



- Translation -

8 May 2026

To: Shareholders of Bangkok Commercial Asset Management Public Company Limited

BAM ๖๐/2026 Subject: Minutes of the 2026 Annual General Meeting of Shareholders

Bangkok Commercial Asset Management Public Company Limited (“the Company”) held the Annual General Meeting of Shareholders for the year 2026 (“the Meeting”) on Friday, 24 April 2026, at 14.00 hours via electronic means (E-Meeting), by transmitting images and sounds of the Meeting via VDO Conference system from the meeting room, 17th floor of the Company's head office building, No. 99 Surasak Road, Silom Subdistrict, Bang Rak District, Bangkok 10500.

The Company hereby submits the Minutes of the 2026 Annual General Meeting of Shareholders (“the Minutes”), as attached. If you wish to submit any amendments or objections to the Minutes, please feel free to contact the Company via Office of Company Secretary at comsecoffice@bam.co.th no later than Monday, 8 June 2026 in order for the Company to consider all such amendments or objections (if any) for further processing. If no such input is received, it shall be deemed that shareholders approve the Minutes as written.

Please be informed accordingly.

Yours sincerely,

- Signed by -

Mr. Weeravej Sirichatchai
Company Secretary

Office of Company Secretary
Tel. 0-2267-1900 Ext. 1041, 1051

(Translation)

2026 Annual General Meeting of Shareholders

Minutes of the Bangkok Commercial Asset Management Public Company Limited

Friday, 24 April 2026

Via Electronic Means (E-Meeting)

The Annual General Meeting of Shareholders for the year 2026 ("the Meeting") of Bangkok Commercial Asset Management Public Company Limited ("the Company") was held on Friday, 24 April 2026, via electronic means (E-Meeting) pursuant to the Emergency Decree on Electronic Meetings B.E. 2563 (2020), and the Notification of Ministry of Digital Economy and Society RE: Standards for Maintaining Security of Meetings via Electronic Means B.E. 2563 (2020), by transmitting images and sounds via VDO Conference system from the meeting room, 17th Floor, Company's head office building, No. 99 Surasak Road, Silom Subdistrict, Bang Rak District, Bangkok 10500.

The Meeting started at 14:00 hrs.

Mrs. Tongurai Limpiti, Chairman of the Board of Directors, presided as the Chairman of the Meeting ("the Chairman"). The following directors, executives, the auditor, and the external legal advisor were present at the Meeting.

Directors in attendance:

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| 1. Mrs. Tongurai Limpiti | Chairman of the Board of Directors |
| 2. Mr. Vasant Thienhom | Independent Director, Chairman of the Audit Committee, and Chairman of the Nomination and Remuneration Committee |
| 3. Mr. Pisit Serewiwattana | Director, Chairman of the Executive Committee |
| 4. Mr. Thakorn Piyapan | Independent Director, Chairman of the Risk Oversight Committee, and Chairman of the Innovation and Transformation Committee
(attend the Meeting via electronic means) |
| 5. Mr. Yos Kimsawatde | Independent Director, Chairman of the Corporate Governance for Sustainability Committee, Member of the Audit Committee, and Member of the Nomination and Remuneration Committee
(attend the Meeting via electronic means) |
| 6. Mr. Satorn Topothai | Director, Member of the Executive Committee, and Member of the Nomination and Remuneration Committee |
| 7. Miss Piyawan Lamkitcha | Director, Member of the Executive Committee, and Member of the Corporate Governance for Sustainability Committee |
| 8. Mrs. Punnee Worawuthichongsathit | Independent Director, Member of the Audit Committee, and Member of the Corporate Governance for Sustainability Committee |

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| 9. Mr. Manpong Senanarong | Independent Director, Member of the Audit Committee,
Member of the Risk Oversight Committee, and
Member of the Corporate Governance for Sustainability Committee |
| 10. Mr. Pakorn Partanapat | Director and Member of the Executive Committee |
| 11. Dr. Rak Vorrakitpokatorn | Director, Member of the Executive Committee,
Member of the Risk Oversight Committee,
Member of the Innovation and Transformation Committee, and
Chief Executive Officer |

There were total 11 out of 11 members of the Board of Directors or 100 percent who attended the Meeting.

