

Minutes of the 2026 Annual General Meeting of Shareholders  
Zen Corporation Group Public Company Limited (“the Company”)

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Date, time, and place of the Meeting

The 2026 Annual General Meeting of Shareholders (the “Meeting”) was convened on 23 April 2026, at 09:30 a.m. The meeting was organized via electronic media (E-AGM) in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020) and relevant laws and regulations and was broadcasted and recorded VDO from the meeting room, 1st floor, Zen Corporation Group Public Company Limited, 662 Soi Onnuch 17, Suan Luang Sub District, Suan Luang District, Bangkok.

Directors attending the meeting

1. Mr. Paitoon Taveebhol	Chairman of the Board of Directors
2. Mr. Sakkanon Chirathivat	Vice Chairman of the Board of Directors / Nomination and Remuneration Committee / Risk Management Committee / Chairman of the Executive Committee / Chief Executive Officer
3. Mr. Prawit Kijpaisalrattana	Independent Director / Chairman of the Audit and Corporate Governance Committee / Chairman of Nomination and Remuneration Committee
4. Prof. Dr. Wilert Puriwat	Chairman of Marketing and Sustainable Development Committee / Nomination and Remuneration Committee
5. Mr. Chavalit Chindavanig	Chairman of Risk Management Committee / Audit and Corporate Governance Committee
6. Mrs. Jotika Savanananda	Audit and Corporate Governance Committee / Nomination and Remuneration Committee
7. Mr. Boonyong Tansakul	Risk Management Committee
8. Miss Jomkwan Chirathivat	Director / Executive Committee / Marketing and Sustainable Development Committee
9. Mr. Chittapon Vivaddhanakasem	Risk Management Committee / Executive Committee
10. Mr. Steven David Halliday	Risk Management Committee / Executive Committee

Ten directors attended the meeting, representing 100 percent of the total number of directors.

Management Present

1. Mr. Siruwat Chatchawan	Chief Commercial Officer
2. Mrs. Yupaphan Ekasittikul	Chief Financial Officer
3. Mr. Songwut Buakhem	General Manager, Office of Administration
4. Mrs. Naruemon Kittichitirut	Corporate Strategy and Investor Relation Director
5. Miss. Oraya Uesakul	Corporate Secretary

#### Auditor of the company attending the meeting

- |                                  |   |
|----------------------------------|---|
| 1. Miss. Wimolporn Boonyusthian  | Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. |
| 2. Miss. Suwadee Wangrangsimakul | Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. |
| 3. Mr. Jinna Wiraphala           | Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. |
| 4. Mrs. Treenuch Panduwichien    | Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. |

#### Vote Counting Auditor

Mr. Songwut Buakhem

#### MC

Mrs. Warunchaya Khantiratchakul

#### The meeting starts at 09:30 am

The MC welcomed the shareholders into the 2026 Annual General Meeting of Shareholders of Zen Corporation Group Public Company Limited, via electronic media (E-AGM). After that, he informed the meeting agenda and clarified the voting criteria for shareholders to acknowledge as follows:

1. The shareholder meeting must have shareholders attending the meeting in person or by proxy from the shareholders of at least twenty-five (25) shareholders or not less than half (1/2) of the number of total shareholders and the attending shareholders must together hold at least one-third (1/3) of the total company shares in order to constitute a quorum.
2. In voting at the shareholders' meeting, one share is entitled to one vote, and for any shareholder who has a special interest in any matter that shareholder has no right to vote on that matter.
3. Resolution of shareholder voting in various agendas are as follows:
  - (1) Resolution in Agenda 3, Agenda 4, Agenda 5, and Agenda 7 must be approved with a majority vote of shareholders attending and votes. The votes are counted as only agree or disagree.
  - (2) Resolution in agenda 6 must be approved with votes of not less than two-thirds of the total votes of the shareholders attending the meeting.
  - (3) If the votes are equal in any agenda, the chairman of the meeting shall vote as a decisive vote.
4. Electronic voting method
  - (1) Since this meeting is a meeting via electronic media. Therefore, no ballot papers were printed.
  - (2) For voting, the shareholders go to the E-Voting window to vote for each agenda within the specified time (1 minute). After clicking on the voting option, the system will pop-up requesting confirmation of the vote and the shareholders must press agree to confirm the vote. In case the shareholders wish to change the voting, they can do so by clicking on the new vote again. But if the agenda has been closed shareholders will not be able to vote or change their voting.
  - (3) When you have finished voting, please return to the E - meeting window to continue watching the video of the meeting. The staff will collect all the votes from the voting system.

