

- Translation -

Minutes of the Annual General Shareholders' Meeting 2026

Do Day Dream Public Company Limited

On Thursday 23 April 2026 at 10.00 hrs.

Electronic meeting (E-AGM)

This Shareholders' Meeting was in accordance with the resolution of the Board of Directors' Meeting No. 1/2026 which was held on 20 February 2026, in order to propose the significant and other relevant matters, specified in the invitation letter, to shareholders for consideration.

Ms. Chalida Kimyong, the Company Secretary and Investor Relation ("The Secretary") welcomed the Chairman of the Board of Directors, the management, and the shareholders who attended the 2025 Annual General Meeting of Shareholders, which was held in the form of E-Meeting, in compliance with Emergency Decree on Electronic Meetings, B.E.2563 and Notification of Ministry of Digital Economy and Society of Meetings via electronic means B.E.2563. The Company has arranged for qualified and certified electronic meeting service providers to facilitate the electronic meetings, as per the requirements of relevant authorities as follows.

- The Meeting control system (IR PLUS AGM) has been certified, and
- The voting system, IR PLUS AGM, has been self-assessed for compliance by the Electronic Transactions Development Agency (ETDA).

The Company has transmitted the audio and visual signals of the Meeting through the VDO conference remote meeting system. Shareholders are able to confirm their identities and register to attend the Meeting according to the details provided in the attached document number 11, which the Company has sent along with the Meeting invitation letter to the Shareholders.

Board of Directors in Attendance

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| 1. Mr. Rittikrai Thammaraksa | Chairman of the Board of Directors, Member of Executive Committee, and Chairman of Meeting |
| 2. Dr. Sarawut Pornpatanarak | Vice Chairman of the Board of Directors, Member of Sustainability and Risk Management Committee and Chairman of Executive Committee |
| 3. Asst. Prof. Dr. Terdsak Rojsurakitti | Independent Director, Member of Audit Committee, and Chairman of Nomination and Remuneration Committee |
| 4. Mr. Wasin Parithan | Independent Director and Chairman of Audit Committee |
| 5. Mr. Nitiroj Manolamai | Director, Member of Executive Committee and Member of Sustainability and Risk Management Committee |
| 6. Mr. Yuthapong Ma | Director |
| 7. Mr. Suphawatt Vanichprapha | Director, Member of Executive Committee and |

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| | Member of Nomination and Remuneration Committee |
| 8. Ms.Wiyada Gongsir | Independent Director, Member of Audit Committee,
Chairman of the Sustainability and Risk Management Committee
and Member of the Nomination and Remuneration Committee |
| 9. Miss Nuntawan Suwandej | Director, Vice Chairman of the Executive Committee and
Chief Executive Officer |

There were 9 directors from 9 directors or 100% of total directors attended the meeting.

Attendances Executives

1. Mr. Theerawat Preechawipat Chief Financial Officer

A representative auditors from KPMG Phoomchai Audit Limited

1. Mr. Treerawat Witthayaphalert The certified auditor with registration number 11464 also served as a witness in tallying the votes for each agenda item.

And Mr.Rathapoom Kumsiri, a volunteer shareholder rights advocate from the Thai Investor Association, participated in the meeting via electronic media.

The Record Date on which shareholders have rights to attend and vote in the Annual General Shareholders' Meeting was on 11 March 2026 pursuant to the Securities and Exchange Act B.E.2535, section 89/26 and the Company's Article of Association (Clause 31). Details can be accessed from the website of the Stock Exchange of Thailand, where important information about the Company, including the names of major shareholders and various news, will be available.

Futhermore, the Company has provided an opportunity for shareholders to nominate individuals to enter the director election process to replace who will retire by rotation in year 2026, including inviting proposals for consideration by the Company's board of directors for inclusion in the agenda of this Annual General Meeting of Shareholders. This invitation was open from October 1 to December 30, 2025. Despite this, no shareholders proposed agenda items or nominated individuals for consideration as directors in accordance with the Company's regulations.

As of the book-closing date for determining the list of shareholders entitled to attend the meeting, the Company held 1,515,000 treasury shares under the share repurchase program for financial management purposes. These treasury shares shall not be counted toward the quorum of the shareholders' meeting, carry no voting rights, and are not entitled to receive dividends.



Subsequently, The Secretary then informed the Meeting that there was 1 shareholder attending the Meeting in person, representing 37,100 shares; 29 proxy holders, representing 220,748,456 shares; 3 shareholders attending the Meeting electronically, representing 199,100 shares; and 5 proxy holders attending the Meeting electronically, representing 1,600 shares. In total, 38 shareholders and proxy holders attended the Meeting, representing an aggregate of 220,986,256 shares, equivalent to 69.8500 percent of the Company's total issued and paid-up shares of 316,372,600 shares (excluding treasury shares); therefore, constituting a quorum pursuant to the Public Limited Company Act B.E. 2535 Section 103 and the Company's Article of Association (Clause 33). Mr. Rittikrai Thammaraksa was the Chairman of the Meeting pursuant to the Company's Article of Association (Clause 34) and relevant law.

