



Invitation Letter to attend the Annual General Meeting 2026  
of  
CMO Public Company Limited

March 23, 2026

Subject Invitation to the Annual General Meeting of Shareholders 2026

To Shareholders  
CMO Public Company Limited

Enclosures

1. Annual Report for the year 2025 (Form 5 6-1 One Report), Financial Highlight and Financial Report 2025 in QR Code format
2. Profiles of candidates nominated for election as directors of the Company
3. Criteria and Meeting Practices for attending the Meeting, Appointment of Proxy and Voting
4. Identification Documents required for attending the Shareholders' Meeting and Articles of Association Relevant to the Shareholders' Meeting
5. Profile of independent directors nominated by the shareholders to serve as proxies
6. Proxy Forms A, B, and C (Proxy Form B is recommended)
7. Map of the Meeting Venue

The Board of Directors of CMO Public Company Limited (“**the Company**”) No. 2/2026, convened on Thursday, February 26, 2026, has passed the resolution to convene the Annual General Meeting of Shareholders 2026 on **Thursday, April 23, 2026 at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, Bangkok**, and has determined March 18, 2026 to be the record date for the list of shareholders who have the right to attend the Annual General Meeting of Shareholders (Record Date).

For the determination of the agenda for the Annual General Meeting of Shareholders for the Year 2026, the Company announced on the Company's website and via the Stock Exchange of Thailand's system to give the opportunity to shareholders to present important matters to be considered as meeting agenda items between November 1, 2025 and December 31, 2025 in accordance with the principles of good corporate governance of listed companies. However, when the specified period had lapsed, no shareholder had proposed any matters to be

considered as agenda items in the Annual General Meeting of Shareholders for the Year 2029. The Company therefore gives notice of the meeting agenda of the Meeting according to the resolutions of the Board of Directors as follows:

**Agenda 1 To acknowledge the Company's Operation Results of 2025**

**Objective and Reason:** The Company's Annual Report for the year 2025 (Form 56-1 One Report) was prepared for the shareholders' acknowledgement along with this Notice. Shareholders can download the aforementioned document from the QR Code format provided in the Notification of meeting. **(Enclosure 1)**

**The Board of Director's Opinion:** The Board of Directors has considered that the shareholders should acknowledge the Company's Operating Performance Report for the year 2025.

**Votes required for approval:** This agenda is only for acknowledge, therefore, no vote is required.

**Agenda 2 To approve the Statement of Financial Position and Statement of Income for the year 2025 ending December 31, 2025, that the auditors have audited**

**Objective and Reason:** In order to comply with the Company's Articles of Association and the Public Company Act, shareholders are required to approve the Statement of Financial Position and Statement of Income for the year 2025 ending December 31, 2025, reviewed by the auditors. Shareholders can download Annual Report for the year 2025 (Form 56-1 One Report) and Financial Report 2025 in the QR Code format provided in the Notification of meeting. **(Enclosure 1)**. The details are summarized as follows:

Items	2025 (As currently Proposed)	2024
Total Assets (Million Baht)	1,131.07	1,025.60
Total Liabilities (Million Baht)	719.79	663.61
Total Shareholders' Equity (Million Baht)	411.28	361.98
Paid-up Capital (Million Baht)	426.17	426.17
Total Revenue from Service (Million Baht)	1,408.25	1,247.59
Net Profit (Loss) (Million Baht)	32.73	(97.95)
Earnings per share (Baht per share)	0.08	(0.23)

**The Board of Director's Opinion:** The Board of Directors has resolved to propose to shareholders to consider and approve the Company's the Statement of Financial Position and Statement of Income for the year 2025 ended December 31, 2025 as it was duly audited by the auditor and reviewed by Audit Committee and Board of Directors respectively.

**Votes required for approval:** The resolution for this agenda item requires a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base.

**Agenda 3** To consider and approve the suspension of dividend payment for the operation of the year 2025

**Objective and Reason:** The Company has a dividend policy to pay dividends to shareholders at a rate of not less than 40 percent of net profit after corporate income tax and legal reserves. However, the consideration of dividend payment will take into account economic conditions, operating results, financial position, liquidity, and the Company's future investment plans or projects as key factors.

Although the Company reported a net profit for the accounting period from 1 January to 31 December 2025, the Company still has accumulated losses reflected in its financial statements. Therefore, it is considered appropriate to refrain from paying dividends for the operating results of the year 2025.

A comparison with the previous year of the rate of dividend payment is as follows:

Dividend Payment	2025 (As currently Proposed)	2024
Net Profit (Loss) as December 31 (Million Baht)	32.73	(97.95)
Total Shares (Shares)	426,174,854	426,174,854
Earnings per share (Baht per share)	0.08	(0.23)
Retained Profit (Loss) as December 31 (Million Baht)	(513.17)	(546.30)
<b>Dividend Payment (Baht)</b>	<b>Proposed suspension of dividend payment</b>	<b>Suspension of dividend payment</b>

**The Board of Director's Opinion:** The Board of Directors has resolved that the Company's operating performance for the year 2025 since 1 January - 31 December, 2025, still has retained deficit for 513.17 million Baht. Therefore, the Company deemed appropriate to propose to the shareholders to consider and approve the suspension of dividend payment for the year 2025.

**Votes required for approval:** The resolution for this agenda item requires a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base.

**Agenda 4** To consider and approve the election of directors in place of those retiring by rotation for the year 2026.

**Objective and Reason:** In accordance with the Company's Articles of Association, one-third of the total number of directors shall retire from office by rotation, and directors who retire may be re-elected. At the Annual General Meeting of Shareholders for the year 2026, three directors out of the total nine directors of the Company are due to retire by rotation as follows:

1. Mr. Sujarit Isarankura Chairman of the Audit Committee and

- |                                |   |
|--------------------------------|---|
|                                | Independent Director  |
| 2. Ms. Yingrak Phuathavornskul | Director and Nomination and Remuneration<br>Committee Member                                      |
| 3. Mr. Mongkol Silthumpitug    | Director, Chairman of the Sustainability<br>Committee and and Risk Management<br>Committee Member |

The Nomination and Remuneration Committee has undertaken the process of nominating and considering persons to serve as directors of the Company by taking into account the relevant laws, the Company's Articles of Association, and other applicable regulations, as well as their qualifications, experience, expertise, and contributions beneficial to the Company's business operations. For independent directors, the candidates possess qualifications in accordance with the relevant laws and regulations governing independent directors and fully meet the Company's definition of independence. They are able to express opinions independently in compliance with the relevant criteria, and none of the independent directors has served as an independent director of the Company for more than nine years.

The Nomination and Remuneration Committee therefore considers that the directors who are retiring by rotation on this occasion are suitable to be re-elected as directors of the Company for another term.

However, Ms. Yingrak Phuathavornskul has informed the Company of her intention not to be nominated for re-election for another term due to health reasons and other personal commitments.