- (4) Shareholders who do not vote in any agenda will be considered to have voted approve for that agenda.
- (5) In counting the votes, the company will count the votes of the shareholders who attended the meeting via electronic media and the votes of shareholders' proxy. The Company will deduct the votes of the shareholders who disapprove and abstain off the total votes of shareholders who attend the meeting and have the right to vote.

5. Notification of voting results will specify the vote of approved, disapproved, abstain and the voided ballot.

6. For the agenda to consider and approve the appointment of directors who are retired by rotation, the Company has stipulated that shareholders vote for each director individually.

7. Directors holding shares of the Company in private, will not exercise the right to vote in the agenda that the director has a special interest except voting for election of directors.

#### 8. Method to ask questions

The Company provides shareholders an opportunity to submit questions about the agenda of the Annual General Meeting of Shareholders to the Company in advance. In addition, before voting on each agenda, the company will provide the shareholders an opportunity to ask questions related to the agenda as appropriate. Any shareholder who wishes to ask questions can do so by going to the Chat menu in the E - meeting window to type a message and send a question to the system or raise your hand by pressing the hand symbol in order for the system operator to open the microphone in the system for shareholders to ask questions. For making inquiries, shareholders shall provide their name and surname clearly and specify whether being shareholder or proxy in order to be recorded in the minutes correctly.

9. A voided ballot will be considered in case that the vote on the proxy meets one of the following conditions:

- (1) Vote more than 1 choice
- (2) Edit the vote but not signed
- (3) There is a separate vote (except custodiáns)

For transparency of vote counting, Mr. Songwut Buakhem would be vote counting auditor for this AGM meeting.

MC introduced the directors, management, auditors and vote counting auditor to the meeting according to the names mentioned above and informed the quorum that according to public law and the company's articles of association specify the quorum that the shareholder meeting must have shareholders attending the meeting in person or by proxy from the shareholders attending the meeting, not less than 25 persons or not less than half of the total shareholders and cumulative shares not less than one third of the registered capital of the company (not less than 99,394,833 shares). As of March 12, 2026 (the date to determine shareholders' rights to attend the meeting), the Company has a total of 300,000,000 shares sold, deducting 1,815,500 treasury shares. Therefore, there are 298,184,500 shares as a quorum to open the meeting.

There were 33 shareholders attending the meeting in person and by proxy, representing 228,492,701 shares or 76.6280 percent of the paid-up shares after deducting treasury stock that the company had repurchased which is a quorum in accordance with the law and the company's articles of association.

MC invited the Chairman of the Meeting to open the Annual General Meeting of Shareholders for the year 2026 of Zen Corporation Group Public Company Limited and proceed the meeting agenda. Three shareholders and proxy holders, representing a total of 48,300 shares, gradually attended the meeting and cast their votes after the meeting had commenced.

Mr. Paitoon Taveebhol, the Chairman of the Board of Directors and acting Chairman of the Meeting opened the meeting to consider various agendas of the company as follows:

#### **Agenda 1 To acknowledge the Minutes of the 2025 Annual General Meeting of Shareholders**

The Chairman proposed the Meeting to acknowledge the Minutes of the 2025 Annual General Meeting of Shareholders of Zen Corporation Group Public Company Limited, which was held on 24 April 2025. The copy of the said minutes was sent to shareholders together with the notice of the meeting as detailed in attachment 1 of the notice.

The Chairman provided an opportunity to the shareholders to ask questions and express their opinions and no shareholder had questions or expressed their opinions.

#### **Resolution of the Meeting**

The meeting acknowledged the Minutes of the 2025 Annual General Meeting of Shareholders of Zen Corporation Group Public Company Limited as proposed. This agenda was reporting for the meeting's acknowledgement, therefore there was no vote casting.

