meeting, according to the Company's Articles of Association, Clause 31, each shareholder is entitled to one vote per share held. In addition, any shareholder who has a special interest in a particular matter shall not be entitled to vote on that matter.
2. Voting at the meeting shall be conducted openly. Shareholders registered to attend the meeting via the electronic media (E-AGM) may vote "Agree," "Disagree," or "Abstain" on each agenda item. The Company will count the votes of shareholders registered via the E-AGM system based on the button each shareholder presses for each agenda item. Shareholders may press one of the buttons ("Agree," "Disagree," or "Abstain") from the start of the agenda item until the chairman calls for the vote. After the chairman announces the vote, shareholders will have 1 minute to cast their vote. If a shareholder or their proxy fails to press a voting button after the agenda item is closed, the system will consider that the shareholder or proxy agrees with the Company's proposal, and the vote cannot be changed afterward.
3. In the case of a shareholder appointing a proxy to the Independent Directors, it shall be deemed to be as specified by the shareholder in the proxy letter.
4. If shareholders or proxies have questions Shareholders are kindly requested to submit their questions by typing a message, provided that shareholders have to click on the question menu and type a message in the text box.
5. If shareholders have any problems during the electronic meeting, please contact the OJ International Company Limited team at telephone number 02-079-1811.
6. Shareholders can check the correctness and voting results of the closed agenda at any time during the meeting.

7. For questions related to the agenda, the company secretary will collect questions both received before the meeting and during the meeting for submission to the Board of Directors for answering.
8. The Minutes of the Meeting, along with the video recording of the proceedings, will be published on the Company's website within 14 days from the date of the meeting.

After that, the moderator has already explained the voting procedures, proposed to the shareholders to proceed the meeting in accordance with the agenda items as follows:

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

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that the Company had prepared the Minutes of the 2025 Annual General Meeting of Shareholders, held on April 30, 2025. The Board of Directors considered the minutes to be an accurate and complete record. Therefore, it is proposed that the shareholders' meeting consider and certify the Minutes of the 2025 Annual General Meeting of Shareholders.

The Company has duly submitted the said minutes to the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and the Department of Business Development, Ministry of Commerce, within 14 days as required by law. Details are provided in the copy of the minutes sent to the shareholders along with the notice of this meeting.

The moderator inquired whether any shareholders had any questions. As there were no further inquiries, the shareholders were requested to certify the Minutes of the 2025 Annual General Meeting of Shareholders. In this regard, the resolution to certify the minutes requires a majority vote of the shareholders who are present at the meeting and cast their votes.

Resolution The meeting considered the matter and unanimously resolved to adopt the Minutes of the 2025 Annual General Meeting of Shareholders, which was held on April 30, 2025, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

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

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, provided a summary of the Group's performance for the fiscal year 2025. The Group reported total revenue of 756.34 million Baht, a decrease of approximately 30% from the previous year. This total comprised 688.86 million Baht from construction services, 20.36 million Baht from real estate sales, 25.12 million Baht from rental and leasehold service income, and 22.01 million Baht from other incomes. It is well recognized that during 2025, the national economic growth remained sluggish, particularly impacting the construction and real estate industries. Furthermore, the high cost of construction materials remained a significant factor, requiring contractors to bear increased cost burdens. Nevertheless, the Company remains committed to optimizing construction cost management to ensure high-quality project execution and timely delivery in accordance with contracts, maintaining the ongoing trust of our business partners.

At the beginning of October 2025, the Company successfully delivered two major construction projects with a combined value of 2,398 million Baht, as follows:

1. The Multipurpose Building Construction Project for Taksin Hospital, with a contract value of 1,950 million Baht.
2. The Demonstration School Construction Project (Satit Chula) for Chulalongkorn University, with a contract value of 448 million Baht.

Revenue Category	Year 2025	Year 2024	Increase (Decrease)	Percentage (%)
Construction Services	688.86	841.44	(152.58)	(18.13)
Real Estate Sales	20.36	94.21	(73.85)	(78.39)
Rental and Service Income	25.12	20.60	4.52	21.94
Others	22.01	124.95	(102.97)	(82.39)
Total Revenue	756.34	1,081.23	(324.89)	(30.05)

As for the real estate development business

Regarding the real estate business segment, the Company has exerted its utmost efforts over the past year to implement comprehensive marketing policies aimed at stimulating sales across various ready-to-move-in projects. The primary objective is to accelerate the conversion of these assets into cash inflows to enhance the Group's liquidity. Currently, the Company is collaborating with a strategic partner to expedite the renovation and improvement of the Prayaa Wellness Bangsaen Beachfront Condominium (formerly known as North Beach Bangsaen Condominium). Our marketing strategy is now focused on the Wellness & Retirement segment, which is currently experiencing a high growth rate. In 2025, 5 units were successfully transferred with a total value of 20.35 million baht, Furthermore, the Company anticipates total ownership transfers to reach approximately 15 units by the end of the second quarter of 2026.

Continue Pages 6 / Furthermore,

Furthermore, during the past year, the Station One project, a mixed-use commercial and residential rental development, has seen a significant increase in interest and new lease agreements. This growth is evidenced by a 28% increase in rental and service income compared to the previous year. The Company anticipates that this upward trend in rental and service revenue will continue. Nevertheless, the Company remains committed to enhancing operational efficiency, developing personnel, and ensuring construction quality meets recognized standards. We will continue to implement policies for maximum project cost efficiency, reduce unnecessary expenditures, and restructure the organization to better respond to the current economic conditions and evolving market trends.

Regarding the development of anti-corruption and anti-bribery measures.