Executives in attendance:

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| 1. Mr. Somporn Moonsrikaew | President |
| 2. Mr. Weeravej Sirichatchai | Deputy Chief Executive Officer, Corporate Supporting Unit, and
Company Secretary |
| 3. Dr. Wuthipan Tawantiang | Deputy Chief Executive Officer, Regional Loan Restructuring and
Sales Unit |
| 4. Mrs. Wasana Chuenklinthoop | Deputy Chief Executive Officer, Bangkok and Vicinity Loan
Restructuring and Sales Unit |
| 5. Mr. Chanwit Kaveesoonthornsano | Assistant Chief Executive Officer, Financial Management,
Accounting, and Investment Group, and Chief Financial Officer (CFO) |
| 6. Mrs. Srisudaporn Khamenkitsongsin | Assistant Chief Executive Officer, Property Development and
Sales Group |
| 7. Mr. Phanuwat Rungruang-Aree | Assistant Chief Executive Officer, Business Supporting Group |
| 8. Miss Weerawan Nilakup | Acting Assistant Chief Executive Officer, Business Development
and Strategic Marketing Group |
| 9. Mr. Thongchai Chailohakul | Assistant Chief Executive Officer, Corporate Governance and
Risk Management Group |

Auditor in attendance:

- | | |
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| 1. Miss Somjai Khunapasut | Certified Public Accountant No. 4499 from EY Office Limited |
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Legal Advisor in attendance:

- | | |
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| 1. Mr. Wongwiwat Hema | Sonprasert Law Office Company Limited |
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Moderator:

- | | |
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| 1. Miss Pacharath Wanruangchok | |
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The moderator extended a formal welcome and expressed gratitude to the shareholders for their attendance at the company's 2026 Annual General Meeting of Shareholders of the Company (AGM). The facilitator informed the shareholders that the Company prioritizes convenient access to AGM meetings by eliminating the necessity for electronic attendance, thereby saving time and travel expenses, while also contributing to the reduction of greenhouse gas emissions from vehicles in alignment with government policy. Consequently, the Company deemed it appropriate to conduct this AGM exclusively through electronic means, in compliance with the Emergency Decree on Electronic Meeting Act B.E. 2563 (2020) and the Ministry of Digital Economy and Society's Announcement on Security Standards for Electronic Meetings B.E. 2563 (2020). The Company has engaged Inventech Systems (Thailand) Co., Ltd., a specialized and certified electronic meeting service provider, to oversee the meeting. This provider adheres to the Electronic Meeting Standards set forth by the Electronic Transactions Development Agency (ETDA) as follows:

- The certified Zoom Meeting electronic meeting control system, and
- The Inventech Connect electronic voting system, which has successfully completed the self-assessment

The moderator emphasized that the Company maintains a policy to promote and facilitate the participation of all shareholder groups in the meeting through electronic attendance. Instructions for participation via Inventech Connect, including the necessary documents and evidence required for registration, have been detailed in the invitation letter (*Enclosure No. 3, Page 23-29*). Additionally, the Company has distributed a proxy form to assist shareholders who are unable to attend in person, clearly outlining the required documents and evidence for proxy participation without any complex conditions. This form was sent alongside the annual general meeting invitation letter to ensure that shareholders and their proxies intending to participate electronically can adhere to the procedures specified in the Inventech Connect user manual and instructional videos. These procedures encompass registration, voting, and questioning methods. The Company opened the electronic registration system for participation requests in advance of the meeting date of April 10, 2026, and has provided a telephone contact channel for inquiries and support related to registration and participation, also accessible prior to the meeting date.

The moderator informed the Meeting that the Company prioritizes the use of personal data in compliance with the Personal Data Protection Act B.E. 2562 (2019). In connection with this shareholders' meeting, personal data including names, surnames, national identification numbers, and contact information such as addresses, email addresses, and telephone numbers will be collected. The Company obtained this data from two sources: Thailand Securities Depository Co., Ltd., a subsidiary of the Stock Exchange of Thailand and the Company's securities registrar, and Inventech Systems (Thailand) Co., Ltd., which facilitated registration for the meeting. Both entities maintain policies and declarations regarding personal data protection, published on their websites, in accordance with applicable law. The company affirms that it will ensure the use of the collected data remains within the framework of relevant legislation and the scope permitted by the data subject. Details of the Company's personal data protection policy are available on the Company's website.

Furthermore, the electronic format and approach used for the Annual General Meeting of Shareholders were consistent with those of previous years, ensuring convenience and familiarity for shareholders. This methodology aligns with the practices of many other publicly listed companies conducting their meetings electronically.

The moderator informed the Meeting that the Company had engaged representatives from an external law firm, Sonprasert Law Office Co., Ltd., to review proxy documents submitted both by mail and electronically, as well as to serve as witnesses to verify the voting process and guarantee that the meeting was conducted transparently, in compliance with legal requirements, the Company's Articles of Association, and principles of good corporate governance. Additionally, the company invited auditors from EY Office Limited to attend the meeting at the venue where the video and audio signals were transmitted. Representatives from the Thai Investors Association also participated electronically during the meeting.

The moderator informed the Meeting that today's meeting was conducted via video conference from the meeting room, 17th floor, the Company's head office building. Shareholders were able to verify their identity and register to participate in the meeting using the Inventech Connect electronic participation procedure, which was provided to shareholders with the meeting invitation letter. Additionally, the Company recorded the meeting as a video for the benefit of shareholders who are unable to attend today's meeting. The recording will subsequently be published on the Company's website. Such actions are carried out in compliance with personal data protection laws.