Accordingly, the Nomination and Remuneration Committee proposes the names of the directors who are retiring by rotation and are considered suitable to be re-elected as directors of the Company for another term as follows:

- |                             |   |
|-----------------------------|---|
| 1. Mr. Sujarit Isarankura   | Chairman of the Audit Committee and<br>Independent Director |
| 2. Mr. Mongkol Silthumpitug | Director, Chairman of the Sustainability                    |

Committee and Risk Management  
Committee Member

And proposes the following person to be nominated for election as a director of the Company to replace Ms. Yingrak Phuathavornskul as follows:

3. Mr. Nvin Hemaruchatanan Director and Nomination and Remuneration  
Committee Member

**The Board of Director's Opinion:** The Board of Directors (excluding the interested directors) has considered the matter and is of the opinion that the three nominated persons have been carefully and appropriately screened by the Nomination and Remuneration Committee in accordance with the Company's criteria and applicable laws. The nominees possess the qualifications, experience, and expertise required and comply with the relevant laws, the Company's Articles of Association, and related regulations. In addition, the nominee proposed to serve as an independent director fully meets the independence qualifications as prescribed by the relevant requirements and is able to express opinions independently.

The Board of Directors (excluding the interested directors) therefore deems it appropriate to propose that the Meeting of Shareholders consider and approve the election of the said persons as directors of the Company in place of those retiring by rotation for the year 2026. **(Enclosure 2)**

**Votes required for approval:** The resolution for this agenda item requires a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base.

**Agenda 5** To consider and approve the amend and change the authorized directors to sign to bind the Company

**Objective and Reason:** To align with the change in the Company's Board of Directors, the Board of Directors has resolved to propose to the Annual General Meeting of Shareholders for the year 2026 to consider and approve the amendment to the authorized directors' signatory power to bind the Company as follows:

**Previously:** “Mr. Mongkol Silthumpitug or Ms. Naphamat Phlaingam or Ms. Yingrak Phuathavornskul or Mr. Vuttiphan Tanametanont, two of these four directors jointly sign together with the Company’s seal affixed.”

**Amended to:** “Mr. Mongkol Silthumpitug or Ms. Naphamat Phlaingam or Mr. Vuttiphan Tanametanont or Mr. Nvin Hemaruchatanan, two of these four directors jointly sign together with the Company’s seal affixed.”

**The Board of Director’s Opinion:** The Board of Directors deems it appropriate to propose to the shareholders’ meeting to consider and approve the amend and change the authorized directors to sign to bind the Company, as detailed above.

**Votes required for approval:** The resolution for this agenda item requires a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base.

#### **Agenda 6 To consider and approve the Director's Remuneration for the year 2026**

**Objective and Reason:** Article 14 of the Company’s Articles of Association, provide that directors are entitled to receive remuneration from the Company in form of rewards, meeting attendance fee, annuity, bonus or benefits paid in other forms as specified in the Articles of Association or as considered by the shareholders' meeting. Such remuneration may be fixed amounts or set forth as regulations, or may be determined from time to time or for perpetual effect until any change.

This year the Board of Directors, after careful and thorough consideration by the Nomination and Remuneration Committee, has considered the criteria for the remuneration of the Company’s directors, by taking into account the scope of responsibilities, the directors’ performance, levels of responsibilities for determining the remuneration of directors compared to other companies in the same industry and having a similar size (Market Capitalization), as detail follows:

Remuneration	2026 (As currently Proposed)	2025
<b>1. The Board of Directors</b>		
Annually Remuneration	Baht/Person/Annual	Baht/Person/Annual
- Chairman	465,000	435,600
- Vice Chairman	387,200	387,200
- Director	242,000	242,000
<b>2. The Audit Committee</b>		
Annually Remuneration	Baht/Person/Annual	Baht/Person/Annual
- Chairman	193,600	193,600
- Director	48,400	48,400
<b>3. The Nomination and Remuneration Committee</b>		
Annually Remuneration	Baht/Person/Annual	Baht/Person/Annual
- Chairman	145,200	None
- Director	None	None
<b>4. The Risk Management Committee, The Sustainability Committee</b>		
Annually Remuneration	Baht/person/Annual	Baht/person/Annual
- Chairman	None	None
- Director	None	None
<b>5. Bonus</b> In the event that the Company's net profit exceeds THB 100 million, the Company will arrange an overseas study visit program.		
- The entire Board of Directors	Not exceeding 1,000,000	None
<b>6. Other Benefit</b>	None	None

Remuneration in 2026	Remuneration in 2025
<u>Not more than 4,030,200 Baht</u>	<u>Not more than 2,746,700 Baht</u>

**The Board of Director's Opinion:** The Board of Directors has considered and is of the opinion that the remuneration rates for each position of the Board of Directors for the year 2026 are appropriate. Therefore, it is deemed appropriate to propose to the shareholders for consideration and approval of the remuneration for the Board

of Directors for the year 2026 in an amount not exceeding Baht 4,030,200, as detailed above.

**Votes required for approval:** The resolution for this agenda item requires a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base.

**Agenda 7** To approve the appointment of auditor and determine the remuneration for the 2026

**Objective and Reason:** In 2026, the Company has proposed to change its audit firm from **SP Audit Co., Ltd.** to **ANS Audit Co., Ltd.**, as the Audit Committee has considered and selected the auditor based on qualifications, understanding of the nature of the Company's business operations, as well as the appropriateness and cost-effectiveness of the audit fee.

The Audit Committee is of the opinion that the auditors from **ANS Audit Co., Ltd.** possess the qualifications required under the regulations of the Stock Exchange of Thailand. They have the knowledge, capability, and experience in performing audit work, and are independent and reliable. They have no relationship with, or transactions that may cause a conflict of interest with, the Company. Therefore, the Audit Committee is confident that the audit will be conducted completely, appropriately, and in accordance with auditing standards, with efficiency and transparency.

In this regard, the Audit Committee has proposed the names of the auditors as follows:

List of Auditors	CPA Registration No.
1.) Mr. Atipong Atipongsakul	Registration No. 3500 and/or
2.) Mr. Yuttapong Chuamuangpan	Registration No. 9445 and/or
3.) Mr. Vichai Ruchitanont	Registration No. 4054 and/or
4.) Mr. Sathien Vongsnan	Registration No. 3495 and/or
5.) Ms. Kultida Pasurakul	Registration No. 5946 and/or
6.) Ms. Kanittha Siripattanasomchai	Registration No. 10837 and/or
7.) Ms. Atchara Suknaibai boon	Registration No. 4642

If such auditor is unable to perform his/her duties, ANS Audit may assign another auditor from the firm to audit the Company's accounts in his/her place. The proposed auditor has no relationship and/or conflicts of interest with the Company, its subsidiaries, management, major shareholders, or their related parties. Therefore, the proposed auditors have the necessary independence to audit and express their opinions on the Company's financial statements.