#### **Agenda 2 To consider and acknowledge the operating results for year 2025**

The Chairman invited Chief Executive Officer, to report the Company's operating results for the year 2025 to shareholders. The Chief Executive Officer reported the Company's performance for the year 2025 as follows:

1. Due to the weakened economy and reduced purchasing power, which have impacted the restaurant business, the Company has adjusted its strategy by emphasizing value for money, controlling costs, expanding and renovating branches in high-potential locations, developing its franchise business, and implementing a CRM system to enhance customer experience, in order to sustain growth.

2. The Company's business structure is divided into four pillars: (1) restaurant business, (2) franchise business, (3) manufacturing and trading business, and (4) joint investments with partners. In 2025, the revenue contribution consisted of 72% from the restaurant business, 23% from manufacturing and trading, and 5% from the franchise business.

The Company operates under its own brands while expanding its franchise network to increase fee-

based income and broaden market reach. It also leverages its subsidiary structure to enhance efficiency and control costs, while seeking new opportunities through joint ventures and innovative food business models.

3. The Company has a total of 296 restaurant branches, generating total revenue of THB 3,979 million, representing a decrease of 3% from 2024, and recorded a net profit of THB 46 million, a decline of 19% from the previous year.

4. The Company maintains strong liquidity, with a current ratio of 1.40 times and a debt-to-equity ratio of 1.10 times.

5. The Company aims for sustainable growth by adhering to good corporate governance principles and has consistently received recognition in ESG and CG practices. In addition, the Company has implemented social initiatives, placed emphasis on environmental management (CCF), and achieved success in expanding its franchise business.

6. The Company remains firmly committed to anti-corruption practices. In 2025, all seven affiliated companies received their first renewal of membership in the Thai Private Sector Collective Action Against Corruption (CAC), effective from 31 March 2025 to 31 March 2028.

7. The conflict in the Middle East has led to higher energy, raw material, and logistics costs, resulting in reduced consumer spending. The Company has therefore accelerated cost control measures, improved procurement and logistics efficiency, and adjusted pricing and product offerings accordingly. It has also stimulated sales through promotions and delivery channels to maintain long-term profitability.

The Chairman gave shareholders the opportunity to ask questions and provide comments, but no shareholders raised questions or comments.

#### Resolution of the Meeting

The Meeting acknowledged the Company's operating results for the year 2025 as proposed. This agenda was reporting for the meeting's acknowledgement, therefore there was no vote casting.

#### **Agenda 3 To consider and approve the consolidated and separate Financial Statements for the fiscal year ending December 31, 2025**

The Chairman invited the Chief Financial Officer to present this agenda to the shareholders. The Chief Financial Officer presented to the meeting that, in accordance with the Public Limited Companies Act B.E. 2535 and its amendments, Section 112, the company is required to prepare the balance sheet and income statement for the fiscal year ending on the company's fiscal year-end date, which must be audited by the auditor and presented to the shareholders' meeting for approval at the annual general meeting. Furthermore, according to the company's regulations, Article 36(2), it is required for the annual general meeting of shareholders to approve the balance sheet and income statement.

The company has prepared the financial position statement (balance sheet) and income statement for the year ending December 31, 2025, which have been audited and unconditionally approved by the auditor and reviewed by the Audit and Corporate Governance Committee. The Board of Directors has recommended

submitting them to the annual general meeting of shareholders for approval. A summary of the overview is as follows:

Unit: Thousand Baht

	Consolidated Financial Statements	Separate Financial Statements
Total Assets	3,069,287	1,579,718
Total Liabilities	1,605,376	201,910
Total Shareholders' Equity	1,463,911	1,377,808
Profit of the year	69,873	47,326
Profit attributable to the parent company	45,835	47,326
Basic Earnings per Share (Baht)	0.15	0.16

The Chairman gave shareholders the opportunity to ask questions and provide comments, with shareholders having submitted questions in advance. The questions and corresponding answers will be presented at the end of the minutes of the Meeting.

No shareholder raised any further questions or comments; therefore, the Chairman requested that the meeting proceed to vote.

