

Minutes of the 2026 Annual General Meeting of Shareholders
CMO Public Company Limited

Date Time and Venue

CMO Public Company Limited (the “**Company**”) held the 2026 Annual General Meeting of Shareholders on Thursday, April 23, 2026, at 10.00 a.m. The meeting was held at CMO Public Company Limited Meeting Room; No. 4/18-19 Soi Nuanchan 56, Nuanchan, Buengkum, Bangkok.

List of the Directors attending the Meeting

1. Mr. Tatchapong Thamputthipong Chairman of the Board and Independent Director
2. Mr. Noppadol Utain Vice Chairman of the Board, Chairman of Risk Management Committee, Independent Director, Audit Committee Member and Nomination and Remuneration Committee Member
3. Mr. Sujarit Isarankura Chairman of the Audit Committee and Independent Director
4. Ms. Veena Upadhya Chairman of the Nomination and Remuneration Committee, Independent Director and Audit Committee Member
5. Ms. Rubpron Promvongsanon Independent Director and Audit Committee Member
6. Mr. Mongkol Silthumpitug Chairman of the Sustainability Committee, President, Chief Executive Officer, Director and Risk Management Committee Member
7. Naphamat Phlaingam Director and Chief Financial Officer
8. Yingrak Phuathavornskul Director, Nomination and Remuneration Committee Member, Sustainability Committee Member and Vice President

9. Mr. Vuttiphan Tanametanont Director, Risk Management Committee Member, Sustainability Committee Member, Chief Strategy and Internal Development Officer and Company Secretary

List of the Auditors attending / observing the Meeting

1. Ms. Susan Eiamvanicha Auditor – SP Audit Company Limited
2. Ms. Prapai Kengkreetarpol Auditor – ANS Audit Company Limited
3. Ms. Manfa Yomrum Auditor – ANS Audit Company Limited

List of person attending the meeting

1. Ms. Nipada Panattasiri The proxy of the Thai Investors Association
2. Mr. Voravut Nuchanart Legal Specialist Director

The meeting started at 10.00 a.m.

The meeting commenced at 10:00 a.m. Mr. Tatchapong Thamputthipong, Chairman of the Board of Directors, acted as the Chairman of the Meeting (“**Chairman**”) and appointed Ms. Wichayada Wichayapongkul to serve as the Moderator of the Meeting (“**Moderator**”). The Moderator informed the meeting that the Company had fixed March 18, 2026 as the Record Date for determining the shareholders entitled to attend the Annual General Meeting of Shareholders.

At the commencement of the meeting, the attending shareholders were as follows: 8 shareholders attended the meeting in person, representing 106,963,757 shares; and 25 shareholders attended the meeting by proxy, representing 82,611,931 shares. In total, 33 shareholders attended the meeting either in person or by proxy, representing an aggregate of 189,575,688 shares out of the total issued and paid-up shares of 426,174,854 shares, equivalent to 44.4831 percent of the Company’s total issued shares.

Accordingly, the quorum was duly constituted in accordance with the Company’s Articles of Association, which require at least 25 shareholders and proxies holding in aggregate not less than one-third of the total issued shares of the Company to be present at the meeting.

For the 2026 Annual General Meeting of Shareholders, all 9 directors of the Company attended the meeting, representing 100 percent attendance of the Board of Directors.

To ensure that the Meeting shall be in accordance with the good corporate governance practice, the Facilitator inform the Meeting of the criteria and procedures for voting at the Meeting, as follows:

1. The Meeting would proceed the agenda in the order specified in the Meeting invitation letter. Information on each agenda item would be presented and shareholders would be given the opportunity to ask questions first. Then a resolution would be voted and the voting results would be announced to the Meeting after the vote counting for that agenda had been complete respectively.
2. After the presentation of the information in each agenda item was finished, the Company would open for voting. In casting a vote, one share shall carry one vote. If there are equal votes, the Chairman shall cast one addition vote as the deciding vote in accordance with the Company's Articles of Association item 28.
3. In voting
 - If there is no shareholder who disagree or abstain from voting, it shall be deemed to agree to the proposed resolution.
 - If there are shareholder who disagree or abstain from voting, please raise your hand so that staff collect ballot for calculate votes for each agenda.
 - If shareholder who agree every agenda, please mark each agenda and sign the last pages, then return it to staff at the end of the Meeting.
4. For the voting process, the Company allocated 1 minute for voting on each agenda item, except for Agenda Item 4: Consideration and approval of the election of directors to replace those retiring by rotation for the year 2026, totaling 3 directors. Shareholders were requested to cast their votes for each director on an individual basis, and the Company allocated 1 minute for voting on each individual director.
5. For counting votes:
 - No voting was required for Agenda Item 1 regarding the acknowledgment of the Company's operating results for the year 2025.