The audit fee for the auditing of the financial statements for the year 2026 is not more than 3,470,000 Baht as recommended by the Audit Committee after being carefully considered and endorsed by the Board of Directors. The details of the auditor's remuneration are as follows:

Audit Fee	2026 (As currently Proposed)		2025	Increase (Decrease)	
	ANS Audit	SP Audit	SP Audit	Baht	%
<b>Audit Fee</b>					
- Audit Fee of the Company (Baht)	1,850,000	2,000,000	2,000,000	(150,000)	(8%)
- Audit Fee of Subsidiaries (Baht)	1,620,000	1,900,000	1,870,000	(250,000)	(13%)
<b>Non-Audit Fee</b>	None	None	None	None	None
<b>Total</b>	<b>3,470,000</b>	<b>3,900,000</b>	<b>3,870,000</b>	<b>(400,000)</b>	<b>(10%)</b>

Moreover, subsidiaries hire the same auditor as the Company, The Board of Directors will oversee the timely preparation of financial statements in accordance with the applicable laws.

**The Board of Director's Opinion:** The Board has resolved to propose to the shareholders to consider and approve the appointment of the auditors, namely 1.) Mr. Atipong Atipongsakul Registration No. 3500 and/or 2.) Mr. Yuttapong Chuamuangpan Registration No. 9445 and/or 3.) Mr. Vichai Ruchitanont Registration No. 4054 and/or 4.) Mr. Sathien Vongsnan Registration No. 3495 and/or 5.) Ms. Kultida Pasurakul Registration No. 5946 and/or 6.) Ms. Kanittha Siripattanasomchai Registration No. 10837 and/or 7.) Ms. Atchara Suknaibaiboon Registration No. 4642 of ANS Audit Company Limited or another Certified Public Accountant from ANS Audit Company Limited. To be the Company's auditors for the year 2026 with audit fee not more than 3,470,000 Baht

**Votes required for approval:** The resolution for this agenda item requires a simple majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base.

**Agenda 8** To consider and approve the amendment/addition to Article 21 of the Company's Articles of Association to be in compliance with the Public Limited Companies Act (No. 4) B.E. 2565 (2022) ("Public Limited Companies Act")

**Objective and Reason:** To ensure compliance with the Public Limited Companies Act (No. 4) B.E. 2565 (2022) ("Public Limited Companies Act"), which was published in the Government Gazette on 23 May 2022 and became effective on 24 May 2022. Section 8 repeals the provision of Section 82 of the Public Limited Companies Act B.E. 2535 (1992) and replaces it with the following:

"Section 82: In calling a meeting of the Board of Directors, **the notice of the meeting shall be sent to the directors at least three days prior to the meeting.** However, in the case of necessity or urgency to preserve the rights or benefits of the Company, the notice of the meeting may be given by electronic means or any other method, and the meeting date may be scheduled earlier than such period."

Therefore, it is appropriate to amend/add the Company's Articles of Association by repealing the existing provision and replacing it with the following new provision:

Current Articles of Association	Proposed Amendments to the Articles of Association
<p>Article 21. The Board of Directors of the Company shall hold a meeting at least once every 3 months.</p> <p>In calling a Board of Directors' meeting, the Chairman of the Board or a person designated by the Chairman <b>shall send a notice of the meeting to the directors not less than 7 days prior to the meeting date</b>, except in the case of necessity or urgency to preserve the rights or benefits of the Company, in which case the notice of the meeting may be given by other means and the meeting date may be scheduled earlier.</p> <p>The Board of Directors' meeting may be held at the locality where the Company's head office is located or at any other place as deemed appropriate.</p> <p>Two or more directors may request the Chairman of the Board to convene a Board of Directors' meeting. In the event that two or more directors make such a request, the Chairman of the Board or a director designated by the Chairman shall determine the meeting date within 14 days from the date of receipt of such request.</p>	<p>Article 21. The Board of Directors of the Company shall hold a meeting at least once every 3 months.</p> <p>In calling a Board of Directors' meeting, the Chairman of the Board or a person designated by the Chairman <b>shall send a notice of the meeting to the directors not less than 3 days prior to the meeting date</b>, except in the case of necessity or urgency to preserve the rights or benefits of the Company, in which case the notice of the meeting may be given by other means and the meeting date may be scheduled earlier.</p> <p>The Board of Directors' meeting may be held at the locality where the Company's head office is located or at any other place as deemed appropriate.</p> <p>Two or more directors may request the Chairman of the Board to convene a Board of Directors' meeting. In the event that two or more directors make such a request, the Chairman of the Board or a director designated by the Chairman shall determine the meeting date within 14 days from the date of receipt of such request.</p>

**The Board of Director's Opinion:** The Board of Directors has considered the matter and deems it appropriate to propose to the shareholders to consider and approve

the amendment/addition to Article 21 of the Company's Articles of Association in order to comply with the Public Limited Companies Act (No. 4) B.E. 2565 (2022) ("Public Limited Companies Act"), as detailed above.

**Votes required for approval:** The resolution for this agenda item requires an affirmative vote of not less than three-fourths of the total votes of the shareholders present at the meeting and entitled to vote, whereby abstentions shall be counted as part of the vote base.

**Agenda 9 To consider other matter (if any)**

All shareholders are invited to attend the Annual General Meeting of Shareholders for the year 2026 on **Thursday, April 23, 2026, at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, and Bangkok.** The Company has determined the date to determine the shareholders who are eligible to attend the Annual General Meeting of Shareholders 2026 (Record date) on March 18, 2026. The registration for the meeting will start from 9.00 a.m. onwards. The shareholders who wish to attend the meeting are able to attend the meeting in person or may authorize any person as his/her proxy to attend the meeting and vote on his/her behalf. In order to facilitate the registration of attendees at the meeting, the shareholders and proxies are requested to provide the Registration Form and Identification Documents Required for attending the Shareholders' Meeting in order to present the right to attend the meeting. In this regard, the Company will conduct the shareholders' meeting in accordance with the Articles of Association of the Company and the Criteria and Meeting Practices for attending the Meeting, Appointment of proxy and Voting.

In addition, the Company would like to inform the measures and meeting practices as follows:

1. In the case that shareholders wish to attend the meeting in person

1.1 In order to facilitate the shareholders in attending the meeting, the Company would provide shuttle bus from Lat Phrao MRT Station at exit no.4 (Park & Ride Building) at 8.00 – 8.30 a.m., which would be especially reserved for the shareholders who inform their intention to use the provided shuttle bus service in advance. The shareholders can reserve a seat by

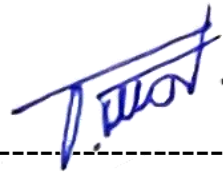
contacting Miss Warunee Puthapornpoj, Tel: 0 9 9 5 9 5 6 4 2 3 at Email: [warunee@cmo-group.com](mailto:warunee@cmo-group.com), within Monday April 20, 2026.