Moreover, the moderator clarified that two independent directors, Mr. Vasant Thienhom and Mr. Manpong Senanarong, who serve as independent directors acting as proxies for shareholders, had compiled and submitted the proxy documents to the Chairman. The company will cast votes in accordance with the shareholders' instructions.

Regarding Agenda Item 5, to consider to the determination of directors' remuneration for the year 2026, if shareholders grant proxy form A, independent directors may exercise their right to "abstain" to ensure transparency. However, if shareholders have clearly indicated their vote through proxy form B or C, the company will cast the vote as specified in such proxy form.

The moderator asked for cooperation from the shareholders in expressing opinions or asking questions after the directors and executives have provided explanations for each agenda item. Should questions or comments be unrelated to the agenda item under discussion, the Company reserved the right to address them either in a relevant agenda item or at the conclusion of the Meeting, as deemed appropriate.

The moderator formally introduced the directors, executives, auditors, and external legal advisors present, as detailed in this minutes of shareholders' meeting. The Meeting were informed that, in accordance with the Securities and Exchange Act B.E. 2535 (Section 89/26), the Company has established Thursday, March 12, 2026, as the record date for shareholders eligible to attend the 2026 Annual General Meeting of Shareholders of the Company (AGM). The Company provided shareholders with the opportunity to propose

agenda items and nominate qualified candidates for the election as the Company's director for the 2026 AGM, during the period from 1 to 30 November 2025. This invitation was also communicated through the electronic channels of the Stock Exchange of Thailand. However, no proposals or nominations were received within this timeframe. Additionally, shareholders were invited to submit questions in advance concerning the 2026 AGM agenda until April 23, 2026, via registered mail or the Company's website, enabling responses to be provided prior to or on the Meeting day and presented at the AGM. In this regard, shareholders have submitted a total of two questions to the Company in advance. The Company will address these questions under Agenda Items 1 and 2.

The moderator informed the Meeting that 18 shareholders were present in person via electronic means, representing a total of 987,480 shares, and 439 shareholders participated by proxy, representing a total of 1,874,186,781 shares. Consequently, the total number of attendees was 457, representing a total of 1,875,174,261 shares, equivalent to 58.0182% of the company's total issued shares, thereby constituting a quorum in accordance with the Company's Articles of Association.

The moderator then invited the Chairman to open the 2026 Annual General Meeting of Shareholders.

The Chairman opened the 2026 Annual General Meeting of Shareholders by informing them that the Company would like to thank the shareholders who have kindly donated their valuable time to attend the 2026 Annual General Meeting of Shareholders via electronic means today.

The Chairman asked the moderator to explain the procedures and processes for conducting the Meeting.

The moderator explained the steps and processes for conducting the Meeting, summarized as follows:

1 . To cast a vote, one share shall have one vote. A shareholder may cast his or her vote to either approve, disapprove or abstain from voting. Except for the shareholders who act as custodian shall have the right to split the vote. If shareholders do not vote within the specified time, the Company will consider the shareholders to agree on that agenda.

A invalid ballot occurs when a shareholder designates a proxy and indicates voting preferences in advance, but the intention is not clearly expressed in the proxy, such as by selecting multiple options, thus hindering the Company's ability to determine the shareholder's voting intention.

2 . For Agenda 4 regarding the election of directors to replace those who retire by rotation, each nominated person shall be elected individually in accordance with the Good Corporate Governance Principles.

3. Voting practices and vote counting methods for each agenda of the Meeting

- (1) The Meeting will be organized and presented according to the order of the agenda items as specified in the Invitation Letter, while the shareholders will have an opportunity to ask questions before voting on each agenda item, and the result shall be notified in order when the vote counting for each agenda item has been completed.
- (2) To cast a vote, shareholders shall specify an agenda item that appears in the system, which then three voting buttons will appear, i.e., 1. Approval, 2. Disapproval, and 3. Abstention. For those who are proxies of many shareholders, the system will display the list of shareholders' accounts who gave a proxy, and the proxy holder shall vote separately for each account.
- (3) If a shareholder wishes to cancel the vote, press the "Cancel Vote" button. If shareholders did not vote within the time limit, then the Company will assume that the shareholders agree with the agenda item. However, shareholders are able to reconsider and change the vote until there is a notice of voting closure for that agenda item. The Company gives the voting time of 1 minute. The result of each agenda item will be announced after the completion of vote counting of such agenda item.
- (4) For proxy holders who hold multiple accounts, press to select the menu. "Account" and click on the "Change Account" button to access the other accounts. This method will not take the prior vote out.
- (5) If a shareholder leaves the Meeting before closing the vote submission session for any agenda, the shareholder's right to vote will not be counted to constitute a quorum for such agenda item and the latter agenda items as well. However, leaving the Meeting for any agenda item will not deprive the right of shareholders or proxies to return to the Meeting and vote on the remaining agenda items.
- (6) For shareholders who grant proxies to others to attend the Meeting and specify the vote for each agenda item in the proxy form, the Company will count the vote of approving, disapproving, or abstaining in accordance with the wishes specified in the proxy form, and recorded in the system.
- (7) The method of counting the voting results is categorized into two types as follows:
 - (7.1) For agenda items 2, 3, 4, and 6, the resolution requires approval from a majority of the shareholders present and voting at the Meeting. The voting results will be determined based on the number of affirmative and negative votes. Abstentions and Invalid ballots will not be included in the vote count as they do not constitute a vote by the shareholders.