- Resolutions for Agenda Items 2, 3, 5, 6, and 7 required approval by a majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the vote count base.
 - For Agenda Item 4 regarding the election of directors, shareholders were requested to cast their votes for each director on an individual basis.
 - The resolution for Agenda Item 8 required approval by not less than three-fourths of the votes of the shareholders attending the meeting and entitled to vote, with abstentions being included as part of the vote count base.
6. For shareholders who appointed proxies to attend the meeting on their behalf and had already cast their votes in advance in the proxy forms, the Company recorded such votes in accordance with the shareholders' instructions specified in the proxy forms for each agenda item, and included those votes in the vote tally for each respective agenda item.

To ensure the transparency of the meeting, the Moderator invited Ms. Prapai Kengkreetarpol - Auditor of ANS Audit Company Limited, to act as witness in the vote counting in accordance with laws and the Company's Articles of Association. The Company recorded video and audio in this meeting, including collected personal data for lawful purposes under the Personal Data Protection Act B.E. 2562.

The Moderator informed the meeting that the Company had announced, through the Company's website and the information disclosure system of the Stock Exchange of Thailand, an invitation for shareholders to propose agenda items for the meeting in advance during the period from November 1, 2025 to December 31, 2025, in accordance with the principles of good corporate governance for listed companies. However, upon the expiration of the specified period, no shareholder proposed any agenda item for the 2025 Annual General Meeting of Shareholders. ประธานฯ ได้กล่าวเปิดประชุมและได้เริ่มการพิจารณาระเบียบวาระการประชุม ดังต่อไปนี้

Agenda 1 To Acknowledge the Company's Operation Results of 2025

The Chairman requested Mr. Mongkol Silthumpitug — Chairman of the Sustainability Committee, President, Chief Executive Officer, Director, and Risk Management

Committee Member — to present the Company’s operating results for the year 2025 to the meeting, the details of which are summarized as follows:

During 2025, the Company and its group companies continued to receive strong support and trust from both public and private sector clients, including longstanding key customers as well as new clients. As a result, numerous projects were successfully delivered and widely recognized by the public, particularly during the latter part of the year. Outstanding projects included the following:

1. AMATA 50th Anniversary - A celebration marking the 50th anniversary of Amata Corporation, the developer of integrated industrial cities in Chonburi Province, under the concept “Eternal Dream.” The event highlighted the enhancement of business capabilities, infrastructure expansion, and investor confidence in the region, with cumulative investments exceeding THB 250 billion across four industrial estates in Thailand. The event also celebrated the 72nd birthday anniversary of Vikrom Kromadit and welcomed more than 6,000 attendees.

2. ADFEST 2025 - Asia’s premier advertising and creative festival, held under the theme “COLLiDE” from March 20–22, 2025 at the PEACH Convention Center, Royal Cliff Hotels Group. The event emphasized the collision of ideas between tradition and innovation, featuring 1,641 entries judged by 63 internationally recognized jurors.

3. PTTEP Group Projects, including:

- PTTEP ARIM DAY 2025, PTTEP’s annual technical seminar focusing on maintenance and asset integrity management to enhance operational safety and efficiency, held at Synergy Hall, Energy Complex.

- PTT GROUP CEO TOWNHALL, a major annual event of the PTT Group where the CEOs of PTT Public Company Limited and its flagship affiliates jointly communicated strategic directions, operational synergies, and sustainability goals to employees under concepts such as “Synergy in Action” and “Growth Beyond the Future.”

- PTTEP IMPACT CHAMPION ADIPEC 2025 (UAE), a global energy exhibition and conference where the PTTEP booth showcased intelligent technologies and low-carbon energy innovations, receiving the “Impact Champion” award for outstanding energy innovation and vision.

- STILL ON MY MIND (PTT) held at Prem Pracha Vanarak Park, organized in remembrance of His Majesty's gracious benevolence through a grand musical performance, Thai handicraft workshops, illuminated gardens, and food and music zones in a warm and memorable atmosphere during January 2026.

In addition, the Company was entrusted with organizing numerous other major events, including KRUNGTHAI ONE STEP INFINITE POSSIBILITIES, AMWAY ROAD TO ENTREPRENEUR, 7 ELEVEN BUTTERBEAR, ELLE FASHION WEEK 2025, CP INNOVATION EXPOSITION, BANDAI SPIRITS HOBBY EXHIBITION, BANDAI PAVILION THAILAND GAME SHOW, ASA EXPO, GISTDA @ MHESI FAIR 2025, SET IN THE CITY 2025, MEGA COUNTDOWN 2026, and AIS SIAM SQUARE STREET OF DREAMZ.

Apart from event management services, the Company also continued its operations in the Learning Center and Museum Creator businesses, including projects such as the EGAT ELECTROSPHERE and the BAAC Museum.

In the entertainment sector, the Company successfully organized the “B NEW ERA – BECKY HAPPY BIRTHDAY CONCERT,” which received an overwhelmingly positive response from attendees and fan communities. This reflected the Company's capability to operate across diverse business dimensions and continuously respond to clients' evolving demands.

For the first quarter of 2026, the Company continued to update and expand its project portfolio with several notable projects, including Prince Mahidol Award Nexus, SRICHAND The Symphony of GLOWolution, Maybelline Lifter Glaze Love At First Glaze, Lay's Master of Flavor, and the 3CE I Vel Mist You Event.