#### Resolution of the Meeting

The meeting approved the consolidated and separated of the Financial Statements for the fiscal year ending December 31, 2025 by the majority vote of shareholders who attended and casted their votes as follows:

Approved	228,541,001	Votes	equivalent to	100%
Disapproved	0	Votes	equivalent to	0%
Voided Ballot	0	Votes		
Abstained	0	Votes		

#### **Agenda 4 To consider and approve profit allocation and dividend payment for the year 2025**

The Chairman invited the Chief Financial Officer to present this agenda to the shareholders. The Chief Financial Officer presented to the meeting that in accordance with the Public Limited Companies Act B.E. 2535, as amended, Section 116, it is stipulated that the company must allocate a portion of the annual net profit to a reserve fund of no less than 5% of the annual net profit, after deducting any carried-forward losses (if any), until the reserve fund reaches no less than 10% of the registered capital, unless the company's articles of association or other laws require a higher reserve fund. According to the company's regulations, Article 36(3), the company is required to propose the allocation of profits and the payment of dividends to the annual general meeting of shareholders for approval.

The company has a policy to pay dividends to shareholders of no less than 50% of the net profit according to the company's consolidated financial statements, after tax and after reserving amounts required by

law and the company's regulations for various reserves in each year, and obligations under loan agreements (if any). The company's Board of Directors will consider the payment of dividends, which may vary from the specified rate, based on factors that benefit the shareholders, such as the economic conditions, the company's performance and financial position, cash flow, reserves for loan repayment or working capital within the company, loan agreement terms and conditions, and ensuring that the dividend payment does not significantly affect the company's normal operations, as deemed appropriate by the Board of Directors.

For the year ending December 31, 2025, the company recorded annual profit in the consolidated financial statements of THB 45.84 million; therefore, it is proposed to pay a dividend for the 2025 operating results at the rate of THB 0.10 per share. There is no need to allocate any additional reserve because the company has fully allocated as specified by law. The dividend will be paid from the net profit for 2025 and unappropriated retained earnings, which includes profits from the company's operations that are subject to corporate income tax at a rate of 20%, and dividends received from subsidiaries that are also subject to corporate income tax at the rate of 20%. Individual shareholders are entitled to a dividend tax credit under Section 47 bis of the Revenue Code.

Accordingly, the record date for determining shareholders entitled to receive the dividend is set on 12 March 2026, and the dividend payment is scheduled to be made to shareholders on 15 May 2026.

In addition, the Chief Financial Officer presented dividend payment information comparing year 2024 and year 2025 to the meeting as follow:

List	2025 (Proposed Year)	2024
Retained Earnings (Million Baht )	45.84*	96.77**
No. of Shares (Million shares)	300	300
No. of treasury shares (Million shares)	1.82	1.82
No. of Shares (after deducting treasury shares) (Million shares)	298.18	298.18
Dividends paid (Baht/share )	0.10	0.17
- Interim dividend (Baht/share )	0.00	0.00
- Annual dividend (Baht/share )	0.10	0.17
Total dividends paid (Million Baht )	29.82	50.69
Dividend Paid on Net Profit (%)	65.05	52.38

Note: \* Net profit in the consolidated financial statements attributable to the parent company

\*\* Net profit in the separate financial statements

The Chairman gave shareholders the opportunity to ask questions and provide comments, but no shareholders raised questions or comments.

The Chairman then asked the meeting to vote.

### Resolution of the Meeting

The meeting resolved to approve dividend payment for the year 2025 by the majority vote of shareholders who attended and casted their votes as follows:

Approved	228,541,001	Votes	equivalent to	100%
Disapproved	0	Votes	equivalent to	0 %
Voided Ballot	0	Votes		
Abstained	0	Votes		

### **Agenda 5 To approve the appointment of directors to replace directors who retired by rotation in 2026 and the change in the number of directors.**

The Chairman invited the Chairman of the Nomination and Remuneration Committee to present this agenda to the shareholders. To promote good corporate governance, directors who are due to retire by rotation in 2026 will not be present at the meeting while this agenda is being considered.

The Chairman of the Nomination and Remuneration Committee presented to the meeting that, according to the company's regulations, Article 17, at each annual general meeting of shareholders, one-third (1/3) of the directors must retire by rotation. If the number of directors cannot be evenly divided into three parts, the closest number to one-third (1/3) will be used. Directors who retire by rotation may be re-elected to their positions.