The Chairman welcomed the Board of Directors, the Management, the representative accountant, and the shareholders attending the Annual General Meeting for the 2026 and appointed miss Chalida Kimyong, the Secretary as the controller of the electronics shareholder meeting system to ensure compliance with the relevant law and regulations. The Chairman requested the Secretary to explain of procedure for casting votes and report the voting results on each agenda through Electronic meeting (E-AGM) System Furthermore, she was tasked with conducting the Meeting according to the Specified agenda.

Before commencing the Meeting according to the agenda, the Secretary informed the meeting that in this meeting, the Company will collect, use, and disclose personal data, including still images, audio, and motion images of all participants, for the purpose of recording and compiling meeting reports and managing the meeting proceedings.

Following that, the Secretary explained of procedure for casting votes and report the voting results on each agenda through Electronic meeting (E-AGM) System during the Meeting as follow:

The method and criteria for conducting the Meeting are as follow:

- For voting, shareholders or proxy holders will openly disclose their votes. Each shareholder or proxy holder will have voting rights corresponding to the number of shares they hold or have been delegated. It is understood that 1 share equals 1 vote.
- Each individual shareholder is entitled to vote either "For," "Approve," or "Abstain" "Disapprove" and "Abstain" on each agenda item by allowing shareholders or proxies to vote according to only one opinion (unless it is a Custodian's vote that in the proxy allow splitting of votes).
- For agenda item 5 regarding the appointment of directors to replace who will retire by rotation in year 2025, an individual election method will be used to ensure alignment with Good Corporate Governance principles.

Voting procedure, Vote counting process, and Notification of Voting results.

1. The meeting will consider agenda items in the order specified in the meeting invitation letter. Information for each agenda item will be presented, and shareholders will have the opportunity to ask questions before voting. The meeting will announce the voting results for each agenda item after the votes have been counted, in accordance with the agenda sequence.
2. For the voting process, the system will default each agenda item to 'Approve.' Shareholders may change their vote to 'Disapprove' or 'Abstain' and then click the 'Confirm' button, upon which the system will immediately update the vote. In the case of shareholders or proxy holders representing multiple persons, the system will display all names of those being represented, and the votes will be cast individually for each person.

If a shareholder need to cancel their vote, they can press the "Cancel Vote" button. For any shareholder who has not voted within the specified time, the Company will consider them to have voted "For" the respective agenda item. Votes can be amended until the voting period for that agenda item is closed. The company allows a voting period of 1 minute. Once the voting period for each agenda item is closed, the results will be announced to the meeting attendees.
3. The vote count will include votes from both attending shareholders and proxy holders who have the right to vote at the meeting. Votes cast as "Disapprove" and "Abstain" will be deducted from the total votes. Resolutions will be passed according to the provisions for each agenda item as stated in the meeting invitation letter. In the event of a tie, the Chairman of the meeting will cast an additional deciding vote. If a shareholder does not vote, the Company will consider it as a vote "For." Additionally, in considering the aforementioned vote count, the intentions expressed by proxy holders in their proxy forms will also be taken into account.
4. In case of receiving proxies from multiple shareholders using the same email and phone number for identity confirmation, the system will consolidate the names of proxy givers into a single user account. However, if different email addresses and phone numbers are used for identity confirmation, the system will not consolidate the names of proxy givers, and separate user accounts will be created. If you wish to access other user accounts, you can do so by selecting the "User Account" menu and clicking on the "Switch Account" button to access the account of other proxy givers. When switching accounts, the system will not remove the voting records from the meeting database.
5. In case that a shareholder deregisters from the meeting before the closure of voting on any agenda item, their vote will not be counted for that specific agenda item, and their votes will not be considered for the remaining agenda items immediately. However, leaving the meeting during any agenda item does not revoke the shareholder's or proxy holder's right to rejoin the meeting and cast votes on agenda items that have not yet been voted on in the system.

Questioning at the Meeting



6. Before voting on each agenda item, the Company will provide an opportunity for meeting participants to ask questions or provide comments on the relevant agenda item, as appropriate. They can select the agenda item they need to inquire about or comment on and then press the "Question" button. There are two channels available for asking questions:

- They can inquire via text by typing their questions and then pressing the "Send Question" button. The Company will read and respond to questions related to that agenda item at the meeting. However, if there are a large number of questions submitted, the Company reserves the right to select and prioritize questions based on relevance.
- Shareholders can ask questions via video and audio conference by clicking the "Ask via Video and Audio" button and then pressing "Agree" to confirm the queue reservation. The Meeting facilitator will announce the name of the participant who has the privilege to ask questions. They are then required to activate their microphone and camera. Subsequently, shareholders may ask the question. It is advisable for them to state their full name and their status as either a shareholder or a proxy holder before asking the question. This enables the Company to accurately record the information in the meeting report.