In 2025, the Board of Directors continued to place significant emphasis on good corporate governance. Consequently, the Board resolved to join the Thai Private Sector Collective Action Against Corruption (CAC). The Company officially declared its intent to combat corruption and conducted an assessment of its anti-corruption measures. As a result, the Company was officially certified as a member of the CAC for the first time on December 31, 2025, with the certification remaining valid for a period of three years.

The Company prioritizes the continuous monitoring and annual review of its anti-corruption policies and guidelines. To date, there have been no reported incidents or complaints related to fraud or corruption within the organization.

The moderator inquired if there were any questions from the shareholders. As no questions were raised, and since this agenda item was for acknowledgment only, no voting was required. Consequently, the meeting is considered to have acknowledged the report on the Company's operating results for the year 2025.

Resolution The meeting acknowledged the Company's operating results for the fiscal year 2025.

Agenda 3 To consider and approve the Company's financial statements for the year 2025, ended 31 December 2025.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that the Board of Directors has prepared the details of the 2025 financial statements, consisting of the Statement of Financial Position and the Statement of Comprehensive Income for the fiscal year ended December 31, 2025. These statements have been audited and certified by the Company's authorized auditor, D I A International Audit Co., Ltd., and have been duly approved by the Audit Committee. The aforementioned financial details are

Continue Pages 7 / included

included in the 2025 Annual Report (56-1 One Report) in electronic format, accessible via the QR Code provided. This report was distributed to shareholders in advance, along with the Notice of the 2026 Annual General Meeting of Shareholders. The summary of key financial information is as follows:

Item	2025	2024	Increase/(Decrease)	%Change
Total Assets	1,461.78	2,505.96	(1,044.18)	(41.67)
Total Liabilities	709.74	1,328.50	(618.76)	(46.58)
Shareholders' Equity	752.05	1,177.46	(425.42)	(36.13)
Operating Revenue	734.34	956.24	(221.91)	(23.21)
Total Revenues	756.34	1,081.23	(324.88)	(30.05)
Total Expenses	1,137.98	1,093.13	44.86	4.10
Loss for the Year	(433.76)	(51.94)	(381.82)	(735.08)
Loss Attributable to the Company	(432.17)	(50.36)	(381.82)	(758.22)
Loss per Share Attributable to the Company (Baht)	(0.034)	(0.005)	(0.03)	(634.42)

Statement of Comprehensive Income

The Company reported a net loss of 433.76 million Baht, representing a 91% decrease in loss compared to the previous year. Detailed information is as follows: The Group's total revenue was 756.34 million Baht, a decrease of 30%. Revenue categorized by business segment consisted of 688.86 million Baht from construction services, 20.35 million Baht from real estate sales, and 25.12 million Baht from rental and service income.

The Group's total costs amounted to 990.67 million Baht, an increase of 1.69% year-on-year. Selling and administrative expenses were 147.31 million Baht, an increase of 24% compared to the previous year. Consequently, for the 2025 operating results, the Group recorded a net loss of 433.76 million Baht, which is a decrease in loss of 381.82 million Baht or 735%.

Statement of Financial Position as of December 31, 2025

The Company reported total assets of 1,461.78 million Baht, representing a 42% decrease. Total liabilities amounted to 709.74 million Baht, a decrease of 47%, which was partly due to the repayment of short-term loans. Additionally, total shareholders' equity stood at 752.05 million Baht, an increase of 36%.

The moderator informed the shareholders that, in addition to the key items already presented, further details could be found in the Company's financial statements, which had been previously distributed to all shareholders for their consideration.

The moderator then inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the financial statements for the fiscal year ended December 31, 2025. For this agenda item, approval requires a majority vote of the shareholders who are present at the meeting and cast their votes.

Resolution The meeting considered the matter and unanimously resolved to approve the financial statements for the fiscal year ended December 31, 2025, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

Agenda 4 To consider and approve the suspension of allocation to the legal reserve and the suspension of dividend payment for the year 2025.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that in accordance with Section 116 of the Public Limited Companies Act B.E. 2535 (1992) and Article 38 of the Company's Articles of Association, the Company is required to allocate at least 5% of its annual net profit to a reserve fund, less the accumulated loss brought forward (if any), until the reserve fund reaches no less than 10% of the registered capital.

Furthermore, the Company maintains a dividend policy of paying no less than 50% of the net profit from its separate financial statements after taxes, or as deemed appropriate. This is subject to the absence of other necessary circumstances and provided that such dividend payment does not significantly impact the Company's normal business operations, or unless the Company has other designated investment projects.

Due to the net loss from operations reported in the separate financial statements for the fiscal year ended December 31, 2025, amounting to THB 301.73 million, and an accumulated loss of THB 3,751.58 million, the Company is unable to allocate funds to the legal reserve or distribute dividends for the year 2025 in accordance with the law and the Company's Articles of Association. Under these regulations, the Company is prohibited from paying dividends to shareholders as long as an accumulated loss remains.

In 2025, the company's separate financial statements indicated a net operating loss after taxes. Consequently, the Board of Directors intends to propose abstaining from distributing dividends for the operating results of the year 2025, covering the period from January 1, 2025 to December 31, 2025, and refraining from allocating legal reserve funds.

The moderator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to cast their votes on this agenda item. Approval for this matter requires a majority vote of the shareholders who are present at the meeting and cast their vote.