Directors who are required to retire in the first and second years after the company is registered will be selected by a draw. For subsequent years, the director who has held their position for the longest period will retire. According to the company's regulations, Article 36(4), the annual general meeting of shareholders must consider the election of new directors to replace those retiring by rotation.

In the 2026 annual general meeting, there are 4 directors who are due to retire by rotation, as follows:

1. Mrs. Jotika Savanananda, Independent Director
2. Mr. Boonyong Tansakul, Director
3. Mr. Chittapon Vivaddhanakasem, Director
4. Mr. Steven David Halliday, Director

In the director nomination process, the company announced the opportunity for shareholders to propose individuals they consider suitable for nomination as directors of the company at the 2026 annual general meeting of shareholders, during the period from September 12, 2025, to December 31, 2025, through the company's website and the news system of the Stock Exchange of Thailand. However, no shareholder proposed any individual to the company.

The Nomination and Remuneration Committee has considered and identified suitable candidates to be proposed for election as directors and independent directors of the Company, in replacement of directors and independent directors who are due to retire by rotation upon completion of their terms. The selection and appointment were carried out in accordance with the Company's criteria for director nomination and appointment, as well as the Board Skill Matrix. Directors with relevant interests did not participate in the consideration process.

The Committee is of the view and recommends to the Board of Directors that the retiring directors are suitably qualified, possess no prohibited qualifications under the Private Limited Companies Act B.E. 2535, and do not have any characteristics prohibited under applicable laws, regulations, or requirements of relevant regulatory authorities. They are individuals with knowledge, competence, and experience beneficial to the Company's business operations, and demonstrate sound business ethics, vision, and positive attitudes toward the organization. They perform their duties with responsibility, integrity, morality, and honesty. Throughout their tenure, such directors have fully devoted themselves to their responsibilities, contributing significantly to the Company, and are deemed suitable to continue serving as directors and independent directors of the Company.

Mr. Boonyong Tansakul, Mr. Chittapon Vivaddhanakasem and Mr. Steven David Halliday have expressed their intentions not to renew their term as directors. As a result, the number of the company's directors will be changed from 10 to 7.

At the Board of Directors' Meeting No. 2/2026 held on 24 February 2026, excluding directors with conflicts of interest in this agenda item, and following the screening process in accordance with the Company's criteria for director nomination, the Board considered that the directors who are due to retire by rotation are suitably qualified for the Company's business operations. The Board therefore resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval as follows:

1. To re-elect one retiring director, namely Mrs. Jotika Savanananda, to serve as a director and independent director for another term, as the said director is considered to be suitably qualified for the Company's business operations in accordance with the Company's Board Skill Matrix and possesses the qualifications of an independent director.
2. The changing of the number of the company's directors from 10 to 7.

The Chairman provided shareholders the opportunity to ask questions and express their opinions, but no shareholder had questions or comment.

The Chairman therefore requested the meeting to vote on the appointment of director and on the change in the number of directors of the Company.

#### Resolution of the Meeting

The meeting resolved to approve the reelection of Director who retired by rotation to be director and independent director for another term and the changing of the number of directors of the company by the majority vote of shareholders who attended and casted their votes as follows:

- |     |   |             |       |               |          |
|-----|---|-------------|-------|---------------|----------|
| (1) | Mrs. Jotika Savanananda as Independent Director                                   |             |       |               |          |
|     | Approved  | 228,386,001 | Votes | equivalent to | 99.9322% |
|     | Disapproved   | 155,000     | Votes | equivalent to | 0.0678%  |
|     | Voided Ballot   | 0           | Votes |               |          |
|     | Abstained   | 0           | Votes |               |          |
| (2) | Approve the changing in the total number of Directors of the Company from 10 to 7 |             |       |               |          |

Approved	228,541,001	Votes	equivalent to	100%
Disapproved	0	Votes	equivalent to	0%
Voided Ballot	0	Votes		
Abstained	0	Votes		

#### Agenda 6 To approve the remuneration of directors for the year 2026

The Chairman invited the Chairman of Nomination and Remuneration Committee, to present this agenda to the shareholders. The Chairman of Nomination and Remuneration Committee presented to the meeting that according to the amended Section 90 of the Public Limited Companies Act BE 2535 and the Article 22 of the Company's Articles of Association, the directors are entitled to receive remuneration from the Company in the form of rewards, meeting allowances, gratuities, bonuses or other forms of remuneration. As the shareholders' meeting will consider and vote with a vote of not less than two-thirds (2/3) of the total votes of the shareholders attending the meeting, which may determine the remuneration of directors in a certain amount or put into specific criteria and will be scheduled from time to time or effective forever until the shareholders' meeting resolves to change otherwise. In addition, the directors are entitled to receive allowances and welfare according to the regulations of the Company and Articles 36 (5) to hold the annual general meeting of shareholders to consider the remuneration of directors.