The Company reserves the right to cut off the video and audio of any shareholder who asks questions or expresses opinions in a disrespectful manner, defames others, violates any laws, including the rights of others, disrupts the meeting, or causes discomfort to other participants.

7. In cases where shareholders need to ask questions using audio and video and to manage meeting time effectively, we kindly request that shareholders submit their questions via text. This will allow our staff to address the questions either during or at the end of the meeting. Alternatively, the Company will summarize the questions and answers as an attachment to the shareholder meeting report, which will be disseminated through the Stock Exchange's information dissemination system and the Company's website within 14 days after the meeting concludes.

8. In case shareholders encounter any issues with the meeting system or voting system, please refer to and follow the instructions provided along with the meeting invitation letter. Alternatively, you can select the "Help" menu within the system to contact the Inventech Call Center staff. You can reach them via the telephone number and Line Official displayed on the screen.

9. The Company has implemented the E-Proxy Voting system. Individual shareholders who are members of the Investor Portal (IVP) and have completed identity verification through the National Digital ID (NDID) platform may access the system via the IVP. For mutual funds managed by asset management companies and foreign juristic persons represented by custodians, access is available via the e-Proxy Voting for Intermediaries system.

When shareholders have acknowledged and have no objections to the method of voting, vote counting, announcement of results, and procedures for questioning at the meeting as detailed above, the Secretary will proceed with the meeting according with the agendas as follows:

Agenda 1 To Consider and Certify the Minutes of the General Shareholders' Meeting 2025

The Secretary requested the Meeting to consider and certify the minutes of General Shareholders' Meeting 2025 which was held on 22 April 2025, as per details in a copy, which had already been distributed to shareholders together with the meeting invitation letter to shareholders. Major part of the General Shareholders' Meeting 2025.

After that, the Company provided an opportunity for shareholders to ask questions and express their opinions by typing and sending questions through the IR Plus AGM system or via video and audio channels (Video Conference).

Since there was no shareholder raising any amendment thereto, then proposed the Meeting to cast their votes. This agenda required a majority vote of shareholders attending and cast their votes.

There were a total of 38 shareholders attending the meeting, with a total of 220,986,256 shares.

Resolution: The meeting has resolved to certify the minutes of the 2025 Annual General Meeting of Shareholders, held in April 22, 2025 with an unanimously vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

Agenda 2: To Acknowledge the 2025 Company's Performance Results and to Approve the Financial Statements ended on 31 December 2025, Which as been Audited by the Auditor.

Mr. Theerawat Preechawipat, Chief Financial Officer, reported to the Meeting that the Company had prepared the Management Discussion and Analysis ("MD&A") and disclosed it in the 2025 Annual Report (pages 128–134), which had already been distributed to the shareholders together with the Notice of the Meeting. In this agenda item, the Company would summarize and explain the significant changes in the financial statements, including both positive and negative factors that materially affected the Company's performance, as detailed below.

Revenue from Sales for the year 2025 amounted to THB 1,343 million, representing a decrease from the previous year. The key factor was the change in the Company's business model in the Philippines from a



Joint Venture model to a Pure Distribution Model, resulting in a change in revenue recognition from retail selling prices to wholesale selling prices. Nevertheless, the Company was able to maintain stable revenue from its core business operations.

When classified by product category, FMCG products accounted for 60 percent of total revenue, while the Equipment category accounted for 40 percent, increasing from the previous year. The growth was mainly driven by the strong performance of the Sparkle and Lesasha brands, respectively.

In terms of geographical revenue distribution, domestic sales accounted for 80 percent of total sales revenue, increasing from 69 percent in the previous year, while overseas sales accounted for 20 percent, decreasing from the previous year as a result of the aforementioned business model change in the Philippines.

For revenue by distribution channel, Modern Trade remained the Company's primary sales channel, accounting for 46 percent of total revenue. Meanwhile, online sales channels recorded significant growth, increasing from 13 percent to 20 percent of total revenue, supported mainly by the expansion of Shopee and TikTok platforms.

Cost of Goods Sold ("COGS") for the year 2025 amounted to THB 552 million, representing 41 percent of revenue from sales, which improved from the previous year. The improvement was mainly attributable to enhanced production efficiency and effective factory capacity utilization management.

Selling and Administrative Expenses ("Operating Expenses") for the year 2025 amounted to THB 743 million, representing 55 percent of revenue from sales, decreasing from the previous year. The decrease was mainly due to more efficient control of selling expenses, effective management of promotional and marketing expenses, as well as the impact of the business model adjustment in the Philippines.

Regarding profitability, the Company reported Gross Profit of THB 791 million, representing a gross profit margin of 59 percent, which improved from the previous year. Net Profit for the year 2025 amounted to THB 68 million, representing a net profit margin of 5 percent, showing a significant improvement from the previous year and reflecting the Company's effective cost management and expense control measures.