Resolution The shareholders' meeting, after due consideration, unanimously resolved to approve the omission of the dividend payment for the 2025 operating results, covering the period from January 1, 2025, to December 31, 2025, as well as the waiver of the legal reserve allocation, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

Agenda 5 To consider and approve the reappointment of directors who have retired by rotation to serve another term on the Board of Directors.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, pursuant to Section 71 of the Public Limited Companies Act B.E. 2535 (1992) and Article 14 of the Company's Articles of Association, at every Annual General Meeting, one-third of the directors must retire from office. If the number of directors is not a multiple of three, the number nearest to one-third shall retire. For the first and second years following the company's registration, the directors to retire shall be determined by agreement among the Board, or by drawing lots if no agreement is reached. In subsequent years, the directors who have been in office the longest shall retire. Directors who retire by rotation are eligible for re-election. For the 2026 Annual General Meeting of Shareholders, the following three directors are scheduled to retire by rotation and are proposed for re-election:

Name	Position	Ramarks
1. Dr. Yaorin Srichainan	Company Director, Independent Director	
2. Ms. Taweessri Wikayathipat	Company Director, Independent Director	
3. Mr. LOH SOON GNEE	Company Director	Appointed by the Board of Directors at Meeting No. 2/2026 on 18 March 2026 to serve as a Company Director in place of a vacant position.

Remark: ¹ The vacancy arose because one director, Acting Second Lieutenant Methee Itthirivichai, resigned from the position effective 13 August 2025.

The Board of Directors' Meeting No. 2/2026, held on March 18, 2026, resolved to appoint Mr. Loh Soon Gnee as a new director to fill a casual vacancy, effective from March 18, 2026. In accordance with the Company's regulations, the new director shall hold office only for the remaining term of the director whom he replaces. Consequently, the Board of Directors has resolved to propose the nomination of Mr. Loh Soon Gnee to the Shareholders' Meeting for re-appointment to serve for another term.

In the director nomination process, the Company has considered each candidate individually based on the established criteria and procedures. The selection focused on suitability and potential benefits to the Company's operations, taking into account Board Diversity in terms of qualifications, knowledge, skills, and experience that align with the Company's business strategies. This evaluation utilized the Board Skill Matrix to analyze specific expertise and professional backgrounds. Candidates were also assessed on their leadership, vision, integrity, ethical standards, and transparent work history, as well as their past performance as members of the Board and sub-committees. Furthermore, all nominees meet the required qualifications and possess no prohibited characteristics under Section 68 of the Public Limited Companies Act B.E. 2535 and the regulations of the Securities and Exchange Commission (SEC). Accordingly, it is deemed appropriate to propose to the Shareholders' Meeting the re-appointment of all three retiring directors to their positions on the Board and sub-committees for another term.

The nominated directors are fully capable of expressing their opinions independently and in accordance with all relevant regulations. Brief biographies and profiles of the three nominees have been enclosed with the Notice of this meeting for your consideration (as per Attachment 3), which were distributed to all shareholders in advance of the 2026 Annual General Meeting of Shareholders.

Prior to the commencement of the voting process, the meeting is informed that none of the three directors proposed for re-election hold directorships in other companies that operate businesses of a similar nature or are in competition with the Company. Furthermore, during the consideration of this agenda item, all three interested directors were not present at the meeting venue and abstained from voting.

The moderator inquired if there were any questions from the shareholders. As no questions were raised, the Facilitator proposed that the meeting consider the election of the three directors, whereby shareholders could cast their votes for each director on an individual basis. For this agenda item, approval requires a majority vote of the shareholders who are present at the meeting and cast their votes, as follows:

Resolution The meeting considered the matter and resolved to reappoint all three directors to serve for another term. The voting was conducted on an individual basis with the following results:

5.1 The shareholders' meeting, after due consideration, resolved by a majority vote of the shareholders present and eligible to vote to approve the reappointment of Dr. Yaowarin Srichainan as a director for another term, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,404	99.999998
Disapproval	100	0.000002
Abstention	0	0.0000

5.2 The shareholders' meeting, after due consideration, resolved by a majority vote of the shareholders present and eligible to vote to approve the reappointment of Ms. Taweessri Wittyathipat as a director for another term, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,404	99.999998
Disapproval	100	0.000002
Abstention	0	0.0000

5.3 The shareholders' meeting, after due consideration, unanimously resolved to approve the reappointment of Mr. Loh Soon Gnee as a director for another term, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

The Board of Directors for the year 2026 consists of 9 members with the following names:

- 1) Mr. Chanachai Leenabanchong Chairman of the Board
- 2) Mr. Charlie Jangvijitkul Vice Chairman
- 3) Miss. Preatmat Hanta Independent Directors
and Chairman of the Audit Committee
- 4) Miss Taweessri Vichayathiphat Independent Directors
and Chairman of the Audit Committee
- 5) Dr. Yaowarin Srichaianan Independent Directors
and Chairman of the Audit Committee
- 6) Mr. Panutad Neawjan Company Director
- 7) Mr. Mongkol Chanpaisal Company Director
- 8) Miss Wanida Puangboonmak Company Director
- 9) Mr. Loh Soon Gree Company Director

Agenda 6 To consider and approve the remuneration of directors for the year 2026.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, in accordance with the law, the payment of directors' remuneration must be approved by the Shareholders' Meeting. For the year 2025, the proposed total remuneration budget is Baht 4,000,000, to be paid on a per-meeting basis. Throughout 2025, the Company paid a total of Baht 1,000,000 in remuneration to the directors. The details of the directors' remuneration over the past three years are as follows:

Item	Year 2026 (Baht)	Year 2025 (Baht)	Year 2024 (Baht)
Approved Remuneration Limit	4,000,000.-	4,000,000.-	4,000,000.-
Total Meeting Allowances Paid		1,000,000.-	1,770,000.-
Other Benefits	-None-	-None-	-None-

By this company had summarized the paying amount to Board of Directors of year 2025 as in enclosure No.1 in the title of Shareholding Structure and Management as the subject of remuneration for Executive Directors.