In this regard, the Nomination and Remuneration Committee proposed to the Board of Directors to approve the Annual General Meeting of Shareholders to consider the remuneration of the Board of Directors of the Company, including remuneration for directors in sub-committees for the year 2026 as follow:

1. Financial Remuneration
  - 1.1 Fixed Remuneration
    - Chairman of the Board of Directors at 25,000 Baht per month
    - Non-executive directors at 15,000 Baht per month per person
  - 1.2 Meeting allowance
    - 1.2.1 Board of Directors' meeting allowance
      - Chairman of the Board of Directors meeting allowance 40,000 Baht per meeting
      - Remuneration for non-executive directors meeting allowance 25,000 Baht per director per meeting
    - 1.2.2 Meeting allowance for subcommittees
      - Meeting allowance for chairman of subcommittees at 35,000 Baht per meeting
      - Meeting allowance for non-executive directors at 25,000 Baht per director per meeting
  - 1.3 Executive directors will not receive any financial remuneration for being the member of Board of Directors and/or member of sub-committees.
  - 1.4 Fixed remuneration and meeting allowance totaling not more than 5.0 million Baht

1.5 Annual bonus at the rate of 3% of dividends of the year 2025 (Payment in 2026) in an amount not exceeding 3.6 million Baht and the Board of Directors has the authority to allocate the said bonus to the directors

2. Non-financial Remuneration - none –

Requesting to be effective from the date of approval from the shareholders' meeting onwards.

Comparison of director remuneration for the year 2025 and 2026

Remuneration	2026 (Proposed Year)		2025	
	Fixed Remuneration (Baht / Month)	Meeting Allowance (Baht / Meeting)	Fixed Remuneration (Baht / Month)	Meeting Allowance (Baht / Meeting)
1. Board of Directors				
- Chairman of the Board of Directors	25,000	40,000	25,000	40,000
- Non-executive Director	15,000	25,000	15,000	25,000
2. Audit and Corporate Governance Committee				
- Chairman	-	35,000	-	35,000
- Committee Member	-	25,000	-	25,000
3. Executive Committee				
- Chairman	-	35,000	-	35,000
- Committee Member	-	25,000	-	25,000
4. Nomination and Remuneration Committee				
- Chairman	-	35,000	-	35,000
- Committee Member	-	25,000	-	25,000
5. Marketing and Sustainability Development Committee				
- Chairman	-	35,000	-	35,000
- Committee Member	-	25,000	-	25,000
6. Risk Management Committee				
- Chairman	-	35,000	-	35,000
- Committee Member	-	25,000	-	25,000
7. Remuneration for Executive Director	-	-	-	-

Remuneration	2026 (Proposed Year)		2025	
	Fixed Remuneration (Baht / Month)	Meeting Allowance (Baht / Meeting)	Fixed Remuneration (Baht / Month)	Meeting Allowance (Baht / Meeting)
8. Fixed remuneration and Meeting allowance totaling not more than (Baht)	5,000,000		5,000,000	
9. Compensation and other benefits besides fixed remuneration and meeting allowances	Annual bonus at the rate 3% of dividend of the year 2025 (Payment in 2026) in an amount not exceeding 3.6 million Baht and the Board of Directors has the authority to allocate the said bonus to the directors.		Annual bonus at the rate of 3% of dividend payment in 2025 in an amount not exceeding 3.6 million Baht and the Board of Directors has the authority to allocate the said bonus to the directors.	
10. Non-financial remuneration	-None-		-None-	

Remark: In 2025, the Company paid the fixed remuneration and meeting allowance in the amount of 3,920,000 Baht and pay director bonuses in the amount of 1,520,743 Baht.