In total, the Company and its subsidiaries successfully organized more than 1,100 events. At the same time, the Company remained committed to expanding its new customer base continuously, which is considered a key factor supporting CMO Public Company Limited in achieving its strategic goals for 2026 in a stable and sustainable manner.

Currently, CMO intends to participate in Thailand's Private Sector Collective Action Against Corruption (CAC) initiative and is in the process of conducting relevant studies and preparations. Nevertheless, the Company remains committed to conducting business with transparency, integrity, legal compliance, good corporate governance principles, and sustainable development practices, including the following:

- Promoting awareness and responsibility toward economic, social, and environmental sustainability;
- Implementing anti-corruption and anti-bribery policies, including whistleblowing channels for reporting misconduct, and communicating such policies to employees; and
- Establishing and implementing additional corporate policies such as the Code of Business Conduct and Sustainability/ESG policies for employees' adherence.

Thereafter, the Chairman invited shareholders to raise questions or express additional comments. However, no shareholder raised any questions or comments.

Resolution This agenda was for acknowledgement so there was no vote 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

The Chairman invited Ms. Naphamat Phlaingam, Chief Financial Officer, to present the Company's Statements of Financial Position and Statements of Comprehensive Income for the year ended December 31, 2025, which had been audited by the auditor, to the meeting. The financial performance may be summarized as follows:

Consolidated Financial Statements for the Year 2025

During 2025, the Company demonstrated significant progress in several dimensions, including its operational model, quality of revenue, profitability, and overall financial position. The Company strategically shifted its business direction from growth driven primarily by volume toward growth emphasizing quality of projects, operational efficiency, and long-term sustainability.

The Company reported total revenue of THB 1,408.25 million, representing an increase of approximately 13 percent compared to 2024. Cost of services amounted to THB 1,012.21 million, increasing by 4 percent, while selling and administrative expenses totaled THB 313.27 million, increasing by 3 percent. These results reflected improved efficiency in revenue and cost management. Consequently, the Company achieved gross profit of THB 396.03 million, increasing by 45 percent, and EBITDA of THB 141.22 million, increasing by 388 percent. In addition, the Company successfully returned to net profitability, recording net profit of THB 56.66 million, representing an improvement of 166 percent compared to the consecutive loss-making periods in previous years.

In terms of profitability, the Company's growth during the past year was not solely attributable to increased business volume, but also resulted from selective project acquisition, effective cost management, and enhancement of service quality and revenue structure. Gross profit margin improved from 22.0 percent to 28.1 percent, while EBITDA margin increased from 2.32 percent to 10.03 percent. The improvement was mainly supported by the following three factors:

1. Enhanced cost management efficiency through the implementation of clearly defined gross profit (GP) targets for each operating team, resulting in a reduction of the cost-to-revenue ratio from 78 percent to 72 percent;
2. Greater emphasis on selecting high-quality projects with appropriate returns
3. Continuous control of expenses and reduction of administrative costs.

In summary, the Company restructured its operational plans and internal organization to enhance operational efficiency and strengthen profitability in a tangible manner.

Furthermore, the Company significantly adjusted its business approach from competing primarily on pricing to focusing on projects requiring specialized expertise and greater integration of technology to create differentiated and immersive customer experiences. This strategic shift enabled the Company to substantially enhance enterprise value, particularly among high-purchasing-power customer segments seeking more innovative and distinctive experiences.

The revenue contribution and gross profit margins of the Company's four principal business segments were as follows:

1. Events Business - Total revenue amounted to THB 877.52 million, with gross profit of THB 282.45 million, representing a gross profit margin of 32.19 percent. Growth was supported by the recovery of exhibitions, trade shows, and projects from government agencies.
2. Installation and Utilities Business - Total revenue amounted to THB 265.65 million, with gross profit of THB 62.51 million, representing a gross profit margin of 23.53 percent. The principal growth driver was government-sector projects.
3. Equipment Rental Business - Total revenue amounted to THB 259.62 million, with gross profit of THB 51.57 million, representing a gross profit margin of 19.86 percent. This was attributable to increasing demand for lighting, sound, and visual system installations for large-scale concerts and events.
4. Media Business - Total revenue amounted to THB 5.6 million. The segment continued to play an important role in supporting content production and interactive media solutions to enhance visitor experiences in museums and various Company projects.

The Company generated net cash flows from operating activities of THB 166.71 million, reflecting its strong capability to generate operating cash flows efficiently. Cash flows used in investing activities amounted to THB 55.80 million, mainly relating to investments in ERP systems and new equipment to improve service quality and operational capabilities. Cash flows used in financing activities amounted to THB 78.92 million, primarily relating to the repayment of outstanding debentures, all of which have now been fully repaid.

As a result, the Company reported ending cash balances of THB 117.56 million, reflecting a stable and secure liquidity position. In addition, the Company continued to emphasize efficient capital structure management through supplier negotiations and close monitoring of receivables collection. The average collection period improved by 20 days from 2024 to 42 days, while the average payable period extended by 5 days to 77 days due to enhanced confidence among suppliers in the Company's financial capability and payment discipline.