- 1.2 Please note that no food will be served at the meeting area.
2. In the case that the shareholders do not wish to attend the meeting in person

The shareholders may consider appointing other persons as proxies or consider appointing an independent director of the Company as their proxies to attend the meeting instead of attending the meeting in person. The independent director proposed by the Company to act as proxy is Ms. Rubporn Promvongsanon, age 39 years old. The details regarding profile and work experiences of Ms. Rubporn Promvongsanon are appeared in Profiles of the Independent Directors proposed by the Company to act as Proxy of Shareholders (**Enclosure 5**). In the case that the shareholders choose to appoint an independent director of the Company as their proxy, the Company recommends to use Proxy Form B which the shareholders are able to clearly state the vote. In this regard, the shareholders can deliver Proxy Form to Miss Warunee Puthapornpoj, CMO Public Company Limited 4/18-19 Soi Nuanchan56, Nuanchan Rd., Nuanchan, Buengkum Bangkok 10230, within Wednesday April 22, 2026.



Respectfully Yours



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Mr. Tatchapong Thamputthipong  
Chairman of the Board of Directors  
CMO Public Company Limited

1. Annual Report for the year 2025 (Form 56-1 One Report)



2. Financial Highlight and Financial Report 2025

(Unit : Thousand Baht)

	Consolidated			The Company		
	2024	2025	2026	2024	2025	2026
<b>Income Statement:</b>						
Revenue from service	1,276,975	1,247,589	1,408,246	641,966	588,137	669,663
Total revenue	1,289,157	1,256,539	1,421,137	672,228	609,990	716,398
Cost of service	1,072,156	975,184	1,012,214	525,184	471,420	510,728
Gross profit	217,001	272,405	396,032	116,781	116,716	158,935
Selling and administrative expenses	334,898	303,657	313,273	381,843	207,443	170,134
Interest expenses	26,997	20,509	17,012	20,249	14,472	12,078
Tax expense	(11,632)	(42,393)	(21,977)	-	(26,094)	(2,935)
Net profit (loss)	(156,527)	(85,204)	56,660	(255,048)	(109,438)	20,523
<b>Balance Sheet:</b>						
Current asses	370,817	288,860	364,636	265,560	100,331	192,216
Total assets	1,122,263	1,025,595	1,131,068	690,189	502,504	615,288
Current liabilities	609,356	502,754	598,475	468,488	311,444	435,148
Total liabilities	766,536	663,615	719,788	573,670	411,301	503,422
Shareholders' equity	355,727	361,981	411,281	116,519	91,203	111,865
Issued and paid-up share capital	280,963	426,175	426,175	280,963	426,175	426,175
<b>Financial Ratios:</b>						
Gross profit margin (%)	16%	22%	28%	18%	20%	24%
Operating profit margin (%)	(9%)	(2%)	7%	(36%)	(12%)	(5%)
Net profit margin (%)	(12%)	(7%)	4%	(40%)	(18%)	3%
Return on equity (%)	(44%)	(27%)	15%	(78%)	(105%)	20%
Earning (loss) per share	(0.60)	(0.23)	0.08	(0.91)	(0.26)	0.05
Liquidity ratio (time)	0.61	0.57	0.61	0.47	0.32	0.44
Debt to equity ratio (time)	2.15	1.83	1.75	4.92	4.51	4.50

For the shareholders who require to access to the Financial Report 2025 ended December 31, 2025. Please scan QR Code, which appear below:



Profiles of candidates nominated for election as directors of the Company

**Name – Last Name** : Mr. Sujarit Isarankura

**Current Position** : Chairman of the Audit Committee and Independent Director

**Proposed type of directorship** : Independent Director

**Age** : 58 years old

**Education** : Bachelor’s Degree in Agricultural Engineering, California State Polytechnic University, Pomona, USA

: Master of Business Administration (MBA), California State Polytechnic University, Pomona, USA

**Training Experience in Directors’ Program of Thai Institute of Directors (IOD)**

: Director Accreditation Program (DAP), Class 58/2006

**Other Training Experience** : Financial Advisory Knowledge Program, Association of Securities Companies (Thailand)

**Current Positions**

Positions in the Company Listed in the Stock Exchange of Thailand (2 Companies)

2025 – Present : Chairman of the Audit Committee and Independent Director  
CMO Public Company Limited

2006 – Present : Board Member

2016 – Present : Audit Committee Member  
The Siam Agro-Food Industry Pineapple Public Company Limited

Positions in Other Organizations / Institutes / Businesses (Non-Listed Companies) (5 Companies)

2011 - Present : Executive Director  
SynSujarit Company Limited

2006 - Present : Executive Director  
Z 29 Company Limited

Work Experience (During the recent 5 years)

2025 – Present : Chairman of the Audit Committee and Independent  
2023 – 2024 : Chairman of the Audit Committee, Chairman of the Risk  
Management Committee, and Independent Director  
CMO Public Company Limited

2006 – Present : Board Member  
2012 – 2016 : Chairman of the Compensation and Nomination  
Committee

2016 – Present : Audit Committee Member  
The Siam Agro-Food Industry Pineapple Public Company  
Limited

2011 - Present : Executive Director  
SynSujarit Company Limited

2006 - Present : Executive Director  
Z 29 Company Limited

**Date of appointment** : May 29, 2025

**Terms of Directorship** : First Term : May 29, 2025 – Present (11  
Months)

**Meeting attendance in 2024** : 8/8 (100%)

**Meeting attendance for sub-committees in  
2025** : 9/9 (100%)

**Positions in other organization that compete  
with/ related to the Company that may cause  
a conflict of interest** : None

**Shareholding interests in the Company** : None

(Including Spouse and Minor Children)  
(as December 31, 2025)

Having qualifications required by the applicable law and does not have prohibited characteristics according to the announcement of the Capital Market Supervisory Board : Yes

Legal Dispute in the past 10 years : None

Family relationship with other directors, executives or major shareholders of the Company or its subsidiary : None

Additional Information to Consider for Independent Director Election

(Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that may have conflicts at present or in the past 2 years.)