The Chairman gave shareholders the opportunity to ask questions and provide comments, but no shareholders raised questions or comments.

The Chairman then asked the meeting to vote.

#### Resolution of the Meeting

The meeting resolved to approve the remuneration of the Director for the year 2026 as follow:

1. Financial Remuneration
  - 1.1 Fixed Remuneration
    - Chairman of the Board of Directors at 25,000 Baht per month
    - Non-executive directors at 15,000 Baht per month per person
  - 1.2 Meeting allowance
    - 1.2.1 Board of Directors' meeting allowance
      - Chairman of the Board of Directors meeting allowance 40,000 Baht per meeting
      - Remuneration for non-executive directors meeting allowance 25,000 Baht per director per meeting
    - 1.2.2 Meeting allowance for subcommittees
      - Meeting allowance for chairman of subcommittees at 35,000 Baht per meeting

- Meeting allowance for non-executive directors at 25,000 Baht per director per meeting

1.3 Executive directors will not receive any financial remuneration for being the member of Board of Directors and/or member of sub-committees.

1.4 Fixed remuneration and meeting allowance totaling not more than 5.0 million Baht

1.5 Annual bonus at the rate of 3% of dividends of the year 2025 (Payment in 2026) in an amount not exceeding 3.6 million Baht and the Board of Directors has the authority to allocate the said bonus to the directors

2. Non-financial Remuneration - none –

To be effective from the date of approval from the shareholders' meeting onwards.

The matter was approved by the vote of not less than two-third of the total votes of the shareholders who attend the meeting as follows:

Approved	228,541,001	Votes	equivalent to	100%
Disapproved	0	Votes	equivalent to	0%
Voided Ballot	0	Votes		
Abstained	0	Votes	equivalent to	0%

#### Agenda 7 To appoint Company's auditor and its relevant auditing fee for the year 2026

The Chairman invited the Chairman of Audit and Corporate Governance Committee, to present this agenda to the shareholders. The Chairman of Audit and Corporate Governance Committee presented to the meeting that according to the Public Limited Companies Act BE 2535, amended Section 120, The Annual General Meeting of Shareholders must appoint auditors and determine the amount of audit fee of the company every year. In the appointment of the auditor, the same auditor may be re-appointed. And Section 121 states that the auditor must not be a director, staff, employee or person holding any position in the company. The company's Article 36 (6) states that the annual general meeting of shareholders must consider the appointment of auditors and determine the amount of audit fees.

The Board of Directors resolved to proposed to the shareholders' meeting to approve the appointment of Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. to be the auditor of the company for the year 2026 with the list of auditors as follows:

- 1) Miss. Wimolporn Boonyusthian , Certified Public Accountant Registration No. 4067 and / or
- 2) Mr. Choopong Surachutikarn , Certified Public Accountant Registration No. 4325 and / or
- 3) Miss. Porakoch Jongkolsiri, Certified Public Accountant Registration No. 7150 and / or
- 4) Miss. Suwadee Wangrangsimakul, Certified Public Accountant Registration No. 7374

Any of the above persons may be the auditor and provide opinions on the financial statements of the company. The remuneration for the auditor will be within the amount not exceeding 5,110,000 Baht (Five million one hundred and ten thousand baht) which does not include other expenses that will occur during the service of the company (Out of Pocket Expense). The auditors in the list proposed above do not have relationship or interest

with the company, subsidiaries, executives, major shareholders or those related to the said person. In the event that the said auditor is unable to work, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. will recruit another certified public accountant to work on their behalf.

In addition, if there are more subsidiaries or joint venture companies during the year, it is proposed that shareholders grant authorized power of attorney to the Board of Directors to be able to appoint an auditor and determine additional audit fees according to the Audit and Corporate Governance Committee's Approval.

Comparison of audit fees between year 2026 and 2025

List	Year 2026 (proposed year) Deloitte Touche Tohmatsu Chaiyos Audit Co., Ltd..	Year 2025 Deloitte Touche Tohmatsu Chaiyos Audit Co., Ltd..	Increase / (Decrease)
Audit fee (Baht)	5,110,000	5,110,000	-
Service fee (Baht)	- None -	- None -	-

The Chairman gave shareholders the opportunity to ask questions and provide comments, but no shareholders raised questions or comments.