(7.2) For agenda item 5, the resolution must be passed by the vote of not less than two-thirds of the total votes from shareholders present at the Meeting. The vote count will include Approval, Disapproval, Abstention, and Invalid ballots, as all are indicative of participation by the shareholders present.

4. Asking questions or expressing opinions at the Meeting

(1) Methods for asking questions or expressing opinions at the Meeting can be done in 2 ways which are;

- Inquire via message. Shareholders can type their desired inquiries. then press the button "Send Question" whereby the Company will answer questions in the Meeting on the agenda item related to that question. However, if there are many questions sent in, the Company reserves the right to consider selecting questions to be answered as appropriate or;
- Inquiries through images and sounds(VDO Conference). Please press the "Ask via video conference" button, then select "OK" to confirm your reservation. Once authorized by the staff, kindly activate your camera and microphone. Participants are required to state their full name and status as a shareholder or proxy before posing a question, enabling the company to accurately record this information in the Meeting minutes.

The Company reserves the right to edit the video and audio of shareholders who ask questions or express opinions that are impolite, defamatory, or in violation of any laws, including infringement of others' rights, disruption of the Meeting, or causing inconvenience to other participants. Each agenda item allows a maximum of 1 minute for submitting or asking questions.

(2) In case there are many shareholders who wish to ask questions with images and sounds in the system. The Company would ask shareholders to ask questions via text messages to maintain the effectiveness of time spent on the Meeting. The Company will consider selecting questions as appropriate by considering the consistency with the agenda item and whether is a question that others have already asked or has the Company already clarified or not to proceed with answering questions or bring such questions to answer at the end of the Meeting or disclose the answer on the Company's website.

5. Report usage problems

(1) In case the shareholders have problems accessing the Meeting System or Voting System, please study and follow the instructions given together with the Invitation Letter, or select the menu "Help" in the system. Shareholders can also contact Inventech Call Center from phone numbers and Line Officials.

- (2) If there is a system failure during the Meeting, shareholders will receive an email to return to the Meeting through the backup system.

6. For the purpose of preparing the minutes of the Meeting, the Company would like shareholders to inform their names and surnames every time when making inquiries or expressing opinions on each agenda item.

Before the commencement of consideration of the agenda item, the moderator asked if the shareholders had any questions about the voting rules and procedure.

There were no questions or comments from the shareholders. The Chairman then asked the Meeting to consider the following agenda items:

Agenda 1 To acknowledge the report of the Company's business operation for the year 2025

The Chairman designated Dr. Rak Vorrakitpokatorn, Chief Executive Officer, and Mr. Weeravej Sirichatchai, Deputy Chief Executive Officer, Corporate Supporting Unit, and Company Secretary, to present the details of this agenda item.

Dr. Rak informed the Meeting that the Company has prepared a performance report, which is included in the Management's Discussion and Analysis section, along with a report on Sustainability Report for the year 2025. These details are available in the 56-1 One Report for 2025, accessible via the QR Code provided in the Notification of Meeting.

Overview of the Company's performance in 2025, the Company achieved a net profit of Baht 1,812 million, reflecting a 13.1 percent increase compared to the previous year, represents earnings of Baht 0.56 per share. In terms of overall collection results for 2025, the Company achieved outstanding outcomes, totaling Baht 10,670 million from non-performing loans (NPLs) and Baht 7,187 million from non-performing assets (NPAs), amounting to a total of Baht 17,857 million. This performance was significantly bolstered by exceptional results in the second quarter, during which the company successfully concluded debt restructuring negotiations with a major debtor and completed the planned sale of a significant NPA. The third and fourth quarters maintained robust performance, with quarterly collections exceeding Baht 3,500 million. Additionally, the company encouraged debtors to engage in debt restructuring negotiations with flexible terms through the "Happy Home Return" project and the "BAM Business Recovery" project. For NPA sales, the Company intensified sales promotion activities and marketing campaigns, including "Public Property for Homes of Those Struggling in Life" and "BAM Select Investment Properties," to facilitate property transfers and achieve targets.