Being a director who takes part in the management and/or employee, staff member, advisor who receives regular salary : No

Being professional services provider, e.g., auditor, legal advisor, financial advisor : No

Having material business relationship which affects directors' independence : None

Being an entrepreneur or a director who takes part in the management and/or employee, staff member, advisor who receives a regular salary or holding more than one percent of the total number of voting shares of the company which operating under similar business nature and significant competition to the company or its subsidiary : No

Profiles of candidates nominated for election as directors of the Company

Name – Last Name : Mr. Mongkol Silthumpitug

Current Position : Director, Chairman of the Sustainability Committee and Risk Management Committee Member

Proposed type of directorship : Director

Age : 52 years old

Education : Bachelor’s Degree, Payap University; Faculty of Communication Arts

Training Experience in Directors’ Program of Thai Institute of Directors (IOD)

: Directors Accreditation Program (DAP) Class 221/2024

: Director Certification Program (DCP) Class 378/2025

Current Positions

Positions in the Company Listed in the Stock Exchange of Thailand (1 Company)

2023 – Present : Director

2024 – Present : Risk Management Committee Member

2025 - Present : Chairman of the Sustainability

2025 – Present : Chief Executive Officer

2026 - Present : President

CMO Public Company Limited

Positions in Other Organizations / Institutes / Businesses (Non-Listed Companies)

None

Work Experience (During the recent 5 years)

2023 - 2025 : Chief Business Development Officer

2023 – Present : Director

2024 – Present : Risk Management Committee Member

2025 - Present : Chairman of the Sustainability

2025 – Present : Chief Executive Officer  
 2026 - Present : President

CMO Public Company Limited

Date of appointment : December 22, 2023

Terms of Directorship : First Term : December 22, 2023 – Present (2 Years 4 Months)

Meeting attendance in 2024 : 10/10 (100%)

Meeting attendance for Audit committee in 2025 : None

Positions in other organization that compete with/ related to the Company that may cause a conflict of interest : None

Shareholding interests in the Company (Including Spouse and Minor Children) (as December 31, 2025) : 0.12%

Having qualifications required by the applicable law and does not have prohibited characteristics according to the announcement of the Capital Market Supervisory Board : Yes

Legal Dispute in the past 10 years : None

Family relationship with other directors, executives or major shareholders of the Company or its subsidiary : None

Profiles of candidates nominated for election as directors of the Company

Name – Last Name : Mr. Nvin Hemaruchatanan

Position Proposed for : Director and Nomination and Remuneration Committee  
Appointment Member

Proposed type of directorship : Director

Age : 24 years old

Education : University of Portsmouth BA in Business and Management

Training Experience in Directors’ Program of Thai Institute of Directors (IOD)  
: Director Certification Program (DCP) Class 397/2026

Current Positions

Positions in the Company Listed in the Stock Exchange of Thailand (1 Company)

2025 – Present : Sustainability Committee Member

2026 - Present : Vice President  
CMO Public Company Limited

Positions in Other Organizations / Institutes / Businesses (Non-Listed Companies) (2 Companies)

2019 – Present : Chief Operating Officer  
Cell Nature (Thailand) co. ltd

2026 - Present : Chief Executive Officer  
: CM Lab co. ltd

Work Experience (During the recent 5 years)

2019 – Present : Chief Operating Officer  
Cell Nature (Thailand) co. ltd

2025 – Present : Sustainability Committee Member

2026 - Present : Vice President  
CMO Public Company Limited

2026 - Present : Chief Executive Officer  
: CM Lab co. ltd

Date of appointment : None

Terms of Directorship : None

Meeting attendance in 2025 : None

Meeting attendance for Executive Committee : None  
in 2025

Positions in other organization that compete : None  
with/ related to the Company that may cause  
a conflict of interest

Shareholding interests in the Company : 24.68%  
(Including Spouse and Minor Children)  
(as December 31, 2025)

Having qualifications required by the : Yes  
applicable law and does not have prohibited  
characteristics according to the announcement  
of the Capital Market Supervisory Board

Legal Dispute in the past 10 years : None

Family relationship with other directors, : None  
executives or major shareholders of the  
Company or its subsidiary

(Nominated as a Director at the 2026 Annual General Meeting of Shareholders)

**Code of Conduct in Attending the meeting, appointing proxy, and voting at the  
Shareholders' Meeting**

Rules of Representing the Status of Shareholders entitled to attend at the Shareholders' Meeting.

**1. In the case that the shareholder will attend the meeting in person**

- The shareholder is a common person of Thai nationality please show your own identification card, government identification card or business identification card upon presence
- The shareholder is a common person of other nationalities please show your identification card or passport

**2. In the case of appointing proxy**

2.1 In the case of appointing proxy to a common person or person of other nationalities, the following documents should be presence at the registration before entering the meeting

- a completely filled proxy form
- a copy of the identification card or passport of the grantor with approval signature grantor
- a copy of the identification card or passport of the proxy with the approval signature of the proxy

2.2 In the case that the grantor is of Thai juristic person, the following documents should be presence at the registration before entering the meeting

- a completely filled proxy form
- a copy of the juristic person registration document with approval signature of the Authorized Managing Director
- a copy of the identification card of the Authorized Managing Director that sign the approval signature on the proxy form with their approval signature as well
- a copy of the identification card of the proxy with the approval signature of the proxy

2.3 In the case that the grantor is a juristic person who registered oversea, the following documents should be presence at the registration before entering the meeting

- a completely filled proxy form
  - a copy of the juristic person registration document with approval signature of the Authorized Managing Director
  - a copy of the passport of the Authorized Managing Director that sign the approval signature on the proxy form with their approval signature as well
  - a copy of the identification card or copy of the passport of the proxy with the approval signature of the proxy
- In the case of proxy, be informed that the proxy has to mail in the proxy form and other documents to the company at least 1 working day in advance or at least 30 minutes before the meeting starts so that the company staff has time to examine those documents.
  - In the case of appointing proxy to the other persons for attending and voting the meeting instead of you. The proxy must be at least 20 years old on the date of the vote. Otherwise, the proxy is not legitimacy in accordance with section 102 of the Public Limited Companies Act, 2535 and section 19 of the Civil and Commercial Code.

<b>Registration</b>
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The staff will open the registration booth at least 1 hour before the meeting start-up or from 9.00 hrs. onwards.

<b>Voting Method</b>
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1. When giving a vote keep in mind that one share of stock equals to one voice to vote
2. In the ordinary case, consider the majority votes in the Meeting, except in the case of a tie of votes, let the Chairman of the Meeting make the last vote to point out the winner.

In the other specific cases which are subject to the laws and/or the Company's Articles of Association, the votes shall be made in accordance with those. The Chairman shall inform the meeting before voting is made in each agenda.

### **Documents evidencing the entitlement to attend the shareholders' meeting**

#### Attendance of Meeting in Person

- Copy of valid identification card or driving license or government official identification or passport with signature.

#### Attendance of Meeting in Juristic Person

- Copy of the Affidavit of that juristic person (issued not exceeding 3 months) by the Ministry of Commerce or the relevant government authority and signed by authorized person according to its Affidavit.
- Copy of valid identification card or driving license or government official identification or passport of the authorized person, with the original presented

### **Articles of Association of CMO to concern the shareholders' meeting**

Clause 24. The Board of Directors shall arrange for an Annual General Meeting of Shareholders within four months from the end of the Company's fiscal year.

Any meeting of shareholders other than the above shall be called an Extraordinary General Meeting. The Board of Directors may call an Extraordinary General Meeting of Shareholders at any time as it deems appropriate.

The shareholders' meeting may be conducted through electronic means, provided that such meeting is held in accordance with the procedures prescribed by the applicable laws or regulations in force at that time.

One or more shareholders holding shares in an aggregate amount of not less than ten percent of the total number of issued shares may submit a written request to the Board of Directors to call an Extraordinary General Meeting at any time, provided that the matters and reasons for requesting the meeting are clearly stated in such request. In such case, the Board of Directors shall arrange for the meeting of shareholders to be held within 45 days from the date of receipt of such request from the shareholders.