Consequently, the Company achieved a negative cash conversion cycle of 30 days, reflecting effective working capital management and reinforcing confidence in the adequacy of liquidity and working capital for business operations.

The Company's total assets amounted to THB 1,131 million, consisting of current assets of THB 364.64 million and non-current assets of THB 766.43 million. Shareholders' equity amounted to THB 411.28 million, increasing by 14 percent, while total liabilities amounted to THB 719.79 million. As a result, the debt-to-equity ratio (D/E Ratio) decreased by 0.08 times to 1.75 times.

Moreover, the Company's interest coverage ratio improved significantly to 5.62 times, compared to a negative position in 2024. Regarding debt structure, the Company maintained promissory note (P/N) facilities with financial institutions totaling THB 125 million. However, banks had not yet approved an increase in such facilities due to accumulated losses incurred over several prior years. The Company plans to renegotiate with financial institutions again in 2026 to request an increase in credit facilities for working capital purposes.

Pending such approval, the Company received financial support from its major shareholders in the form of short-term loans with a one-year maturity totaling THB 65 million to strengthen operational liquidity.

As a result of improved revenue and profitability, return on equity (ROE) increased to 15.0 percent, return on assets (ROA) increased to 5 percent, and asset turnover ratio stood at 1.32 times. These indicators clearly reflected the Company's successful structural transformation from a volume-driven event business into a leader in Digital & Immersive Experience solutions focused on higher profitability and optimal capital efficiency.

Thereafter, the Chairman invited shareholders to raise questions or express additional comments regarding this agenda item. The following questions were raised by shareholders:

Question/Comment/Answer

<p>Question :</p>	
<p>Ms. Nipada Panattasiri</p>	<p>Based on the improved operating results in 2025,</p>

<p>(The proxy of the Thai Investors Association)</p>	<p>the Company reported an ending cash balance of THB 117.56 million. Why, then, does the Company still need to obtain loans from directors in 2026?</p>
<p>Answer:</p> <p>Ms. Naphamat Phlaingam (Chief Financial Officer)</p>	<p>The Company has made continuous efforts to manage its cash flow efficiently for operational purposes. During the first quarter of 2026, the Company handled a relatively high volume of events. Given the nature of the event business, advance payments are generally required, such as venue fees and structural deposits amounting to approximately 30–50 percent, as well as deposits for entertainment personnel, including artists, which are typically required to be paid in full approximately 2–3 months in advance.</p> <p>Accordingly, the Company’s cash utilization can be divided into two principal portions: the first for operational purposes, and the second as reserve funds for emergency situations, particularly in relation to the AO Fund litigation matter, in order to ensure business continuity and avoid any disruption to operations or impacts on customer services.</p> <p>In addition, the Company may also need to obtain additional financing for investment in equipment and technology. At present, artificial intelligence technologies are playing an increasingly significant role, resulting in greater customer demand for modern, easily accessible, and innovative experiences. In order to meet such demands and further enhance interactive customer experiences, the Company is required to invest in advanced</p>

	technologies, which involve relatively substantial capital expenditures.
<p>Question :</p> <p>Ms. Nipada Panattasiri (The proxy of the Thai Investors Association)</p>	<p>Based on the Company’s 2025 operating results, which reported total revenue of THB 1,408.25 million and approximately 1,100 projects undertaken during the year, does the Company face intense competition in project bidding? In addition, what is the Company’s market position within the industry?</p>
<p>Answer:</p> <p>Mr. Mongkol Silthumpitug (President and Chief Executive Officer)</p>	<p>Of the total approximately 1,100 projects undertaken, around 200 projects per year were related to the Company’s core event business, which typically consists of high-value projects. Although the frequency of such projects is not particularly high, the value per project generally ranges from approximately THB 100,000 to THB 10,000,000.</p> <p>At the same time, the Company also operates equipment rental and installation system services businesses, where the project value per assignment is relatively lower, averaging approximately THB 100,000 per project, but with a significantly higher service frequency.</p> <p>The profitability of each project depends on several factors, including the competitive conditions within the market. At present, the Company is regarded as one of the leaders in the event industry. However, when considering the total annual event industry market value of</p>

	<p>approximately THB 18 billion, the value of projects undertaken by the Company still accounts for less than 10 percent of the overall market value. Accordingly, the Company continues to see substantial opportunities for future business expansion and further market share growth.</p>
<p>Question :</p> <p>Ms. Nipada Panattasiri (The proxy of the Thai Investors Association)</p>	<p>The representative of the Volunteer Shareholder Protection Program suggested that the Board of Directors and management place greater emphasis on corporate public relations efforts in order to support and expand opportunities for securing projects in the future.</p>
<p>Answer:</p> <p>Mr. Mongkol Silthumpitug (President and Chief Executive Officer)</p>	<p>The Company acknowledged the recommendation. At present, a new generation of executives has assumed a greater role in the Company’s operations, and the Company therefore plans to strengthen its corporate public relations and enhance brand awareness through various communication channels in order to increase opportunities for project acquisition and future business expansion.</p>

As there were no further questions or comments from shareholders, the Chairman requested the meeting to consider and pass a resolution on this agenda item. The resolution for this agenda item required approval by a majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the vote count base.