In addition to implementing proactive strategies to achieve collection results, the Company is dedicated to fostering growth through collaboration with reputable business partners, specifically:

1. Joint Ventures (JV AMCs): In 2024, the Company, together with its bank partners, established two joint ventures: the first being BAM's partnership with Government Savings Bank to create Ari Asset Management Co., Ltd., and the second being BAM's partnership with KVision, a subsidiary of Kasikornbank, to

establish Arun Asset Management Co., Ltd. These joint ventures generated net profits of Baht 107 million and Baht 87 million, respectively, in 2025. The outstanding performance over the past year was driven by close cooperation and support from partner banks, including efficient coordination and the exchange of critical information. This enabled the Company to accurately identify debtors' challenges and collaboratively advance debt resolution solutions promptly, resulting in excellent returns for the joint ventures.

2. Business Collaboration in Managing NPLs and NPAs: The Company is accelerating its collaboration with business partners across various sectors, including real estate developers, professional broker networks, and loan service providers. These partners play an essential role in jointly creating added value and consistently driving asset sales to the market. This collaboration is a key factor in facilitating the rapid and sustainable reintegration of assets into the economic system. Furthermore, the Company has executed its BAMX Transformation plan, advancing organizational development and promoting sustainability across three critical dimensions:

1. Business Dimension: The Company has restructured its operations into a new business model focused on creating opportunities for debtors to rebuild their financial standing. The primary objective is to convert non-performing loans into performing loans through a debt restructuring process conducted in the TDR Factory format, customized to align with debtors' actual capabilities. This approach enables debtors to regain stability and self-reliance. Concurrently, the company has established an FA Center to provide financial advice and serve as an intermediary connecting debtors to new funding sources, facilitating their steady recovery. Additionally, the company continues to foster partnerships with business collaborators to expedite the reintegration of assets into the economic system.

2. Work Process and IT Dimension: The Company has optimized its workflows by eliminating unnecessary steps and implementing automation systems to enhance efficiency and reduce management time. Moreover, the company has developed a website and the BAM Choice Application to improve the overall user experience.

3. Human Resources Dimension: The Company prioritizes enhancing employee quality of life by strengthening support through BAM Care, a welfare system designed to meet the needs of the younger generation, while simultaneously promoting continuous learning and opportunities for professional growth.

For 2026, the Company has established strategies for both NPLs and NPAs to build upon its success and drive stable, continuous growth from the previous year, as outlined below:

1. NPLs Strategy: The Company will continue advancing new business models by prioritizing the creation of Reperforming Loans (RPLs) for debtors with a consistent 12-month good repayment history. This approach enables these debtors to re-enter the credit system of financial institutions, generating added value for both the debtors and the overall financial system. Concurrently, the company is engaging in negotiations with several commercial banks to jointly establish a JV AMC under the Asset-Light Model concept.

2. NPAs Strategy: The Company intends to build on the success of property sales through ongoing promotional activities, including the "Public Property Plus Project for Homes for Those Struggling in Life" and the "BAM Premium Project." Furthermore, the company plans to expand collaboration with additional partners, including government agencies and broker networks, to broaden property sales channels and expedite property liquidation more efficiently.

To ensure the continued advancement of the BAM Transformation plan in 2026, the Company has identified five key mega-projects focused on reforming the organization and operations across the Value Chain, encompassing processes, systems, infrastructure, and personnel. The details are as follows:

1. Adjusting the TDR process and establishing a standardized format for debt settlement to accelerate the conversion rate, alongside developing an LOS system to support lending for NPLs.

2. Revising the NPA format to determine appropriate pricing, expedite the sales process, and enhance collection results, while concurrently emphasizing the creation of a more efficient customer journey.

3. Portfolio Optimization and the application of Heatmaps to strategically invest in and manage assets based on clear criteria, reduce holding period risk, and facilitate the generation of sustainable long-term returns.

4. Process Improvement through the definition of clear SLAs and SOPs across all work processes, resulting in faster and more efficient tracking and collection of funds from NPLs and NPAs.

5. Development of an E-Marketplace and Mobile Application for comprehensive management of NPLs and Non-Performing Assets (NPAs).

All these Mega Projects are executed under three fundamental organizational pillars: 1) Value-Based Asset Management, 2) Human Capital, and 3) Digital & Infrastructure. The Company aims to realize enhanced digital capabilities and efficient work processes, sustained growth in key performance indicators such as ROE, ROA, IRR, and Cash Conversion Cycle, and evolve into a Performance-driven, Talent-ready, and Data-driven Organization.