The Company's financial statements and income statements for the period of the year 2025 ended December 31, 2025 which has been approved by the Audit Committee and the Board of Directors. as per details in a copy, which had already been distributed to shareholders together with the meeting invitation letter to shareholders.

Transaction	Consolidated		Seperate	
	2024	2025	2024	2025
Total Assets	4,938,774,723	4,826,442,604	4,918,251,960	4,901,182,625
Total Liabilities	368,687,096	275,692,753	127,718,607	139,918,993
Total Equity	4,570,087,627	4,550,749,851	4,790,533,353	4,761,263,632
Sale Revenue	1,427,113,327	1,342,835,064	300,329,121	387,750,337
Total Revenue	1,496,110,601	1,383,888,038	600,055,610	626,597,257
Net Profit for the year	20,463,550	68,051,506	99,939,601	43,647,294
Net profit attributable to the parent company	24,199,448	70,015,834	99,939,601	43,647,294
Earnings per share	0.08	0.22	0.31	0.14

In addition to placing importance on the management of the Company's operating performance as mentioned above, the Company remains committed to conducting its business in accordance with good corporate governance principles to ensure sustainable growth. The Company has established clear anti-corruption policies and practices covering all levels of the organization and has continuously communicated such policies to directors, executives, and employees.

With respect to developments from the previous year, the Company has continued to strengthen awareness and understanding of anti-corruption practices and corporate governance principles through internal communications and organizational activities. The Company is also in the process of developing learning materials to further enhance operational standards and systematically foster a transparent corporate culture. Details of the related initiatives and activities have been disclosed in the 2025 Annual Report (pages 68–127).

At the same time, the Company is currently considering and preparing its readiness to declare its intention to participate in the Collective Action Coalition Against Corruption ("CAC") in the future, with the aim of strengthening stakeholder confidence and supporting sustainable long-term growth. In this regard, the Company will assess the readiness of its personnel, including enhancing knowledge and understanding among relevant employees. Once sufficient readiness has been achieved, the matter will be proposed to the Board of Directors for consideration of establishing a working committee and proceeding with the relevant steps for participation in the CAC program.

Subsequently, the company provided shareholders with the opportunity to inquire and express their opinions by submitting questions through the IR Plus AGM system or via audio-visual channels such as video conferencing.

A shareholder attending the Meeting electronically, **Mr. Teerasak Kitviriyawong**, inquired about the key factors that would support the Company's sales growth in 2026.

Miss Nuntawan Suwandej, Chief Executive Officer, explained that the Company had continuously prepared its business strategy since 2025 to ensure sustainable growth in 2026. The Company's growth strategy consists of two main areas: domestic growth and international growth.

For domestic growth, the Company places significant emphasis on increasing sales through online channels by strengthening collaboration with various platforms and focusing on products that demonstrated significant growth in 2025, such as Lesasha and Sparkle products, in order to continuously drive sales through Shopee, Lazada, and TikTok platforms.

In addition, the Company focuses on strengthening its product portfolio by developing products that align with consumer needs and maintaining appropriate pricing strategies. In the previous year, Sparkle and Lesasha products were among the key drivers of sales growth. In 2026, the Company plans to further drive the growth of these two product groups while continuing to develop new products with emphasis on technology, active ingredients, and marketing strategies that respond to rapidly changing consumer behavior.

For international growth, the Company plans to expand cooperation with overseas business partners in terms of both the number of partners and countries. Previously, overseas revenue was significantly dependent on the Philippines market. Therefore, the Company has continuously sought additional potential distributors in countries such as Malaysia, Taiwan, and Hong Kong, while focusing on markets with strong growth potential that align with the positioning of the Company's brands.

The next question was raised by **Ms. Kanyakorn Mongkol**, a shareholder attending the Meeting electronically, who inquired about the Company's cost management approach amid uncertainties arising from international conflicts.

Miss Nuntawan Suwandej, Chief Executive Officer, explained that the Company places importance on comprehensive supply chain management covering upstream, midstream, and downstream operations, which are more complex than general business management. The Company focuses on maximizing factory utilization efficiency while balancing production capacity with slowing market demand.



The Company had proactively prepared for the slowdown in sales and purchase orders by collaborating closely with suppliers who have worked with the Company for more than 4–5 years to implement a more Just-in-Time approach in raw material procurement and product delivery. This has improved cost management efficiency and delivery timeliness. In addition, the Company manages its own logistics and warehouse systems.

Regarding expense control, the Company focuses on controlling expenses that do not affect sales or customer services. During uncertain economic conditions, the Company would consider reducing or postponing “Nice to Have” expenses while maintaining essential “Must Have” expenses necessary for business operations. The Company also seeks to reduce ineffective promotional activities. However, the Company continues to prioritize marketing investments, as it believes that marketing remains a key driver supporting business growth.

For procurement management, the Company has adjusted its strategy from maintaining long-term inventories of raw materials and packaging to implementing a more Just-in-Time approach in response to current market conditions. This requires close collaboration with suppliers to prevent potential shortages that could adversely impact sales if not properly managed.