For year 2026 Boards has approved according to proposed from remuneration committee for amount of remuneration for Board of Directors for the year 2026 as amounting of Baht 4,000,000 as same amount of year 2025. This does not include remuneration or welfare that directors receive as employees of the company which is scheduled to be paid once as carefully scrutinizing various appropriateness and compare references from the same industry, economic conditions including appropriateness of the number of the Board of Directors by following details:

1. Meeting allowance (for each attendance)**(1) Meeting Allowances for the Board of Directors**

- Chairman who is not an executive of the Company or its subsidiaries: Baht 25,000 per meeting
- Chairman who is an executive of the Company or its subsidiaries: Baht 20,000 per meeting
- Director who is not an executive of the Company or its subsidiaries: baht 15,000 per meeting
- Director who is an executive of the Company or its subsidiaries: baht 5,000 per meeting

(2) Meeting Allowances for the Audit Committee

- Chairman of the Audit Committee: Baht 25,000 per meeting
- Audit Committee Member: Baht 15,000 per meeting

(3) Meeting Allowances for the Nomination and Remuneration Committee

- Chairman who is not an executive of the Company or its subsidiaries: Baht 15,000 per meeting
- Chairman who is an executive of the Company or its subsidiaries: Baht 15,000 per meeting
- Committee Member who is not an executive of the Company or its subsidiaries: Baht 10,000 per meeting
- Committee Member who is an executive of the Company or its subsidiaries: Baht 5,000 per meeting

(4) Meeting Allowances for the Executive Committee

- Chairman who is not an executive of the Company or its subsidiaries: Baht 15,000 per meeting
- Chairman who is an executive of the Company or its subsidiaries: no remuneration
- Committee Member who is not an executive of the Company or its subsidiaries: Baht 10,000 per meeting
- Committee Member who is an executive of the Company or its subsidiaries: no remuneration

2. Other compensation and benefits

The company has no policies on payment other compensation and benefits apart from compensation as directors or employee of company, no give out shares, debenture or other securities to Director and Executives

By this, this shall be effective from January 1, 2026 onwards until the resolution is made to change otherwise.

The moderator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the directors' remuneration for the year 2026 at the rates mentioned above. For this agenda item, approval requires no less than two-thirds (2/3) of the total votes of the shareholders present at the meeting.

Resolution The shareholders' meeting, after due consideration, resolved by a vote of more than two-thirds (2/3) of the total number of votes of the shareholders present and eligible to vote, to approve the directors' remuneration for the year 2026 in the amount of Baht 4,000,000, to be paid on a per-meeting basis at the rates mentioned above, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,546,203,504	99.9495
Disapproval	0	0.0000
Abstention	2,800,000	0.0505

Agenda 7 To consider and approve the appointment of the auditor and the determination of the audit fee for the year 2026.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, has informed the meeting that According to the Public Limited Company Act BC 2535 Code Section 120, the Annual General Meeting Shareholders shall appoint the Company's auditor and fix the auditor's fee. The new auditor can be re- appointed and the Company's Article of Association No.61 indicates that the auditor must not be a director, employee or holds any position in the Company.

During the past fiscal year, the Company did not receive any other services from the auditors' affiliated firm, or from individuals or entities related to the auditors and their auditing firm.

For the year 2026, the Audit Committee has considered the selection of the auditors based on their qualifications, experience, work standards, efficiency, and past performance. Accordingly, it is deemed appropriate to propose the appointment of the auditors from D I A International Audit Co., Ltd., who are the existing auditors, as follows:

<u>Name – Surname</u>	<u>Certified Public Account No.</u>
(1) Ms. Supaporn Mangchit	8125
<i>(Never signed company's financial statement) and/or</i>	
(2) Miss Somjintana Polhirunrat	5599
<i>(Never signed company's financial statement) and/or</i>	
(3) Miss Jumphot Pairattanakorn	7645
<i>(Never signed company's financial statement) and/or</i>	
(4) Mr. Wiroj Satchathammanukul	5128
<i>(Never signed company's financial statement)</i>	

The auditors from D I A International Audit Co., Ltd. have been proposed as the Company's auditors for the year 2026, marking their eighth consecutive year of service. They possess extensive expertise and recognized auditing standards, demonstrating independence, high quality work, and a sufficient support team. Furthermore, they meet all the qualifications required by the Company's Articles of Association and the regulations of the Securities and Exchange Commission (SEC). The Board also proposes the approval of the audit fee for the year 2026 in the amount of Baht 2,640,000, which remains unchanged compared to 2025. This amount excludes any non-audit service fees, with the details as follows:

Details	Audit Fee (Baht)	
	Amount Year 2026	Amount Year 2025
Review of Financial Statements 1 st -3 rd Quarter	990,000.-	990,000.-
Yearly Auditor Fees	1,650,000.-	1,650,000.-
Total	2,640,000.-	2,640,000.-

The authorized auditors for the Company and its subsidiaries shall be any of the individuals mentioned above or other authorized auditors on behalf of D I A International Audit Co., Ltd. This is to ensure that the financial statement preparation and auditing process will be completed within the required timeframe.