Furthermore, Dr. Rak underscored the Company's steadfast commitment to conducting business with transparency, upholding ethical principles and responsibilities towards shareholders and all stakeholders. A strong emphasis is placed on developing a robust corporate governance framework and combating corruption, alongside achieving sustainable growth grounded in ESG principles. Additional information on this matter will be provided by Mr. Weeravej Sirichatchai, Company Secretary.

Mr. Weeravej stated that the company operates based on social responsibility, underpinned by the principles of good governance, transparency, and ethical conduct. The Company is committed to efficiently managing assets from the financial institution system and reintegrating them into the economy at fair prices, with the objective of supporting the sustainable recovery and stability of the Thai economy.

The Company adheres to the "5 Good" concept to position itself as a leading organization in asset recovery, contributing to sustainable economic and social growth in Thailand. It recognizes that all stakeholders including customers, partners, shareholders, management, and employees play a vital role in driving the organization's stable and sustainable growth. Accordingly, the Company remains dedicated to comprehensive development to become a leading professional asset recovery and management organization, fostering balanced and sustainable economic and social progress, and advancing confidently and resiliently into the future.

The Company's past performance demonstrates its capability to manage and adapt effectively within a dynamic economic environment, attributable to the collaborative efforts of the board of directors, management, employees, and business partners across all sectors. The Company remains committed to upholding exemplary corporate governance and transparent business practices, having been a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2017. Its membership was renewed for a second consecutive term (September 2023 to September 2026), and the Company has already submitted an application for a third renewal. This underscores its dedication to conducting business with transparency and a firm stance against all forms of corruption, in accordance with the motto: "Integrity, Transparency, No Acceptance of Bribes. BAM United Against Corruption."

Furthermore, in 2025, the Company established additional partnerships through continuous anti-corruption training to enhance its business partners' capability to conduct business transparently and sustainably, and to elevate governance standards throughout the value chain, in accordance with the CAC's principles. As a result of these initiatives, the company attained a 5-star "Excellent" rating for corporate governance in the CGR survey, achieving a score of 109 from the Thai Institute of Directors Association. Additionally, it received the ASEAN Asset Class PLCs award from the 2024 ASEAN Corporate Governance Scorecard (ACGS).

Regarding its sustainability initiatives (Environmental, Social, and Governance: ESG), the Company consistently endeavors to incorporate principles of sound corporate governance, environmental stewardship, and respect for human rights to generate value for all stakeholders.

The Company routinely discloses its human rights performance, offers channels for grievances, and has established the "People's Dispute Resolution Center" and the "BAM Remedy Center (BRC)" to address disputes, minimize conflicts, and provide fair, transparent, and accessible remedies.

In 2025, the Company was honored with 19 distinguished awards and recognitions spanning performance, sustainability, and good governance. This accomplishment underscores the Company's capability to effectively manage its asset management operations while creating sustainable value for the Thai economy and society. This success is realized under the BAMX Transformation framework, which seeks to elevate the asset management business to adapt to the evolving business environment across all dimensions, including strategy, technology, management, and organizational development, fostering agility, transparency, and responsiveness to stakeholder needs in a balanced manner. Performance Excellence exemplifies BAM's

position as an “Investment of Choice” that has secured investor trust, alongside the enhancement of services through digital technology.

Regarding Sustainability Excellence and ESG Leadership: The Company is dedicated to fostering growth in conjunction with sustainability by conducting business grounded in concrete ESG principles. This achievement is demonstrated through ongoing sustainability awards and certifications. The company has been selected for inclusion in the SET ESG Ratings for the fourth consecutive year and has attained an AAA rating for the first time. Additionally, it was honored with the SET Awards 2025 in the Sustainability Excellence category, underscoring its commitment, leadership, and advancement in sustainable business practices.

Concerning the Environment: The Company prioritizes efficient resource and energy management, which has led to receiving the Thailand Energy Awards 2025 for Outstanding Controlled Building from the Department of Alternative Energy Development and Conservation.

With respect to Society: The Company was awarded the "Outstanding" distinction as a model organization in human rights, highlighting its focus on respecting rights and ensuring fair treatment of stakeholders.

As previously indicated, this underscores BAM's dedication to conducting business in a manner that delivers strong returns for shareholders, while concurrently prioritizing and fostering trust with stakeholders. It also incorporates environmental, social, and governance (ESG) considerations to guide BAM toward becoming a stable and sustainable organization.

The Chairman then gave the shareholders an opportunity to ask questions and express their opinions via electronic means, which can be summarized as follows:

Ms. Teeraprapa Yooruamjai, a shareholder rights advocate and proxy holder for the Thai Investors Association, inquired via email whether the current stricter lending policies of financial institutions have caused delays in certain large-scale asset sales (Big Lot) conducted by the company in Q1 2026. She also requested information regarding the company's plans to achieve its cash collection target of Baht 17,900 million for the year.