Resolution Approved the Statement of Financial Position and Statement of Income for the year 2025 ending December 31, 2025, that the auditors have audited, with a

simple majority vote of the shareholders attending the meeting and casting their votes as follows:

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	Not taken for vote counting	
-	Void ballot	-	Votes	Not taken for vote counting	

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

The Chairman invited Ms. Naphamat Phlaingam, Chief Financial Officer, to present the details of this agenda item to the meeting as follows:

The Company has a 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. Such dividend payment, however, is subject to economic conditions, the Company's operating results, and future business plans and investment projects.

Although the Company recorded net profit for the operating results for the year 2025, covering the period from January 1 to December 31, 2025, the Company still had accumulated losses. Therefore, it was deemed appropriate to propose to the shareholders' meeting for consideration and approval of the omission of dividend payment for the operating results of 2025.

Thereafter, the Chairman invited shareholders to raise questions or express additional comments. As there were no questions or comments from shareholders, the Chairman requested the meeting to consider and pass a resolution on this agenda item. The resolution for this agenda item required approval by a majority vote of the shareholders attending the meeting and casting their votes, excluding abstentions from the vote count base.

Resolution Approved the suspension of dividend payment for the operation of the year 2025, with a simple majority vote of the shareholders attending the meeting and casting their votes as follows:

-	Approved	189,575,688	Votes	100	Percent
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- Disapproved	-	Votes	-	Percent
- Abstention	-	Votes	Not taken for vote counting	
- Void ballot	-	Votes	Not taken for vote counting	

Agenda 4 To appoint the Directors to replace directors retiring by rotation of the year 2026

The Chairman informed the meeting that, in accordance with the Company's Articles of Association, one-third of the directors in office are required to retire by rotation, and the directors who retire may be re-elected. At the Annual General Meeting of Shareholders for the year 2026, three 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 Member of the Nomination and Remuneration Committee |
| 3. Ms. Mongkol Silthumpitug | Director, Chairman of the Sustainability Committee, and Member of the Risk Management Committee |

However, Ms. Yingrak Phuathavornskul has expressed her intention not to be re-nominated for another term. The Board of Directors' Meeting No. 2 / 2 0 2 6 therefore resolved to propose to the shareholders' meeting the appointment of Mr. Nvin Hemaruchatanan as Director and Member of the Nomination and Remuneration Committee to replace the said position.

The Company announced on its website and via the Stock Exchange of Thailand's news system to provide shareholders with the opportunity to nominate qualified persons for consideration for election as directors at the Annual General Meeting of Shareholders for 2 0 2 6 , during the period from 1 November 2025 to 31 December 2025, in accordance with the principles of good corporate governance for listed companies. However, upon the expiry of the specified period, no shareholder submitted any nomination for consideration for election as a director of the Company.

The Board of Directors (excluding directors with vested interests) has considered and is of the opinion that all three nominated candidates have been duly screened through a careful and appropriate process in accordance with the Company's criteria and applicable laws. They possess qualifications that comply with the relevant requirements, as well as suitable qualifications, experience, and expertise that will be of the greatest benefit to the Company's operations. In addition, the nominee proposed as an independent director possesses qualifications in accordance with the applicable laws and requirements for independent directors, and is able to express opinions independently in compliance with the relevant criteria.

The Board of Directors (excluding directors with vested interests) has considered and deemed it appropriate to propose to the shareholders' meeting for approval the re-election of two directors who are due to retire by rotation this year for another term, and the appointment of one new director. The names are summarized as follows:

- | | |
|-----------------------------|---|
| 1. Mr. Sujarit Isarankura | Chairman of the Audit Committee and Independent Director (re-elected for another term) |
| 2. Ms. Mongkol Silthumpitug | Director, Chairman of the Sustainability Committee, and Member of the Risk Management Committee (re-elected for another term) |
| 3. Mr. Nvin Hemaruchatanan | Director and Member of the Nomination and Remuneration Committee (nominated to replace Ms. Yingrak Phuathavornskul) |

Details and brief profiles of all three nominated candidates are provided in the Notice of the 2026 Annual General Meeting of Shareholders (Enclosure 2).

To ensure transparency in the voting process in accordance with the principles of good corporate governance, Mr. Sujarit Isarankura and Mr. Mongkol Silthumpitug,

who have been nominated for re-election for another term, are requested to leave the meeting room during the voting.

The Chairman then invited shareholders to raise any questions or express additional opinions. As there were no further questions or comments, the Chairman requested the meeting to proceed with voting. This agenda item requires approval by a majority vote of the shareholders present and voting, excluding abstentions from the vote count. For the election of directors, the meeting is requested to consider and vote on each nominee individually.