The proposed auditors listed above have no relationship with or interest in the Company, its subsidiaries, executives, major shareholders, or any related parties. Therefore, they maintain full independence in auditing and expressing their opinions on the Company's financial statements. Furthermore, the firm also serves as the auditor for all eight subsidiaries. The total audit fee for 2026 for both the Company and its subsidiaries (9 entities in total) amounts to Baht 4,245,000.

By this, even though auditor of company and its subsidiaries is auditor and belongs to same office, Audit committee and Board of Directors believe that auditors can prepare the financial statements of the Company and its subsidiaries within the time frame. The auditors will have a meeting with the management to plan the audit and determine the course of the audit in advance.

The moderator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the appointment of the auditors and the determination of the audit fee for the year 2026. For this agenda item, approval requires a majority vote of the shareholders who are present at the meeting and cast their votes.

Resolution The shareholders' meeting unanimously approved the appointment of the auditor as follows:

<u>Name – Surname</u>	<u>Certified Public Account No.</u>
(1) Ms. Supaporn Mangchit	8125 and/or
(2) Miss Somjintana Polhirunrat	5599 and/or
(3) Miss Jumphot Pairattanakorn	7645 and/or
(4) Mr. Wiroj Satchathammanukul	5128

From D I A International Audit Co., Ltd. to Holders Company's auditor of year 2026 and approved the auditors' fee for the year 2026 in the amount of Baht 2,640,000 with the following voting result:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

Agenda 8 To consider and approve the reduction of the registered capital and the amendment of Clause 4 of the Memorandum of Association of the Company to be in line with the reduction of the registered capital.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that pursuant to Section 140 of the Public Limited Companies Act, the shareholders' meeting may resolve to reduce the registered capital by canceling the registered shares that have not been issued or remain unissued. Once the resolution is passed, the Company must apply for the registration of the capital reduction within 14 days from the date of the meeting's resolution.

To consider and approve the reduction of the Company's registered capital by Baht 3,771,189,954, from the existing registered capital of Baht 20,558,847,661 to a new registered capital of Baht 16,787,657,707. This shall be achieved by canceling 3,771,189,954 unissued ordinary shares with a par value of Baht 1.00 per share, which were previously reserved for the capital increase under a General Mandate approved by the 2025 Annual General Meeting of Shareholders. Furthermore, the meeting is requested to approve the amendment to Clause 4 of the Company's Memorandum of Association regarding the registered capital to reflect the said capital reduction, as follows:

"No.4	Registered Capital	16,787,657,707	Baht
	Consists of	16,787,657,707	Shares
	Par value of	1.00	Baht
	Divided into		
	Ordinary Shares	16,787,657,707	Shares
	Preferred Shares	-	Shares

Continue Pages 17 / The meeting

The meeting is requested to grant authority to the Board of Directors for the registration of the amendment to the Memorandum of Association with the Department of Business Development, Ministry of Commerce, shall have the power to amend or add any wording, or undertake any necessary actions, to comply with the Registrar's orders.

The moderator inquired whether any shareholders had any questions. As there were no further inquiries, the Meeting Facilitator proposed that the shareholders' meeting consider and approve the reduction of the Company's registered capital and the amendment to Clause 4 of the Company's Memorandum of Association regarding the Registered Capital to reflect the said capital reduction. This agenda item requires an affirmative vote of not less than three-fourths (3 / 4) of the total number of votes of the shareholders who are present at the meeting and entitled to vote.

Resolution The meeting considered the matter and unanimously resolved to approve the reduction of the Company's registered capital by Baht 3,771,189,954, from the existing registered capital of Baht 20,558,847,661 to a new registered capital of Baht 16,787,657,707. This shall be achieved by canceling 3,771,189,954 unissued ordinary shares with a par value of Baht 1.00 per share, which were previously reserved for the capital increase under a General Mandate approved by the 2025 Annual General Meeting of Shareholders. Furthermore, the meeting approved the amendment to Clause 4 of the Company's Memorandum of Association regarding the registered capital to reflect the said capital reduction, as well as the authorization of the designated person(s) as proposed, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

Agenda 9 To consider and approve the allocation of newly issued ordinary shares under a General Mandate.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, to be consistent with Agenda 8 above, the Company must proceed with the allocation of new ordinary shares under a General Mandate. This involves an amount not exceeding 3,771,189,954 shares with a par value of Baht 1.00 per share, representing no more than 30% of the paid-up capital. The allocation details are as follows:

(1) Allocate newly issued ordinary shares of up to 2,514,126,636 shares with a par value of 1 Baht per share, representing no more than 20% of the paid-up capital, to be offered to the existing shareholders of the Company proportionally to their shareholdings (Rights Offering) at a subscription price of not less than 0.04 Baht per share, or

(2) Allocate newly issued ordinary shares of up to 1,257,063,318 shares with a par value of 1 Baht per share, representing 10% of the paid-up capital, to be offered to specific investors under a Private Placement at a subscription price of not less than 0.04 Baht per share.

Note: The subscription price shall be not less than 90% of the weighted average trading price of the Company's shares on the Stock Exchange of Thailand over the past 7 business days (9 March 2026 – 17 March 2026), based on data from SETSMART, in accordance with Section 52 of the Public Limited Companies Act, a company that has been in operation for at least one year and has incurred losses may offer shares below their par value, provided that the discount rate is fixed and clearly disclosed in the prospectus.

In this regard, the Board of Directors proposes that the Shareholders' Meeting consider and approve the authorization of the Board of Directors with the power to determine and amend any details related to the allocation of new ordinary shares under the General Mandate, as follows:

(1) To consider determining, amending, or changing the terms, conditions, and details regarding the allocation of the new ordinary shares. This includes, but is not limited to, the record date for determining the shareholders entitled to subscribe for the new ordinary shares, the offering period, the share payment process, as well as establishing any other terms, conditions, and details related to the aforementioned share allocation.