In addition, the Company emphasizes maintaining production levels, as most products are manufactured internally. Idle production capacity could significantly impact costs. Therefore, the Company adopts both defensive and proactive management approaches, including plans to expand OEM manufacturing services to maximize production efficiency.

At the same time, in response to ongoing economic uncertainties, the Company plans to develop products that maintain the same quality standards while offering more affordable pricing by reducing packaging-related costs, thereby enabling consumers to continue accessing quality products at reasonable prices.

The next question was raised by **Ms. Kanyakorn Mongkol**, a shareholder attending the Meeting electronically, who asked whether reducing selling expenses would affect the Company’s growth.

Miss Nuntawan Suwandej, Chief Executive Officer, explained that the Company would only reduce or postpone non-essential expenses (“Nice to Have”) while maintaining essential expenses (“Must Have”) that are critical to business operations and growth.

The Company would focus on reducing only inefficient expenses or activities that do not generate appropriate returns, while carefully managing overall expenses. The Company has no policy to reduce

marketing expenditures, as management continues to view marketing as an important factor supporting business growth.

In addition, the Company would further present details regarding collaborations with brand presenters during the later session of the Meeting. The Company believes that such initiatives would support growth and would not negatively impact the Company's future business expansion potential.

The next question was raised by **Mr. Jakrapan Kongsuk**, a proxy attending the Meeting electronically, who inquired about the Company's investment policy during periods of market volatility.

Mr. Theerawat Preechawipat, Chief Financial Officer, explained that the Company's investment management approach consists of two main areas: liquidity management and investment for business growth.

For excess cash management, the Company adopts a conservative investment policy by focusing on low-risk financial assets. Investment risk levels are categorized from 1 to 8, and the Company primarily invests in Level 1 assets while proactively managing investments to generate returns above market averages under appropriate risk levels.

Regarding business growth investments, the Company's strategy consists of Organic Growth and Inorganic Growth.

For Organic Growth, the Company focuses on developing new products, expanding distribution channels, and improving operational efficiency to reduce costs and support business growth, consistent with the strategy previously explained by Miss Nuntawan Suwandej.

For Inorganic Growth, the Company continues to seek business opportunities with strong growth potential that align with the Company's Strategic Pillars. Currently, the Company is studying the feasibility of investing in a target business and has engaged professional advisors with expertise in relevant fields to support the feasibility study process.

If the negotiations are successfully concluded, the Company expects that such investment would strengthen the Group's business portfolio, create synergies with existing businesses, and enhance the Company's long-term business strength.

Since there was no shareholder raising any amendment thereto, then proposed the Meeting to cast their votes. This agenda required a majority vote of shareholders attending and cast their votes.

Resolution: The meeting has acknowledged the Company's operating results of the previous year and the meeting has resolved to approve the financial position statements and the profit and loss statements for the fiscal year ended December 31, 2025, with an unanimously vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

Agenda 3: To consider and approval of Allocation of Net Profit for the Year 2025 and Dividend Payment

The Secretary said The Company has adopted a policy to pay dividend to shareholders not less than 50% of the Company's separate net profit after deduct the corporate income tax and any type of legal reserve as specify in the Company's Articles of Association and legal. The dividend payment was considered by the Company's Separate Financial Statement, if there is no any other necessity and will not significantly affect to the Company's regular operation

According to the Public Companies Act B.E. 2535 Section 116 and article 45 of the Company's Article of Association, the Company shall allocate no less than five (5) percent of its annual net profit less the accumulated losses brought forward (if any) to a reserve fund until this fund attains an amount not less than ten (10) percent of the registered capital. Currently, the Company already reserved the full amount in accordance with the law.

As reported by the Company's management in the 2025 Annual Report, under Agenda Item 2, for the year 2025, the Company achieved a net profit of 43.65 million baht and an unappropriated retained earnings of 11.72 million baht. The Board of Directors proposes to the Annual General Meeting of Shareholders for approval to pay a dividend to the Company's shareholders at a rate of 0.03 baht per share, totaling no more than 9,491,178 บาท baht (excluding treasury shares).

When combined with the interim dividend paid for the year 2025, which was 0.15 baht per share, the total dividend payment will amount to 0.18 baht per share, totaling no more than 56,947,068 baht. This is in line with the Company's dividend policy.

The dividend will be paid to shareholders whose names appear on the shareholder register as of May 6, 2026, which is the Record Date for the entitlement to the dividend, and the payment will be made on May 22, 2026. It is important to note that the dividend payment is subject to approval at the Annual General Meeting of Shareholders..