If the Board of Directors fails to arrange such meeting within the specified period, the shareholders who submitted the request or other shareholders holding the number of shares as required may call the meeting themselves within 45 days from the expiration

of such period. In this case, such meeting shall be deemed a shareholders' meeting called by the Board of Directors, and the Company shall be responsible for the necessary expenses arising from the arrangement of the meeting and shall provide reasonable facilitation.

However, if it appears that the shareholders' meeting called by the shareholders does not constitute a quorum as specified in Article 27, the shareholders who requested such meeting shall jointly compensate the Company for the expenses incurred from arranging such meeting.

The shareholders' meeting may be held at the locality where the Company's head office is located or at any other province within the Kingdom. In the case where the meeting is conducted through electronic means, the Company's head office shall be deemed the place of the meeting, and such meeting shall have the same legal effect as a shareholders' meeting held in a single physical location, in accordance with the procedures prescribed by law and these Articles of Association.

Clause 25. In calling a shareholders' meeting, the Board of Directors shall prepare a written notice of the meeting specifying the place, date, time, agenda of the meeting, and the matters to be proposed to the meeting, together with appropriate details, indicating whether each matter is for information, approval, or consideration, including the opinion of the Board of Directors on such matters. The notice shall be delivered to the shareholders not less than 7 days prior to the meeting date.

In addition, the notice of the meeting shall be published in a newspaper for three consecutive days not less than 3 days prior to the meeting date, or may be published through electronic media in accordance with the criteria prescribed by law.

Clause 26. At a shareholders' meeting, a shareholder may appoint another person as proxy to attend the meeting and vote on his or her behalf. The proxy form shall be dated and signed by the shareholder granting the proxy and shall be in the form prescribed by the registrar. The proxy form may also be submitted or granted through electronic means,

provided that a secure and reliable method is used to ensure that such proxy appointment is made by the shareholder (if any).

The proxy form must be submitted to the Chairman of the meeting or a person designated by the Chairman at the meeting before the proxy attends the meeting.

Clause 27. At a shareholders' meeting there shall be not less than twenty five (25) shareholders and proxies (if any) attending the meeting or not less than one-half of the total number of shareholders and in either case such shareholders shall hold shares amounting to not less than one-third (1/3) of the total number of shares sold, whereby a quorum would then be constituted.

At any shareholders' meeting, if one (1) hour has passed from the time specified for the meeting and the number of shareholders attending the meeting is still inadequate for a quorum. If such shareholders' meeting was called as a result of a request of the shareholders, such meeting shall be cancelled. If such meeting was not called as a result of a request of the shareholders, a new meeting shall be called for and the notice calling for such meeting shall be dispatched to shareholders not less than seven (7) days prior to the date of the meeting. In the subsequent meeting, a quorum is not required.

At a shareholders' meeting, the chairman of the board shall be the chairman of the meeting. In case the chairman of the board is not present at the meeting or cannot perform his or her duty, and if there is a vice-chairman present at the meeting, the vice-chairman shall be the chairman of the meeting. If there is no vice-chairman or if there is a vice-chairman but he or she is not present in the meeting or cannot perform his or her duty, the shareholders present at the meeting shall elect one of the shareholders to be the chairman of the meeting.

Clause 28. A resolution of a shareholders' meeting, the shareholders shall be entitled to one (1) vote per one (1) share as follows:

(1) In an ordinary event, the majority votes of the shareholders who attend the meeting and cast their votes. In case of a tie vote, the chairman of the meeting shall have a casting vote.

(2) In the following events, a vote of not less than three-fourths (3/4) of the total number of votes of shareholders who attend the meeting and have the right to vote:

- (a) The sale or transfer of the whole or the substantial part of the Company's business to any other person;
- (b) The purchase or acceptance of transfer of the business of private company (s) by the Company;
- (c) The making, amending or terminating of any agreement with respect to the granting of a lease of the whole or substantial parts of the Company's business, the assignment of the management of the business of the Company to any person(s), or the amalgamation of the business with other persons for the purpose of profit and loss sharing;
- (d) The amendment of the Memorandum of Associations or Articles of Association of the Company;
- (e) The increasing or reducing the Company's capital;
- (f) The amalgamation of business of the Company with other company or the dissolution of the Company

Clause 29 . The matters which should be conducted by the annual general meeting of shareholders are as follows:

- (1) To consider the report of the board of directors concerning the Company's business in the past year period.
- (2) To consider and approve the balance sheet, the statement of profit and loss as of last days of the Company's fiscal year.
- (3) To consider and approve of profit allocation and dividend payment.
- (4) To consider and elect new directors in place of those whose office term expires fix the remuneration of directors.
- (5) To consider and appoint auditor and fix the remuneration of the auditor.
- (6) Other business.

Clause 30. In case the company or subsidiary agrees to enter into a related transaction connect to the acquisition or disposition of assets of the company or subsidiary according to the definition and criteria specified in the Notification of the Stock Exchange of Thailand. The company shall also comply with the rules and procedures

Profile of independent directors nominated by the shareholders to serve as proxies

Name – Last Name : Ms. Rubporn Promvongsanon

Current Position : Member of the Audit Committee / Independent Director

Age : 39 years old

Address : 4/18-19 Soi Nuanchan 56, Nuanchan, Buengkum Bangkok  
10230

Special conflicts of interests in meeting agenda \* : None

\* Special conflicts of interests refers to having a unique stake or interest that differs from other directors in all matters presented. This includes receiving rights, benefits, or compensation beyond the standard criteria.

## Proxy Form

There will be an Annual General Meeting of Shareholder 2026 on **Thursday, April 23, 2026, at 10.00 AM., at a Meeting Room, CMO Public Company Limited, 4/18-19 Soi Nuanchan 56, Nuanchan, Buengkum Bangkok.** Therefore, CMO Public Company Limited is delivering 3 types of Proxy document as follow:

1. Proxy Form (A): being general proxy, which is a simple and uncomplicated form.
2. Proxy Form (B): being proxy that specifies various particulars for authorization and contains clear and concise detail thereof.
3. Proxy Form (C): being specific proxy for being used by foreign shareholders who appoint custodian in Thailand to be depositor and to take care of their shares.

In the case that you would like to appoint other persons to attend the meeting and vote instead of you, **please use only one of the given proxy form** and complete the document correctly and completely send to the President of the Meeting or the person who is appointed by the president before attend the Meeting.

For shareholders' right and benefit, in case you are inconvenient to attend the meeting by yourself and wish to appoint the Company's Independent Director to vote on your behalf, please complete and duly execute the Proxy to assign **Ms. Rubporn Promvongsanon, Age 39 years** as a proxy holder. The completed and executed proxy (Proxy Form B is recommended) should be submitted together with the required documents or evidence to Miss Warunee Puthapornpoj – Investor Relations, CMO PLC, 4/18-19 Soi Nuanchan 56, Nuanchan, Buengkum, Bangkok 10230, Thailand. We would appreciate if your proxy and required documents reach us within April 22, 2026.