(2) To enter into negotiations, reach agreements, and sign relevant documents and contracts, as well as to undertake any other necessary and appropriate actions related to the aforementioned allocation of new ordinary shares.

(3) To sign various application forms, documents, and necessary evidence related to the aforementioned allocation of new ordinary shares. This includes coordinating with and submitting such applications, documents, and evidence to the relevant regulatory authorities, as well as the listing of the new ordinary shares on the Stock Exchange. Furthermore, the Board shall have the power to undertake any other actions necessary and appropriate to facilitate the successful allocation of the said shares.

In this regard, the offering of such new ordinary shares must not be made to connected persons as defined under the Notification of the Capital Market Supervisory Board No. TorJor. 21/2551 Re: Rules on Connected Transactions, B.E. 2551 (2008), and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions, B.E. 2546 (2003).

Furthermore, the offering price of the new ordinary shares to specific persons (Private Placement) must not be considered a 'low price' as defined by the Notification of the Capital Market Supervisory Board No. TorJor. 72/2558 Re: Permission for Listed Companies to Offer Newly Issued Shares to Specific Persons. The offering price shall not be lower than the weighted average price of the shares on the Stock Exchange of Thailand for at least seven, but not exceeding fifteen, consecutive business days prior to the date on which the Board of Directors resolves to approve the offering. In this regard, the offering price may include a discount of not more than 10% of the market price.

The market price is calculated based on the weighted average price of the Company's shares on the Stock Exchange of Thailand for at least seven, but not exceeding fifteen, consecutive business days prior to the date on which the Board of Directors resolves to approve the offering of the newly issued shares

However, upon the completion of the offering of new ordinary shares under items (1) or (2) as mentioned above, the additional paid-up capital must not exceed 30% of the paid-up capital as of the date on which the Board of Directors resolved to increase the capital under the General Mandate. The offering of such new ordinary shares must be completed within the date on which the Company holds its next Annual General Meeting of Shareholders, or within the date required by law to hold the next Annual General Meeting of Shareholders, whichever is earlier. Further details regarding this General Mandate capital increase are provided in the Capital Increase Report Form (F53-4), as per Attachment 4.

Furthermore, to ensure flexibility in the allocation and offering of the new ordinary shares, the Board of Directors proposes that the Shareholders' Meeting consider and approve the authorization of the Board of Directors with full power to undertake any necessary and relevant actions concerning the share offering in all respects. This includes, but is not limited to, determining the record date for share subscription, the book closing date for collecting the names of shareholders under Section 225 of the Securities and Exchange Act B.E. 2535, determining the offering price, the offering period, and the share payment process. The Board shall also have the power to amend the offering period, subscription details, payment methods, and other terms and conditions as deemed appropriate. This authorization extends to signing documents, applications, and minutes of meetings, as well as amending any wording to comply with the Registrar's orders for the capital increase registration with the Department of Business Development, Ministry of Commerce. Additionally, the Board is authorized to list the new ordinary shares on the Stock Exchange and submit all required documents and evidence to the SEC, the Stock Exchange, the Ministry of Commerce, or any other relevant authorities. Accordingly, it is proposed that the Annual General Meeting of Shareholders approves the allocation of 3,771,189,954 new ordinary shares with a par value of Baht 1.00 per share.

The moderator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the allocation of new ordinary shares under a General Mandate. For this agenda item, approval requires no less than three-fourths (3/4) of the total votes of the shareholders who are present at the meeting and eligible to vote.

Resolution The shareholders' meeting, after due consideration, resolved by a vote of more than three-fourths (3/4) of the total number of votes of the shareholders present and eligible to vote, to approve the allocation of new ordinary shares under a General Mandate as per the details mentioned above, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,404	99.999998
Disapproval	100	0.000002
Abstention	0	0.0000

Agenda 10 To consider and approve the increase of the registered capital and the amendment of Article 4 of the Company's Memorandum of Association to reflect the increased registered capital.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, in order to support the capital increase under the General Mandate, the Company wishes to propose for approval an increase of its registered capital by an amount not exceeding Baht 3,771,189,954. This will increase the registered capital from the current Baht 16,787,657,707 to a new registered capital of Baht 20,558,847,661, through the issuance of up to 3,771,189,954 new ordinary shares with a par value of Baht 1.00 per share.

Furthermore, the meeting is requested to approve the amendment to Clause 4 of the Memorandum of Association regarding the registered capital to reflect the said increase, as follows:

"No.4	Registered Capital	20,558,847,661	Baht
	Consists of	20,558,847,661	Shares
	Par value of	1.00	Baht
	Divided into		
	Ordinary Shares	20,558,847,661	Shares
	Preferred Shares	-	Shares

Continue Pages 21/ In this regard,

In this regard, the Board of Directors proposes that the Shareholders' Meeting consider and approve the authorization of the Board of Directors, and/or the Executive Committee, and/or the Chairman, and/or the Vice Chairman, and/or Executive Directors, and/or the Chief Executive Officer (CEO), as well as any person(s) authorized by the aforementioned parties or any other individual appointed by the Board of Directors. Such authorized persons shall have the power to proceed with the registration of the amendment to the Memorandum of Association with the Department of Business Development, Ministry of Commerce, and to undertake any necessary actions to comply with the Registrar's orders to ensure the successful completion of the registration process. The details of the allocation of new ordinary shares are as specified in Attachment 4 (Capital Increase Report Form (F53-4))

The moderator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the increase of the Company's registered capital and the amendment to Clause 4 of the Memorandum of Association regarding the registered capital, in order to reflect the said capital increase. For this agenda item, approval requires no less than three-fourths (3/4) of the total votes of the shareholders who are present at the meeting and eligible to vote.