Resolution Approved the appointment of 3 Directors to replace directors retiring by rotation in 2025, with a simple majority vote of the shareholders attending the meeting and casting their votes as follows:

1.) Mr. Sujarit Isarankura - Chairman of the Audit Committee and Independent Director (re-elected for another term)

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	Not taken for vote counting	
-	Void ballot	-	Votes	Not taken for vote counting	

2.) Ms. Mongkol Silthumpitug - Director, Chairman of the Sustainability Committee, and Member of the Risk Management Committee (re-elected for another term)

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	Not taken for vote counting	
-	Void ballot	-	Votes	Not taken for vote counting	

3.) Mr. Nvin Hemaruchatanan - Director and Member of the Nomination and Remuneration Committee (nominated to replace Ms. Yingrak Phuathavornskul)

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	Not taken for vote counting	

- Void ballot - Votes Not taken for vote counting

Thereafter, the moderator invited the nominated directors to return to the meeting.

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

The Chairman informed the meeting that, in order to align with the changes in the Company’s Board of Directors, the Board of Directors has resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval the amendment to the authorized signatories of the Company, as detailed below:

From

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

Revised as

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

After the presentation, The Chairman asked the Meeting if there were any comments or questions regarding the agenda item. However, none of the shareholders questioned or commented. 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.

Resolution Approved the amend and change the authorized directors to sign to bind the Company with a simple majority vote of the shareholders attending the meeting and casting their votes as follows:

- Approved 189,575,688 Votes 100 Percent
- Disapproved - Votes - Percent
- Abstention - Votes Not taken for vote counting

- Void ballot
- Votes Not taken for vote counting

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

The Chairman informed the meeting that the Nomination and Remuneration Committee had considered the criteria for determining the remuneration of the Board of Directors, taking into account appropriateness in relation to the scope of duties, the Board's performance, and the level of responsibilities assigned. A comparison was also made with other listed companies on the Stock Exchange of Thailand in the same industry and of a similar size (market capitalization). The Board of Directors has considered and deemed that the remuneration rates for each position for the year 2026 are appropriate. Therefore, it is proposed that the shareholders consider and approve the remuneration of the Board of Directors for the year 2026 in an amount not exceeding Baht 4,030,200, with details as follows:

Components of Directors' Remuneration	Year 2026	Year 2025
	(Proposed Year)	Actual Payment
1. Remuneration of the Board of Directors		
Annual Remuneration	Baht/person/year	Baht/person/year
- Chairman of the Board of Directors	465,000	435,600
- Vice Chairman of the Board of Directors	387,200	387,200
- Director	242,000	242,000
2. Remuneration of the Audit Committee		
Annual Remuneration	Baht/person/year	Baht/person/year
- Chairman of the Audit Committee	193,600	193,600
- Member of the Audit Committee	48,400	48,400
3. Remuneration of the Nomination and Remuneration Committee		
Annual Remuneration	Baht/person/year	Baht/person/year
- Chairman of the Nomination and Remuneration Committee	145,200	145,200
- Member of the Nomination and Remuneration Committee	None	None
4. Remuneration of the Risk Management Committee and the Sustainability Committee		
Annual Remuneration	Baht/person/year	Baht/person/year
- Chairman	None	None
- Director	None	None
5. Directors' bonus: In the event that the Company has a net profit exceeding Baht 100 million, the Company will arrange an overseas study visit program.		
- All Directors	Not exceeding Baht 1,000,000	None
6. Other benefits	None	None

Budget for Directors' Remuneration for the Year 2026	Budget for Directors' Remuneration for the Year 2025
Not exceeding Baht 4,030,200	Not exceeding Baht 2,746,700

The Chairman then invited shareholders to raise any questions or express additional opinions regarding this agenda item. The following questions were raised by shareholders:

Question/Comment/Answer

Question :	
Ms. Nipada Panattasiri	What factors contributed to the increase in the

(The proxy of the Thai Investors Association)	directors’ remuneration budget from Baht 2,746,700 in 2025 to Baht 4,030,200 in 2026?
<p>Answer:</p> <p>Mr.Vuttiphon Tanametanon (Company Secretary)</p>	<p>The directors’ remuneration for 2026 has been slightly increased from the previous year, specifically for the positions of Chairman of the Board and Chairman of the Nomination and Remuneration Committee. However, the primary factor contributing to the significant increase in the overall directors’ remuneration budget for 2026 is the inclusion of an additional directors’ bonus.</p> <p>In this regard, the Company has established criteria whereby, if the Company achieves a net profit exceeding Baht 100 million, it will consider arranging an overseas study visit program for the entire Board of Directors, within a budget not exceeding Baht 1,000,000. This initiative is intended to reward and motivate the Board in fulfilling their duties, overseeing the Company’s operations, and driving the business toward achieving its objectives. It also provides directors with opportunities to gain exposure to new ideas, technologies, and business practices from abroad, which can be applied to enhance organizational development and strengthen the Company’s long-term competitiveness.</p> <p>However, if the Company’s net profit does not exceed Baht 100 million, no budget will be allocated for this purpose. Therefore, the overall increase in directors’ remuneration is contingent</p>

	upon the Company’s performance meeting the specified target.
<p>Answer:</p> <p>Mr.Tatchapong Thamputthipong (Chairman of the Board)</p>	<p>Shareholders can be assured that if the Company’s net profit does not exceed Baht 100 million, such an overseas study visit will not take place. Achieving a net profit exceeding Baht 100 million in 2026 is considered highly challenging under the current economic conditions and global conflicts. Therefore, this criterion reflects a prudent and appropriate approach to determining remuneration that is aligned with the Company’s performance.</p>

As there were no further questions or comments from shareholders, the Chairman requested the meeting to proceed with voting. This agenda item requires approval by a majority vote of the shareholders present and voting, excluding abstentions from the calculation base.