Shareholders can consider the details of dividend payment and dividend payment information of the Company as the details as follows:

Details of Dividend Payment	Year 2024		Year 2025	
Retain Earning	40,985,791	THB	11,716,070	THB
Net Profit (Loss)	99,939,601	THB	43,647,294	THB
Profit (Loss) per share	0.31	THB	0.14	THB
Interim#1 Dividend-per share*	0.025	THB	0.15	THB
Interim#1 Dividend*	7,947,191	THB	47,455,890	THB
Interim#2 Dividend-per share*	0.10	THB	0.00	THB
Interim#2 Dividend*	31,788,760	THB	0	THB
Annual Dividend-per share*	0.03	THB		THB
Annual Dividend*	9,536,631	THB		THB
Total Dividend Payment-per share	0.155	THB	0.18	THB
Total Dividend Payment	49,272,582	THB	56,947,068	THB
Dividend Payment Ratio	49.30	%	130.47	%
Total amount of shares	317,887,700	Shares	317,887,700	Shares
Treasury Shares	983,300	Shares	1,515,100	Shares
Net Number of Shares	316,904,400	Shares	316,372,600	Shares

Subsequently, the company provided shareholders with the opportunity to inquire and express their opinions by submitting questions through the IR PLUS AGM system or via audio-visual channels such as video conferencing.

Since there was no shareholder raising any question, then proposed the Meeting to cast their votes. This agenda required a majority vote of shareholders attending and cast their votes.

Resolution: The meeting has resolved to approve the dividend payment to shareholders, with an unanimously vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:



Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

Agenda 4: To Consider and Approve the Appointment and Remuneration of the External Auditors Year 2026

The Secretary proposed to the Meeting that according to Section 120 of the Public Limited Companies Act B.E. 2535, the appointment of the Company's external auditors and the audit fees must be approved at the Annual General Shareholders' Meeting. The Audit Committee and the Board of Directors recommended the appointment of KPMG Phoomchai Audit Limited as the Company's external audit firm for the fiscal year 2026. The Audit Committee recommended the following auditors to be the Company's external auditor:

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| 1. Ms. Sirinuch | Surapaithoonkorn | CPA No. 8413 |
| 2. Ms. Porntip | Rimdusit | CPA No. 5565 |
| 3 Ms. Nareewan | Chaibuntat | CPA No. 9219 |
| 4. Mr. Teerawat | Wittayaphalert | CPA No.11464 |

Any of the above auditors can conduct an audit and express opinion on the Company's financial statements. In the case that the above auditors are unable to perform the duty, we may provide an alternative auditor from KPMG Phoomchai Audit Ltd. The proposed Audit fee for the year 2026 is THB 4,030,000 which separate for Parent Company THB 2,374,000 and subsidiaries in Thailand THB 1,656,000. Excluding other actual payable non-audit fees. In addition, The Board has agreed to notify the Annual General Shareholders' Meeting that KPMG Phoomchai Audit Limited should be appointed as an external audit firm for the Company's subsidiaries for fiscal year 2026.

The accounting firm and auditors listed above have no affiliation or vested interest with the company, its executives, major shareholders, or any related parties.

Subsequently, the company provided shareholders with the opportunity to inquire and express their opinions by submitting questions through the IR PLUS AGM system or via audio-visual channels such as video conferencing.

Since there was no shareholder raising any question, then proposed the Meeting to cast their votes. This agenda required a majority vote of shareholders attending and cast their votes.

Resolution: The meeting has resolved to approve the appointment of auditors from KPMG Phoomchai Audit Limited as the Company's external audit firm for the fiscal year 2026 as follows.

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|-----------------|------------------|-----------------|
| 1. Ms. Sirinuch | Surapaithoonkorn | CPA No. 8413 or |
| 2. Ms. Porntip | Rimduisit | CPA No. 5565 or |
| 3 Ms. Nareewan | Chaibuntat | CPA No. 9219 or |
| 4. Mr. Teerawat | Wittayapalert | CPA No.11464 |

Any of the auditors is authorized to review and give opinion on the Company's financial statements (including the consolidated financial statement). The meeting has also resolved to approved the determination of the audit fees for the year 2026 in the amount of THB 4,030,000 with a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

Agenda 5: To Consider and Approve the Appointment of Directors to Replace those Who Will Retire by Rotation in Year 2026

The Secretary proposed to the Meeting that according to the Public Limited Companies Act B.E. 2535 and the Company's Articles of Association, one-third of all directors must retire by rotation on the date of each Annual General Shareholders' Meeting. If the number of directors cannot be divided exactly into three parts, directors in a number closest to one-third shall retire. The directors who retire by rotation may be re-elected to be the Company's director in another term. There are 3 directors as listed below are due to retire by rotation in 2026:

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|--------------------------------------|---|
| 1. Mr. Nitiroj Manolamai | Director, member of Executive Committee, member of Sustainability and Risk Management Committee and Company Secretary |
| 2. Mr.Yuthapong Ma | Director |
| 3. Asst.Prof.Dr.Terdsak Rojsurakitti | Independent Director, member of Audit Committee, and Chairman of Nomination and Remuneration |

Also, The Company had invited the shareholders to proposed candidates for director nomination during 1 October to 30 December 2025. However, it appeared that no shareholders had proposed any candidate.