**PROXY FORM A (SIMPLE FORM)**  
According to Regulation of Department of Business Development  
Re: Form of Proxy (No.5) B.E. 2550

<p><b>Duty Stamp</b> <b>20 Baht</b></p>
---

Written at .....

Date .....Month .....Year.....

(1) I/We ..... Nationality .....

Address No. .... Road ..... Sub-district .....

District ..... Province ..... Postal Code.....

(2) Being a shareholder of **CMO Public Company Limited**,

Holding the total amount of..... shares with the voting right of..... votes as follow:

- Ordinary share..... shares with the voting right of..... votes
- Preferred share..... shares with the voting right of..... votes

(3) Do hereby appoint either one of the following persons:

(1)..... Age .....Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(2)..... Age .....Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(3)..... Age .....Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(4) ..... Ms. Rubporn Promvongesanon ..... Age ..... 39 ..... Years  
 Address No. .... 4/18-19 ..... Road ..... Nuanchan 56 ..... Sub-district ..... Nuanchan .....  
 District ..... Buengkum ..... Province ..... Bangkok ..... Postal Code ..... 10230 .....

Only one person above is my/our proxy to attend and vote on my/our behalf at the Annual General Meeting of Shareholder 2026 on Thursday, April 23, 2026, at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, Bangkok, or at any adjournment thereof to any other date, time and venue or other methods.

For any act performed by the Proxy at the meeting, it shall be deemed as such acts had been done by me/us in all respect.

Signed ..... Grantor  
 (.....)  
 Signed ..... Proxy  
 (.....)  
 Signed ..... Proxy  
 (.....)  
 Signed ..... Proxy  
 (.....)

**Remark:**

The shareholder appointing the Proxy must authorize only one proxy to attend and vote at the meeting and shall not allocate the number of shares to several proxies to vote separately.

**PROXY FORM B (SPECIFIC DETAILS FORM)**  
According to Regulation of Department of Business Development  
Re: Form of Proxy (No.5) B.E. 2550

<p><b>Duty Stamp</b> <b>20 Baht</b></p>
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Written at .....

Date .....Month .....Year.....

(1) I / We ..... Nationality .....

Address No..... Road ..... Sub-district .....

District ..... Province ..... Postal Code.....

(2) Being a shareholder of **CMO Public Company Limited**,

Holding the total amount of ..... shares with the voting right of ..... votes as follow:

Ordinary share .....shares with the voting right of .....votes

Preferred share .....shares with the voting right of .....votes

(3) Do hereby appoint either one of the following persons:

(1) ..... Age ..... Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(2) ..... Age ..... Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(3) ..... Age ..... Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(4) ..... Ms. Rubporn Promvonesanon ..... Age ..... 39 ..... Years  
 Address No. .... 4/18-19 ..... Road ..... Nuanchan 56 ..... Sub-district ..... Nuanchan .....  
 District ..... Buengkum ..... Province ..... Bangkok ..... Postal Code ..... 10230 .....

Only one person above is my/our proxy to attend and vote on my/our behalf at the Annual General Meeting of Shareholder 2026 on Thursday, April 23, 2026, at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, Bangkok, or at any adjournment thereof to any other date, time and venue or other methods.

(4) I/We authorize my/our Proxy to cast the votes according to my/our intentions as follows:

**Agenda 1 To acknowledge the Company's Operation Results of 2025**

This agenda is only for acknowledge, therefore, no vote is required.

**Agenda 2 To approve the Statement of Financial Position and Statement of Income for the year 2025 ending December 31, 2025, that the auditors have audited**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
  - Approve       Disapprove       Abstain

**Agenda 3 To consider and approve the suspension of dividend payment for the operation of the year 2025**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
  - Approve       Disapprove       Abstain

**Agenda 4 To consider and approve the election of directors in place of those retiring by rotation for the year 2026**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:

The appointment of certain directors as follows:

1. Mr. Sujarit Isarankura

- Approve       Disapprove       Abstain

2. Mr. Mongkol Silthumpitug

- Approve       Disapprove       Abstain

3. Mr. Nvin Hemaruchatanan

Approve       Disapprove       Abstain

**Agenda 5 To consider and approve the amend and change the authorized directors to sign to bind the Company**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
- Approve       Disapprove       Abstain

**Agenda 6 To consider and approve the Director's Remuneration for the year 2026**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
- Approve       Disapprove       Abstain

**Agenda 7 To approve the appointment of auditor and determine the remuneration for the 2026**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
- Approve       Disapprove       Abstain

**Agenda 8 To consider and approve the amendment/addition to Article 21 of the Company's Articles of Association to be in compliance with the Public Limited Companies Act (No. 4) B.E. 2565 (2022) ("Public Limited Companies Act")**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
- Approve       Disapprove       Abstain

**Agenda 9 To consider other matter (if any)**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
- Approve       Disapprove       Abstain

(5) Vote of the proxy in any Agenda which is not in accordance with this Proxy Form shall be invalid and shall not be the vote of mine/us as the shareholders.

(6) In the case that I/We did not specify a vote in an agenda or such vote is unclear, or if the meeting considers or resolves any matter other than those stated above, or if there is any change or amendment to any fact, the proxy shall be authorized to consider and vote the matter on my/our behalf as the proxy deems appropriate.

For any act performed by the Proxy at the meeting, unless the proxy does not vote as I/We have specified, shall be deemed as such acts had been done by me/us in all respect.

Signed ..... Grantor  
(.....)

Signed ..... Proxy  
(.....)

Signed ..... Proxy  
(.....)

Signed ..... Proxy  
(.....)

**Remark:**

1. The shareholder appointing the Proxy must authorize only one proxy to attend and vote at the meeting and shall not allocate the number of shares to several proxies to vote separately.
2. For agenda election of directors, either the whole nominated candidates or an individual nominee can be elected.
3. In case there is any further agenda apart from specified above brought into consideration in the meeting, the Grantor may use the Regular Continued Proxy Form B as attached.

**REGULAR CONTINUED PROXY FORM B**

Authorization on behalf of the Shareholders of CMO Public Company Limited

At the Annual General Meeting of Shareholder 2026 on Thursday, April 23, 2026, at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, Bangkok, or at any adjournment thereof to any other date, time and venue or other methods.

-----

Agenda No. .... Subject .....

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

Agenda No. .... Subject .....

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

Agenda No. .... Subject .....

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

Agenda No. .... Subject .....

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

Agenda No. .... Subject .....

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

Agenda No. .... To elect directors

Name of Director.....

.....

Approve       Disapprove       Abstain

Name of Director.....

.....

Approve       Disapprove       Abstain

Name of Director.....

.....

Approve       Disapprove       Abstain

I/We certify that the statements in this Supplemental Proxy Form are correct, complete and true in all respects.