Resolution The shareholders' meeting, after due consideration, resolved by a vote of more than three-fourths (3/4) of the total number of votes of the shareholders present and eligible to vote, to approve the increase of the Company's registered capital by an amount not exceeding Baht 3,771,189,954, from the existing registered capital of Baht 16,787,657,707 to a new registered capital of Baht 20,558,847,661, through the issuance of up to 3,771,189,954 new ordinary shares with a par value of Baht 1.00 per share. Furthermore, the meeting approved the amendment to Clause 4 of the Memorandum of Association regarding the registered capital to reflect the said increase, as well as the authorization as proposed, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,404	99.999998
Disapproval	100	0.000002
Abstention	0	0.0000

Agenda 11 To consider and approve the allocation of newly issued ordinary shares.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, in accordance with the Company's intention to increase its registered capital as detailed in Agenda 9 and Agenda 10, and to comply with legal requirements, the Shareholders' Meeting must consider and approve the allocation of the Company's new ordinary shares to reflect the said capital increase. The Board of Directors has resolved to propose to the 2026 Annual General Meeting of Shareholders to consider and approve the share allocation, with the following details:

The allocation of not exceeding 3,771,189,954 new ordinary shares, with a par value of Baht 1.00 per share, to accommodate the capital increase under the General Mandate, as per the details specified in Agenda 9 above.

Furthermore, the Board of Directors resolved to propose that the Shareholders' Meeting consider and approve the authorization of the Board of Directors with the power to determine, amend, and change any terms, conditions, and details related to the said share allocation. This includes the authority to adjust or change the exercise ratio and exercise price in accordance with the Terms and Conditions of the rights. The Board shall also have the power to sign any relevant documents and undertake any necessary and appropriate actions concerning the share allocation, including but not limited to, providing information and submitting evidentiary documents to the SEC, the Stock Exchange, Thailand Securities Depository Co., Ltd. (TSD), the Ministry of Commerce, or any other relevant authorities. This authorization also extends to the listing of the new ordinary shares on the Stock Exchange

The moderator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the allocation of new ordinary shares. For this agenda item, approval requires no less than three-fourths (3/4) of the total votes of the shareholders who are present at the meeting and eligible to vote.

Resolution The shareholders' meeting, after due consideration, resolved by a vote of more than three-fourths (3/4) of the total number of votes of the shareholders present and eligible to vote, to approve the allocation of not exceeding 3,771,189,954 new ordinary shares, with a par value of Baht 1.00 per share, to accommodate the capital increase under the General Mandate, as well as the authorization as proposed, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,404	99.999998
Disapproval	100	0.000002
Abstention	0	0.0000

Continue Pages 23/ Agenda 12

Agenda 12 Consider and approve the issuance and offering of the Company's debentures.

Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, informed the meeting that, in order to enhance the liquidity of the Company and its subsidiaries, provide working capital for business operations, improve debt management capabilities, support investment and business expansion plans, as well as to repay or refinance the Company's existing debts as deemed appropriate, the Company wishes to issue and offer debentures in a total amount not exceeding Baht 500,000,000 (or an equivalent amount in other currencies). At any given time, the total outstanding balance of the debentures issued by the Company shall not exceed the aforementioned limit

The Company may issue and offer the said debentures in a single full offering or in multiple series and/or tranches, as deemed appropriate based on market conditions and the Company's funding requirements. The preliminary details are as follows:

The Issuer	EMC Public Company Limited ("EMC")
Purpose	To support business expansion and/or to be used as working capital and/or for debt repayment, including for other necessary and appropriate purposes of the Company.
Type of Debentures	All types and categories of debentures, including but not limited to, name-registered or bearer debentures, secured or unsecured, and subordinated or unsubordinated, with or without a debenture holder's representative, as deemed appropriate based on market conditions or any other relevant factors at the time of each issuance and offering
Issue Size	The total outstanding principal amount of debentures at any given time shall not exceed Baht 500,000,000 or its equivalent in other currencies. The debentures may be issued and offered in a single tranche or in multiple tranches, either simultaneously or on several occasions. In the event that the debentures are redeemed or repurchased prior to maturity or upon maturity, the Company may issue and offer additional debentures, provided that the total outstanding amount of previously issued and unredeemed debentures does not exceed the aforementioned aggregate limit or its equivalent.
Tenor	The Board of Directors and/or persons authorized by the Board of Directors shall have the authority to determine the tenor of the debentures as appropriate, taking into consideration the type of instrument, utilization objectives, and prevailing market conditions at the time of each issuance and offering.
Currency	Thai Baht and/or equivalent foreign currencies.

The Issuer	EMC Public Company Limited (“EMC”)
Interest Rate	Subject to prevailing market conditions at the time of each issuance and offering.
Early Redemption	Debenture holders and/or the Company may or may not have the right to redeem the debentures prior to maturity, subject to the terms and conditions of each issuance.
Offering	The debentures may be offered in a single offering or multiple offerings and/or on a revolving basis (Revolving Basis), domestically and/or internationally, to public investors (Public Offering), private placement investors (Private Placement), institutional investors both domestically and internationally, and/or high net worth investors, in accordance with the regulations of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and/or other applicable rules and regulations in effect at the time of issuance and offering. The Board of Directors and/or persons authorized by the Board of Directors shall have the authority to determine all relevant details and undertake all necessary actions in connection therewith.