The Board of Committee, excepted the directors with special interests on this agenda, has considered the qualifications, knowledge, competency, experience, and performance of each director who retire by rotation and recommended to re-election all 3 directors to be reappointed for another term of office for



directorship. Details of the retired directors being proposed for re-election including their age, percentage of shareholdings, educational background, work experience, and board-meeting attendance are provided in Enclosures 4.

Subsequently, the company provided shareholders with the opportunity to inquire and express their opinions by submitting questions through the Inventech Connect system or via audio-visual channels such as video conferencing.

Since there was no shareholder raising any question, then proposed the Meeting to cast their votes. This agenda required a majority vote of shareholders attending and cast their votes.

Resolution: The meeting has resolved to approve the appointment of the 3 directors, i.e., 1) Mr.Nitiroj Manolamai 2) Mr.Yuthapong Ma and 3) Asst.Prof.Dr.Terdsak Rojsurakitti as directors of the Company for another term by voting for each director individually, with the votes detailed as follows:

- 1) Approved to appoint Mr. Nitiroj Manolamai as Director, member of Executive Committee, member of Sustainability and Risk Management Committee and Company Secreta, with a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

- 2) Approved to appoint Mr.Yuthapong Ma as Director, with a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

- 3) Approved to appoint Asst.Prof.Dr.Terdsak Rojsurakitti as, Independent Director, member of Audit Committee, and Chairman of Nomination and Remuneration, with a simple majority vote of the



shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

Agenda 6: To Consider and Approve the Remuneration of the Board of Directors for Year 2026

The Secretary said according to article 22 of the Company's Articles of Association, the Company's directors are eligible to receive remuneration in the form of a monthly fee, meeting allowance, pension, bonus, or other benefits as consider and approve by the shareholders.

The Nomination and Remuneration Committee had considered the principle for determination of the remuneration for the Board of Directors and sub-committees in order to conform to the responsibility and operational result of the Company. This was to comply with the Good Practice Principle of the Thai Institute of Director. After consideration, the Committee agreed with the proposal of the Nomination and Remuneration Committee and decided to propose directors' remuneration for the year 2026 at the same rate as the year 2025. The shareholders can get the details from the invitation letter sent to the shareholders previously.

Directors' Remuneration Year 2026

Position	Monthly Fee (THB / Month)	Meeting Allowance* (THB / Time)	Bonus	Other
Chairman of the Board of Directors	15,000	22,500	Not exceeding 1,000,000 THB. The Meeting should delegate bonus allocation authority to the Board as appropriate.	Health Insurance Not exceeding 240,000 THB.
Director	15,000	17,500		
Chairman of Audit Committee	-	22,500		
Member of Audit Committee	-	17,500		
Chairman of Sustainability and Risk Management Committee	-	17,500		
Member of Sustainability and Risk Management Committee	-	14,000		
Chairman of Remuneration & Nomination Committee	-	17,500		
Member of Remuneration & Nomination Committee	-	14,000		

Remarks: * Meeting Allowance of the Board of Directors and sub-committees will be paid as actual meeting attendance of each director.

** Executive Directors shall not be entitled to receive the above director remunerations.

*** There are no any directors' benefits other than those specified above

Subsequently, the company provided shareholders with the opportunity to inquire and express their opinions by submitting questions through the IR PLUS AGM system or via audio-visual channels such as video conferencing.

Since there was no shareholder raising any question, then proposed the Meeting to cast their votes. This agenda required a majority vote of shareholders attending and cast their votes.

Resolution: The meeting has resolved to approve the determination of directors' remuneration for the year 2026 in the other policy on director remuneration remains the same as approved by the Annual General Shareholders' Meeting 2025 with an unanimously votes of the total number of vote of the shareholders attending the meeting, including abstentions in the calculation base, detailed as follows:

Shareholders' Votes	Number of Votes	Percentage
Approval	220,986,256	100.0000%
Disapproval	-	0.0000%
Abstention	-	0.0000%
Invalid Voting Card(s)	-	0.0000%
Total (38 persons)	<u>220,986,256</u>	<u>100.0000%</u>

Agenda 7: Other (if any)

No one else proposed any other matters for consideration

Shareholders are encouraged to submit any questions through the IR PLUS AGM system. While awaiting questions from shareholders, Miss Nuntawan Suwandej, the CEO, has provided additional information regarding the company's business direction for the year 2026, summarized as follows:

The Company's business direction and operational plan for 2026 focus on operating under the "Lean & Focus" concept to enhance operational efficiency while driving sustainable long-term growth.

The Company has established several key strategies, including Brand Portfolio Management, with emphasis on driving core brands with high growth potential while considering the reduction or discontinuation of brands that are not profitable or not aligned with the Company's strategic direction. The Company also focuses on product development and innovation, as well as brand building initiatives to enhance consumer recognition and increase purchasing decisions.