Signed ..... Grantor  
(.....)

Signed ..... Proxy  
(.....)

Signed ..... Proxy  
(.....)

Signed ..... Proxy  
(.....)

PROXY FORM C  
 (FOR FOREIGN SHAREHOLDER APPOINTING CUSTODIAN IN THAILAND)  
 According to Regulation of Department of Business Development  
 Re: Form of Proxy (No.5) B.E. 2550

**Duty Stamp  
20 Baht**

-----  
 Written at .....  
 Date .....Month .....Year.....

(1) I / We .....

Residing at No..... Road ..... Sub-district .....

District ..... Province ..... Postal Code.....

As a custodian for.....

Being a shareholder of **CMO Public Company Limited**,

Holding the total amount of ..... shares with the voting right of ..... votes as follow:

Ordinary share .....shares with the voting right of ..... votes

Preferred share .....shares with the voting right of ..... votes

(2) Do hereby appoint either one of the following persons:

(1) ..... Age .....Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(2) ..... Age .....Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(3) ..... Age .....Years

Address No..... Road ..... Sub-district .....

District .....Province ..... Postal Code.....

or

(4) ..... Ms. Rubporn Promvongsanon ..... Age .....39..... Years

Address No. ....4/18-19..... Road ..... Nuanchan 56..... Sub-district ..... Nuanchan.....

District ..... Buengkum ..... Province ..... Bangkok ..... Postal Code..... 10230.....

Only one person above is my/our proxy to attend and vote on my/our behalf at the Annual General Meeting of Shareholder 2026 on Thursday, April 23, 2026, at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, Bangkok, or at any adjournment thereof to any other date, time and venue or other methods.

(3) I/We authorize my/our Proxy to cast the votes according to my/our intentions as follows:

The voting right in all the voting shares held by us is granted to the proxy.

The voting right in part of the voting shares held by us is granted to the proxy as follows:

Ordinary share .....shares with the voting right of .....votes

Preferred share .....shares with the voting right of .....votes

Total ..... votes

(4) I/We authorize my/our Proxy to cast the votes according to my/our intentions as follows:

**Agenda 1 To acknowledge the Company's Operation Results of 2025**

This agenda is only for acknowledge, therefore, no vote is required.

**Agenda 2 To approve the Statement of Financial Position and Statement of Income for the year 2025 ending December 31, 2025, that the auditors have audited**

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve  Disapprove  Abstain

**Agenda 3 To consider and approve the suspension of dividend payment for the operation of the year 2025**

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve  Disapprove  Abstain

**Agenda 4 To consider and approve the election of directors in place of those retiring by rotation for the year 2026**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:

The appointment of certain directors as follows:

1. Mr. Sujarit Isarankura

Approve       Disapprove       Abstain

2. Mr. Mongkol Silthumpitug

Approve       Disapprove       Abstain

3. Mr. Nvin Hemaruchatanan

Approve       Disapprove       Abstain

**Agenda 5 To consider and approve the amend and change the authorized directors to sign to bind the Company**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

**Agenda 6 To consider and approve the Director's Remuneration for the year 2026**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

**Agenda 7 To approve the appointment of auditor and determine the remuneration for the 2026**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve       Disapprove       Abstain

**Agenda 8 To consider and approve the amendment/addition to Article 21 of the Company's Articles of Association to be in compliance with the Public Limited Companies Act (No. 4) B.E. 2565 (2022) ("Public Limited Companies Act")**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

- (b) The Proxy must cast the votes in accordance with my/our following instruction:  
 Approve       Disapprove       Abstain

**Agenda 9 To consider other matter (if any)**

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.  
 (b) The Proxy must cast the votes in accordance with my/our following instruction:  
 Approve       Disapprove       Abstain

(5) Vote of the proxy in any Agenda which is not in accordance with this Proxy Form shall be invalid and shall not be the vote of mine/us as the shareholders.

(6) In the case that I/We did not specify a vote in an agenda or such vote is unclear, or if the meeting considers or resolves any matter other than those stated above, or if there is any change or amendment to any fact, the proxy shall be authorized to consider and vote the matter on my/our behalf as the proxy deems appropriate.

For any act performed by the Proxy at the meeting, unless the proxy does not vote as I/We have specified, it shall be deemed as such acts had been done by me/us in all respect except for vote of the Proxy which is not in accordance with this Proxy Form.

Signed ..... Grantor  
 (.....)

Signed ..... Proxy  
 (.....)

Signed ..... Proxy  
 (.....)

Signed ..... Proxy  
 (.....)

**Remark:**

1. This Proxy Form C shall be applicable only for the Shareholders listed in the share register book as the foreign investors appointing the Custodian in Thailand.
2. The following documents shall be attached with this Proxy Form:

- (1) Power of Attorney from a shareholder authorizing a custodian to sign the Proxy Form on behalf of the shareholder.
  - (2) Letter certifying that the person signing the Proxy Form is authorized to engage in custodian business.
3. The shareholder appointing the Proxy must authorize only one proxy to attend and vote at the meeting and shall not allocate the number of shares to several proxies to vote separately.
4. In agenda regarding the election of directors, either the whole nominated candidates or an individual nominee can be elected.
5. In case there is any further agenda apart from specified above brought into consideration in the meeting, the Grantor may use the Regular Continued Proxy Form C as attached.

REGULAR CONTINUED PROXY FORM C

Authorization on behalf of the Shareholders of CMO Public Company Limited

At the Annual General Meeting of Shareholder 2026 on Thursday, April 23, 2026, at 10.00 a.m. at the Meeting Room of CMO Public Company Limited, No. 4/18-19 Soi Nuanchan 56, Nuanchan Sub-district, Buengkum District, Bangkok, or at any adjournment thereof to any other date, time and venue or other methods.

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Agenda No. .... Subject .....

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- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
  - Approve .....votes     Disapprove .....votes     Abstain .....votes

Agenda No. .... Subject .....

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- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
  - Approve .....votes     Disapprove .....votes     Abstain .....votes

Agenda No. .... Subject .....

-----

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
  - Approve .....votes     Disapprove .....votes     Abstain .....votes

Agenda No. .... Subject .....

-----

- (a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The Proxy must cast the votes in accordance with my/our following instruction:
  - Approve .....votes     Disapprove .....votes     Abstain .....votes

Agenda No. .... Subject .....

(a) The Proxy is entitled to cast the votes on my/our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my/our following instruction:

Approve .....votes  Disapprove .....votes  Abstain .....votes

Agenda No. .... **To elect directors**

Name of Director.....

Approve  Disapprove  Abstain

Name of Director.....

Approve  Disapprove  Abstain

Name of Director.....

Approve  Disapprove  Abstain

I/We certify that the statements in this Supplemental Proxy Form are correct, complete and true in all respects.

Signed ..... Grantor  
(.....)

Signed ..... Proxy  
(.....)

Signed ..... Proxy  
(.....)

Signed ..... Proxy  
(.....)