Resolution To approve the remuneration of the Board of Directors for the year 2026 in an amount not exceeding Baht 4,030,200, by a majority vote of the shareholders present and voting, as follows:

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	Not taken for vote counting	
-	Void ballot	-	Votes	Not taken for vote counting	

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

The Chairman invited Ms. Naphamat Phlaingam, Chief Financial Officer, to present the details of this agenda item to the meeting, as follows:

The Audit Committee has undertaken a process for selecting the auditor and has provided its recommendation to the Board of Directors for consideration and

submission to the shareholders' meeting for approval of the appointment of ANS Audit Co., Ltd as the Company's and its subsidiaries' auditor for the year 2026.

This is because the Audit Committee is of the view that ANS Audit Co., Ltd. possesses all qualifications required for auditors in accordance with the regulations of the Stock Exchange of Thailand. The firm has knowledge, competence, and extensive experience in auditing, and is independent and credible. It has no relationship or transactions that may give rise to conflicts of interest with the Company. Therefore, it is considered that the audit work will be performed completely, appropriately, efficiently, and in accordance with auditing standards, with transparency.

After due consideration, the Board of Directors deems it appropriate to propose to the shareholders' meeting the appointment of the auditor for the year 2026 from ANS Audit Co., Ltd with the following names:

- | | |
|-------------------------------------|-------------------------------|
| 1.) Mr. Atipong Atipongsalul | C.P.A. Registration No. 3500 |
| 2.) Mr. Yuttapong Chuamuangpan | C.P.A. Registration No. 9445 |
| 3.) Mr. Vichai Ruchitanont | C.P.A. Registration No. 4054 |
| 4.) Mr. Sathien Vongsnan | C.P.A. Registration No. 3495 |
| 5.) Ms. Kultida Pasurakul | C.P.A. Registration No. 5946 |
| 6.) Ms. Kanittha Siripattanasomchai | C.P.A. Registration No. 10837 |
| 7.) Ms. Atchara Suknaibaiboon | C.P.A. Registration No. 4642 |

or other auditors within the same audit firm who are approved in accordance with the Notification on Auditor Approval, with the audit fee for the year 2026 not exceeding Baht 3,470,000.

The Chairman then invited shareholders to raise any further questions or express additional opinions. As there were no further questions or comments from shareholders, the Chairman requested the meeting to proceed with voting. This agenda item requires approval by a majority vote of the shareholders present and voting, excluding abstentions from the calculation base.

Resolution To approve the appointment of the auditor for the year 2026 from ANS Audit Co., Ltd with audit fees not exceeding Baht 3,470,000, by a majority vote of the shareholders present and voting, as follows:

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	Not taken for vote counting	
-	Void ballot	-	Votes	Not taken for vote counting	

Agenda 8 To consider amending and/or adding to Article 21 of the Company’s Articles of Association to ensure compliance with the Public Limited Companies Act (No. 4) B.E. 2565 (“Public Limited Companies Act”).

The Chairman requested the meeting to consider and approve the amendment and/or addition to Article 21 of the Company’s Articles of Association to ensure compliance with the Public Limited Companies Act (No. 4) B.E. 2565 (“Public Limited Companies Act”), which was published in the Royal Gazette on 23 May 2022 and came into force on 24 May 2022.

Section 8 repeals the provisions of Section 82 of the Public Limited Companies Act B.E. 2535 and replaces them with the following:

“Section 82 In calling a meeting of the Board of Directors, a notice of the meeting shall be sent to the directors not less than three days prior to the meeting. However, in cases of necessity or urgency to preserve the rights or benefits of the Company, the notice of meeting may be given via electronic means or other methods, and the meeting may be scheduled earlier than such period.”

Therefore, it is deemed appropriate to amend and/or add to the Company’s Articles of Association by repealing the existing wording and replacing it with the new wording as proposed above.

Current Articles of Association	Proposed Amendments to the Articles of Association
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<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 shall send a notice of the meeting to the directors not less than 7 days prior to the meeting date, 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 shall send a notice of the meeting to the directors not less than 3 days prior to the meeting date, 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>
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The Chairman then invited shareholders to raise any further questions or express additional opinions. As there were no further questions or comments from shareholders, the Chairman requested the meeting to proceed with voting. This agenda item requires approval by not less than three-fourths of the total votes of the shareholders present and entitled to vote, including abstentions in the calculation base.