The Meeting Facilitator inquired if any shareholders had further questions. As no questions were raised, the meeting was requested to consider and approve the issuance and offering of the Company’s debentures. For this agenda item, approval requires no less than three-fourths (3/4) of the total votes of the shareholders who are present at the meeting and eligible to vote.

Resolution The shareholders' meeting, after due consideration, unanimously resolved to approve the issuance and offering of the Company’s debentures in a total amount not exceeding Baht 500,000,000, as per the details mentioned above, as well as the authorization as proposed, with the following vote results:

Resolution	Number of Votes	Percentage of shares
Approved	5,549,003,504	100.0000
Disapproval	0	0.0000
Abstention	0	0.0000

Agenda 13 Consider other matters (if any)

Mr. Charlie Jangvijitkul, the Chairman of the meeting, inquired whether any shareholders had any questions. As there were no further questions raised by the attendees, the Chairman proceeded to address the questions submitted by shareholders in advance, as follows:

The questions submitted in advance by the Thai Investors Association, represented by Miss. Kwanta Nuchprasert, the proxy, are as follows:

1. What were the key factors contributing to the decline in revenue and the increased net loss in 2025 compared to the previous year?
2. What is the Company's plan to lift the "CB" (Caution - Business) sign? Please also clarify the strategies for addressing consecutive operational losses and the plan for liquidity management.
3. According to the Notes to the Financial Statements for 2025, a subsidiary entered into a Sale and Purchase Agreement with a certain company on September 12, 2025, to sell its remaining real estate inventory (condominiums) for 300 million Baht. This agreement resulted in the net realizable value of the inventory being 71.13 million Baht lower than its cost. In this regard, the following points are being inquired:
 - 3.1) Which specific project is being sold?
 - 3.2) What is the relationship between the Company and the buyer?
 - 3.3) What was the basis for determining a selling price that is lower than the cost?
 - 3.4) What is the current value of the Company's remaining real estate projects awaiting sale, and is there a trend or possibility that these will be sold at prices below cost?

Answer Mr. Nirun Hengboriboonpong, Acting Chief Financial Officer and Company Secretary, The responses to the shareholders' questions are as follows:

1. The primary cause was the 171 million Baht decrease in revenue from construction services. This included a 58 million Baht reduction from the Taksin Hospital project (2024: 634 million Baht vs. 2025: 576 million Baht) and a 113 million Baht reduction from the Satit Chula Demonstration School building project (2024: 205 million Baht vs. 2025: 92 million Baht). Both projects were delivered in the third quarter, resulting in only nine months of revenue recognition for 2025, compared to a full twelve months in 2024. The increased loss was mainly due to the decline in construction revenue recognition, which led to a proportional decrease in profit margins. Additionally, the costs of materials for system works installed during the final stages of the projects rose above the contracted prices.

Nevertheless, the Company is in the process of claiming price escalation compensation (K-Factor) from both project owners, as well as seeking insurance compensation for damage caused by the earthquake disaster. These claims are currently under review, and the revenue will be recognized upon receipt of payment.

2. The Company has outlined two primary strategic directions:

1) Profit Enhancement: This strategy may require 3–5 years to materialize. The objective is to secure additional construction projects to maintain a backlog of at least 5,000 million Baht.

2) Capital Restructuring: This will be undertaken to reduce the accumulated losses.

Regarding the liquidity management plan, the Company is accelerating the disposal of non-performing assets. Furthermore, the Company continues to focus on bidding for both public and private sector projects to increase growth opportunities. This approach aims to generate higher cash inflows, ensuring sufficient liquidity for operational outflows, including material costs, subcontractor fees, and administrative expenses.

3. In response to the inquiries regarding the real estate divestment, the Board provided the following clarifications:

As disclosed in the financial statements, the transaction involves Richman Property Co., Ltd., specifically the North Beach project located at Wonnapha Beach, Bangsaen, Chonburi Province. The Sale and Purchase Agreement was entered into with a third party who has no connection or relationship with the Company. The determination of a selling price below cost resulted from a strategic assessment of liquidity management and capital allocation. As the Company plans to invest in future projects expected to yield appropriate and superior long-term returns, it is essential to secure funding to capture these opportunities.

Furthermore, the Company faces constraints in accessing traditional financing from financial institutions, necessitating reliance on alternative funding sources with higher financial costs. Consequently, this decision serves to manage the investment portfolio and financial structure prudently, reducing financial burdens and enhancing business flexibility for the next phase.

Currently, the Company has five other real estate development projects awaiting sales, with a total combined value of approximately 172 million Baht. Given the prevailing economic climate, the Company continues to employ pricing strategies aligned with market conditions even if prices are below cost in certain instances to accelerate asset disposal and manage liquidity. However, should economically factors and purchasing power improve, the Company will consider adjusting its sales strategy to optimize investment returns.

The Company reaffirms that all actions are conducted under the principles of good corporate governance, balancing risk management, liquidity maintenance, and the overall best interests of the shareholders

On behalf of the Board of Directors and management, I would like to extend our heartfelt thanks to all shareholders for taking the time to attend the 2026 Annual General Meeting of Shareholders. Your cooperation and participation have been a vital source of encouragement and support in driving the Company's development and progress. I now declare the meeting closed. Thank you.

The meeting was adjourned at 15.52 p.m.

- Charlie Jangvijitkul -
(Mr. Charlie Jangvijitkul)
Chairman of the Meeting

Certified Correct

- Mongkol Chanpaisal -
(Mr. Mongkol Chanpaisal)
Company Director