The Chairman delegated Dr. Rak Vorrakitpokatorn, Chief Executive Officer, to respond to the inquiry.

Dr. Rak explained that historically, the Company relied on generating collections aligned with its targets through revenue from the sale of Big Ticket assets. However, starting in 2026 and moving forward, the Company is aiming to reduce its dependence on this approach and return to a more normalized operational process. This objective has been accomplished by lowering the value of closed deals from over Baht 1,000 million to no more than Baht 500 million, under a program named BAM Premium, which primarily focuses on medium-sized businesses across various regions. Concurrently, the Company is fostering organic growth by generating collections from installment sales to customers who currently do not have access to financial institution services. This strategy supports consistent and sustained debt collection outcomes.

As there were no further questions or comments from the shareholders, the moderator informed the Meeting that this agenda item is an agenda item for acknowledgment. Therefore, voting was not required.

Resolution: The Meeting acknowledged the report of the Company's business operation for the year 2025 as proposed.

Agenda 2 To Consider and approve the Statements of Financial Position and the Statements of Comprehensive Income presenting investments through the equity method for the year ended 31 December 2025

The Chairman assigned Mr. Chanwit Kaveesoonthornsano, Assistant Chief Executive Officer, Financial Management, Accounting, and Investment Group, Chief Financial Officer (CFO) to explain details to the Meeting.

Mr. Chanwit reported that, in accordance with Sections 112 and 113 of the Public Limited Company Act, B.E. 2535 (1992) (as amended), and Article 44 of the Company's Articles of Association, the Company has prepared the Statements of Financial Position and the Statements of Comprehensive Income presenting investments through the equity method for the year ended 31 December 2025, which were audited by the EY Office Limited, reviewed by the Company's Audit Committee, and approved by the Board of Directors Meeting No. 3/2026 on 26 February 2026 that they are corrected. Therefore, the Board of Directors deemed it appropriate to propose the Statements of Financial Position and the Statements of Comprehensive Income presenting investments through the equity method for the year ended 31 December 2025 to the Meeting for approval as detailed in the Form 56-1 One Report for the year 2025 in the form of QR Code as shown in the Notification of Meeting.

A key summary of the statement of financial position and the comprehensive income statement, reflecting investments accounted for by the equity method, for the fiscal year ended 31 December 2025, are as follows:

Items	Financial statements in which the equity method is applied		Separate financial statements	
	Year 2025	Year 2024	Year 2025	Year 2024
Total assets (Baht : million)	136,027.54	140,634.71	135,902.13	140,606.17
Total liabilities (Baht : million)	91,113.93	96,409.93	91,113.93	96,409.93
Shareholder's equity (Baht : million)	44,913.61	44,224.78	44,788.20	44,196.24
Total revenue (Baht : million)	13,398.28	12,811.08	13,301.41	12,782.54
Profit for the year (Baht : million)	1,812.27	1,601.64	1,715.40	1,573.11
Earnings per share (Baht) - attributable to Equity holders of the Company	0.56	0.50	0.53	0.49

Then, the Chairman gave the shareholders an opportunity to ask questions and express their opinions.

Ms. Teeraprapa Yooruamjai, a shareholder rights advocate and proxy holder for the Thai Investors Association, inquired via email regarding the 2025 financial statement, which reported an almost threefold increase in impairment losses on non-performing loans (NPLs) held for sale (rising from Baht 75 million to Baht 225 million). She requested clarification as to whether this increase was attributable to a decrease in the market value of certain assets within the portfolio or related to assets held for a period exceeding five years. Additionally, she sought information on the Company's strategies for expediting the liquidation of long-held assets and the implementation of more stringent criteria for acquiring new assets, aimed at preventing future impairment issues.

The Chairman delegated Mr. Chanwit Kaveesoonthornsano, Chief Financial Officer, to respond to these queries.

Mr. Chanwit explained that the impairment loss on non-performing loans (NPLs) held for sale was an estimate necessitated by the requirement to review valuations in light of prevailing market conditions and factors associated with long-term holdings. Nevertheless, the Company recognizes the significance of this matter and has undertaken various initiatives to address it, placing particular emphasis on accelerating the divestiture of remaining assets of this nature, especially those held for extended periods. These initiatives include sales promotion campaigns and efforts to broaden the buyer base to encompass more diverse groups, such as foreign investors, as well as promoting retail sales and installment payment.

In investing in such non-performing loans (NPLs), the Company prioritizes quality and location to mitigate future impairment, while concurrently emphasizing efficient portfolio management and risk control to ensure the sustainability of the business over the long term.

Mr. Chaisit Arammongkolvichai, a shareholder, inquired about the Company's financial statements for the year 2025, specifically requesting information regarding any significant audit findings or observations from the auditors.