Resolution The meeting, having duly considered the matter, unanimously resolved to approve the amendment and/or addition to Article 21 of the Company's Articles of Association to ensure compliance with the Public Limited Companies Act (No. 4) B.E. 2565 ("Public Limited Companies Act"), as follows:

-	Approved	189,575,688	Votes	100	Percent
-	Disapproved	-	Votes	-	Percent
-	Abstention	-	Votes	-	Percent
-	Void ballot	-	Votes	-	Percent

Agenda 9 To consider other business

The Chairman invited Mr. Sujarit Isarankura, Chairman of the Audit Committee, to report to the shareholders on the performance of the Audit Committee as follows: The Chairman of the Audit Committee clarified and disclosed information regarding the case in which the Office of the Securities and Exchange Commission (“SEC”) filed allegations against former directors and executives of the Company in relation to conduct that may constitute violations under the Securities and Exchange Act B.E. 2535 (1992), arising from an investment in the purchase of shares in a subsidiary company. The details are summarized as follows:

Around August 2025, the Audit Committee was informed by the former directors and executives that the SEC had raised concerns regarding actions that might constitute violations under the Securities and Exchange Act B.E. 2535 (1992).

Subsequently, in September 2025, the Audit Committee conducted a preliminary review of the performance of duties that might be considered inconsistent with the principles of responsibility, due care, and honesty, which could affect the qualifications and suitability of the individuals to remain in office. In order to ensure transparency and compliance with good corporate governance principles, the Audit Committee resolved to report the matter to the Board of Directors and requested the relevant former directors and executives to voluntarily resign from all positions within the Company.

Thereafter, in October 2025, the Audit Committee further considered the facts relating to the allegations and appointed legal advisors to provide opinions for consideration, with due regard to the best interests of the shareholders and the Company.

Based on the preliminary review of evidence, together with information obtained from the internal audit function and opinions from the legal advisors, there has not yet been any clear evidence confirming that the former directors and executives had committed any wrongdoing or obtained benefits from the said transactions. As the Company’s scope of investigation authority is limited to internal matters, there may be limitations in accessing information relating to external persons or entities.

The Audit Committee has already reported the preliminary findings to the Board of Directors. Should additional information be received from the SEC, the Audit Committee stands ready to further consider and proceed in accordance with the appropriate procedures and practices. If there are any material developments that the Company is required to disclose, the Company will further inform shareholders in compliance with the relevant rules and regulations.

The Chairman then invited shareholders to ask questions or express additional opinions, and the following questions were raised by shareholders:

Question/Comment/Answer

<p>Question :</p> <p>Ms. Nipada Panattasiri (The proxy of the Thai Investors Association)</p>	<p>What is the estimated value of the Company’s backlog for 2026 as of the present date? In addition, regarding the Museum business, which has shown a trend of increasing growth, what approaches does the Company have in place for its management and operation, and to what extent does the Company see further growth opportunities in this market?</p>
<p>Answer :</p> <p>Mr. Mongkol Silthumpitug (President and Chief Executive Officer)</p>	<p>Regarding the backlog for 2026, particularly in the event business segment, the preliminary outlook remains satisfactory, although the Company is not yet in a position to finalize a definitive figure at this stage. The operating results for the first quarter</p>

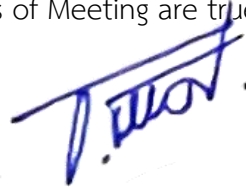
	<p>were stronger than those of 2025, and based on the current outlook through year-end, performance is expected to remain at a satisfactory level. Nevertheless, the Company continues to closely monitor key external factors, including international conflicts, economic conditions, and other related circumstances.</p> <p>On the sales side, the Company continues to secure new projects on an ongoing basis. However, certain government-related projects may experience temporary delays due to the transitional period under the new administration, which has affected some customer groups. In addition, during the second and third quarters, which coincide with the rainy season, the event business may experience a slowdown. Event formats in the third quarter are also expected to shift more toward conferences and indoor activities.</p> <p>As for the Museum business, in the past the market was primarily focused on traditional museums. However, it has now evolved increasingly toward learning center formats, which better serve the needs of large organizations seeking spaces to showcase information, introduce their organizations, or communicate their history and development effectively. The Company possesses comprehensive end-to-end capabilities, ranging from design to production and installation. Although the overall museum market may still be relatively limited in size, the learning center market continues to demonstrate growth potential and</p>
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	currently faces relatively limited competition. This represents a significant opportunity for the Company to expand its customer base by leveraging the expertise and experience of its team in delivering high-quality and comprehensive solutions that effectively meet clients' needs.
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As there were no further questions or comments from the shareholders, the Chairman thanked all shareholders for attending the meeting and declared the meeting adjourned at 11:30 a.m.

A total of 33 shareholders attended the meeting, comprising 8 shareholders attending in person, representing 106,963,757 shares, and 25 shareholders attending by proxy, representing 82,611,931 shares. In total, shareholders representing 189,575,688 shares attended the meeting, equivalent to 44.4831 percent of the Company's total issued and outstanding shares of 426,174,854 shares.

Certified that the above
Minutes of Meeting are true and correct.



(Mr. Tatchapong Thamputthipong)

Chairman of the Board

CMO Public Company Limited