The Chairman then asked the meeting to vote.

In this agenda item, the Company reported the voting results to the Meeting. Subsequently, it was found that there was an error in the initial reporting of the voting results. The votes were therefore re-verified and recounted, and the correct voting results were duly reported to the Meeting prior to the adjournment of the Meeting.

**Resolution of the Meeting**

The meeting resolved to approve an appointment of Deloitte Touche Tohmatsu Chaiyos Audit Co., Ltd. to be the auditor of the company for the year 2026 with the list of auditors as follows:

1. Miss. Wimolporn Boonyusthian , Certified Public Accountant Registration No. 4067 and / or
2. Mr. Choopong Surachutikarn , Certified Public Accountant Registration No. 4325 and / or
3. Miss. Porakoch Jongkolsiri, Certified Public Accountant Registration No. 7150 and / or
4. Miss. Suwadee Wangrangsimakul, Certified Public Accountant Registration No. 7374

Any of the above persons may be the auditor and provide opinions on the financial statements of the company. and approved relevant auditing fee for the year 2026 in the amount not exceeding 5,110,000 Baht (Five million one hundred and ten thousand baht) which does not include other expenses that will occur during the service of the company (Out of Pocket Expense). In the event that the said auditor is unable to work, Deloitte Touche Tohmatsu Chaiyos Audit Co., Ltd. will recruit another certified public accountant to work on their behalf. In addition, if there are more subsidiaries or joint venture companies during the year, shareholders grant authorized power of attorney to the Board of Directors to be able to appoint an auditor and determine additional audit fees.

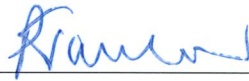
The matter was approved by the majority vote of shareholders who attended and casted their votes as follows:

Approved	228,541,001	Votes	equivalent to	100%
Disapproved	0	Votes	equivalent to	0%
Voided Ballot	0	Votes		
Abstained	0	Votes		

**Agenda 8 To consider other matters (if any)**

The Chairman gave shareholders the opportunity to ask questions and provide comments, but no shareholders raised questions or comments.

With no other matter to consider, the Chairman therefore thanked to all shareholders and announced the closing of the meeting at 11.01 hrs.



(Mr. Paitoon Taveebhol)

Chairman of The Meeting

Minutes of Meeting Recorder



(Miss. Oraya Uesakul)

Company Secretary

## Summary of Questions and Opinions from Shareholders at the 2026 Annual General Meeting of Shareholders and the Company's Responses

A shareholder, acting as a proxy from the Thai Investors Association, submitted advance questions for Agenda Item 3 as follows:

1. Given the trend of consumer behavior focusing on value for money and shifting toward lower-priced brands, what proactive plans does the Company have to attract customers back to existing branches in order to return same-store sales growth in the restaurant business to a positive level?

2. Please clarify the reasons for the significant increase in the corporate income tax rate in 2025, and how the Company plans to manage its tax incentives in 2026 to return to a normal level.

The Chief Financial Officer responded as follows:

1. Overall, current consumer behavior reflects greater caution in spending, with increased emphasis on value for money alongside a good service experience. The Company's strength lies in its diversified brand portfolio, ranging from mass to premium-mass segments, enabling it to meet diverse customer needs. The Company focuses on delivering value through high-quality ingredients, consistent taste, good service, and in-store experience, rather than competing on price.

Strategically, the Company prioritizes improving the performance of existing branches by enhancing menus and meal sets to offer greater value, utilizing CRM systems to provide targeted offers to existing customer groups, and creating incentives for repeat visits, such as seasonal menu offerings and new customer experiences.

In addition, the Company has refined the positioning of each brand to ensure clearer differentiation in line with current economic conditions, while focusing on operational efficiency to drive sustainable revenue growth.

2. Income tax expenses in the financial statements consist of current income tax and deferred tax assets recognized in accordance with accounting standards.

In 2025, tax expenses increased due to a change in the recognition of deferred tax assets arising from tax losses, applied under the principle of prudence. This is an accounting item and does not affect cash flow, and the Company still expects to utilize these tax benefits in the future.

The Company manages tax incentives prudently in line with its long-term plan by utilizing accumulated tax losses and statutory tax benefits to enhance efficiency while maintaining risk management discipline.