In terms of business expansion, the Company plans to explore merger and acquisition opportunities (Mergers and Acquisitions: M&A), as well as expand its business through distribution models in order to create new business opportunities and strengthen the Group's business portfolio.



Regarding distribution strategy, the Company focuses on expanding online channels, increasing international market coverage, and broadening access to domestic markets to support future sales growth.

At the same time, the Company places importance on improving cost management efficiency by effectively managing promotional expenses and controlling operating expenses in order to support the Company's profitability.

In addition, the Company presented its "Strategy House," reflecting the business direction under the vision of becoming a leader in health, beauty, wellness, and lifestyle businesses with a strong network across Southeast Asia. The Company operates through several key product categories, including Skin Care, Personal Care, Beauty Equipment, Sports and Wellness, as well as Retail and Lifestyle businesses.

Regarding brand management, the Company has categorized its brands based on business potential in order to determine appropriate investment strategies and growth initiatives. The Company continues to focus on developing Strategic Brands while maximizing the efficiency of Non-Strategic Brands.

For brand awareness enhancement, the Company has continuously implemented marketing strategies in collaboration with presenters of its key brands, including Oxe'cure, Sparkle, and Lesasha. These initiatives have received positive consumer responses and have effectively strengthened brand image, enhanced brand recognition, and expanded the customer base. The Company will continue to pursue such strategies in 2026 to support the long-term growth of its brands.

This includes shareholders who have suggestions and inquiries raised during the meeting, as follows:

A shareholder attending the Meeting electronically, **Mr. Teerasak Kitviriyawong**, inquired about the Company's competitive advantages amid intense market competition.

Miss Nuntawan Suwandej, Chief Executive Officer, explained that the Company's competitive advantages stem from its strong business foundation and integrated operational system, particularly its well-recognized and trusted brands, as well as its understanding of consumer behavior, which enables the Company to continuously develop products that effectively meet market demand.

In addition, the Company has several key strengths, including its own manufacturing facilities, which enable effective quality control and cost management, as well as its in-house research and development (R&D) team with expertise in innovation and product development. This allows the Company to continuously launch new products that align with consumer needs.



At the same time, the Company places importance on utilizing presenters whose images are aligned with the positioning of each brand in order to effectively strengthen brand recognition and brand image. In addition, the Company has comprehensive distribution channels covering both online and offline platforms, enabling the Company to reach consumers extensively.

The Company believes that these factors are key elements in strengthening its competitiveness and supporting sustainable long-term growth.

The next question was raised by **Mr. Jakrapan Kongsuk**, a proxy attending the Meeting electronically, who inquired about the outlook for the beauty enhancement products business.

Miss Nuntawan Suwandej, Chief Executive Officer, explained that the overall beauty enhancement products industry is expected to continue growing, with an estimated average growth rate of approximately 5 percent per year.

For the Lesasha brand, which is one of the Company's key brands, the business continues to grow steadily. The Company has continuously adjusted its marketing strategies and product technologies in order to remain competitive with international brands. The Company's products are recognized for their quality, reliability, accessibility, and after-sales services, which help build consumer confidence.

Furthermore, the Company believes that the beauty business, particularly the Beauty Equipment segment, continues to have strong growth potential in 2026, especially among consumers in provincial areas who seek quality beauty technology products at affordable prices. This group remains one of the Company's key target markets.

Regarding new product trends, the Company believes that multi-function devices will play an important role in supporting the future success of beauty brands. At the same time, the Company places importance on developing distribution channels capable of quickly supporting new products and innovations in order to respond to rapidly changing consumer demands.

The next question was raised by **Mr. Jakrapan Kongsuk**, a proxy attending the Meeting electronically, who asked how the Company would respond if consumer purchasing power declines.

Miss Nuntawan Suwandej, Chief Executive Officer, explained that the Company manages a diversified product portfolio covering various price ranges and target customer segments in order to meet the needs of consumers across all levels. In addition, the Company continuously adjusts its marketing strategies in accordance with economic conditions while effectively managing costs to maintain profitability.



At the same time, the Company has expressed its intention to help mitigate the impact of economic conditions by implementing a policy to maintain stable prices across all product categories in order to help reduce consumers' cost of living, in line with government policies.

In this regard, the Company plans to implement two key projects, namely the "Thong Fah Mobile Project" and the "Mobile Grocery Truck Project," with the objective of increasing access to consumer products at reasonable prices for communities in various areas.

The Company believes that such initiatives will not only help support consumers' purchasing power in the short term, but also strengthen brand equity and enhance long-term confidence in the Company.

Chairman expressed gratitude to the shareholders on behalf of the board of directors, management, and employees for their continuous support in driving the Company's operations forward. He also thanked them for attending the meeting and providing valuable suggestions beneficial to the Company today and close the Meeting.

The meeting closed at 12.00 hours

-Signed-

(Mr. Rittikrai Thammaraksa)

Chairman of the Board of Directors

Chairman of the 2026 Annual General Meeting of Shareholders