The Chairman delegated Mr. Chanwit Kaveesoonthornsano, Chief Financial Officer, to respond to the inquiry.

Mr. Chanwit clarified that the auditors had issued an unqualified opinion on the Company's financial statements and reported no significant audit findings or additional issues.

Ms. Buppha Wityakrikrai, a shareholder, referenced Note 35.4 of the financial statements concerning potential future liabilities, which indicates an increase in the amount of capital sued for from Baht 164 million to Baht 215 million, representing a 31% rise. She inquired whether, as of December 31, 2025, the Company has any outstanding labor cases or employment disputes and whether these cases are included in the assessment of potential liabilities. In the event that such cases are not included, she requested clarification on the criteria applied in the assessment, the rationale for their exclusion, and the review procedures conducted by the audit committee and the auditors, so as to ensure that shareholders fully

comprehend the completeness of the disclosure and the Company's discretion in matters potentially impacting its financial position and corporate governance.

The Chairman appointed Mr. Chanwit Kaveesoonthornsano, Chief Financial Officer, to respond to the inquiry.

Mr. Chanwit clarified that, in principle, the notes to the financial statements enumerate lawsuits as civil cases associated with torts and damages, which are typical within the Company's ordinary business operations. As of 2025, the Company did not have any labor disputes involving torts and significant damages. Nevertheless, the Company treats this matter with utmost seriousness, adhering to its corporate governance principles through transparent policies and operational procedures, in compliance with labor laws.

There were no shareholders asking any questions or expressing any opinions. The Chairman then asked the Meeting to consider and vote on this agenda.

The moderator informed the Meeting that this agenda must pass an approval resolution with a majority vote of the shareholders attending the meeting and casting their votes.

The Meeting considered and voted as follows:

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting and casting their votes
Approval	1,876,498,671	100.0000
Disapproval	0	0.0000
Abstention	569,000	-
Invalid ballots	0	-
Total	1,877,067,671	-

Resolution: The Meeting resolved, with a majority vote of the shareholders attending the Meeting and casting their votes, to approve the Statements of Financial Position and the Statements of Comprehensive Income presenting investments through the equity method for the year ended 31 December 2025 as proposed.

Agenda 3 To consider and approve profit allocation for the year ended 31 December 2025 and dividend payment

The Chairman assigned Mr. Chanwit Kaveesoonthornsano, Assistant Chief Executive Officer, Financial Management, Accounting, and Investment Group, Chief Financial Officer (CFO) to explain details to the Meeting.

Mr. Chanwit clarified that the Company has the policy to pay dividends at the rate of not less than 40 percent of net profit after tax based on standalone financial statements and after legal reserves. Payment of dividends is subject to the Company's investment plans, conditions, and restrictions provided under

its loan agreements or other relevant contracts (if any), financial conditions, and operating results, including other factors that may affect the Company. The Board of Directors of the Company may, from time to time, review and revise the dividend payment policy to be in line with the growth strategy of the Company or its subsidiaries (if any), requirements for capital and working capital, and any other factors as it may consider appropriate. The dividend paid shall not exceed the retained earnings as appearing on the Company's separate financial statements and shall be paid in accordance with relevant law.

For the year 2025, the Company's Financial statements in which the equity method is applied, the net profit for the year 2025 was Baht 1,812.27 million, while the net profit in the Separate financial statements was Baht 1,715.40 million. Additionally, the net profit was completely allocated as a legal reserve, while no interim dividend was paid during 2025. Accordingly, management proposes that the Board of Directors consider the annual dividend payment of the Company for 2025 at the rate of Baht 0.50 per share (subject to any applicable withholding tax), for 3,232,042,300 shares, totaling Baht 1,631,043,927.61, or equivalent to 90 percent of the net profit of the financial statements of the Company payable from the Company's net profit, which had already been paid a corporate income tax rate at 20 percent. This complies with the Company's dividend payment policy. An individual shareholder may apply for a tax credit from the annual dividend payment in accordance with Section 47 bis of the Revenue Code.

The Company has set the record date to determine the names of shareholders who are entitled to receive the dividend on Wednesday, 6 May 2026, and the annual dividend will be paid on Friday, 22 May 2026.

Details comparing dividend payment:

Items	Year 2025 (Proposed)	Year 2024	Year 2023
Net Profit (Financial statements presenting investments through the equity method (Baht: million))	1,812.27	1,601.64	-
Net Profit (the Company's separate financial statements) (Baht: million)	1,715.40	1,573.11	1,534.50
Number of Shares (million)	3,232.04	3,232.04	3,232.04
Dividend Payment Per Share (Baht)	0.50	0.35	0.38
Total Paid Dividend (Baht: million)	1,631.04	1,131.21	1,228.18
Dividend Payment Rate Compare to Net Profit (%)	90.00	70.63	80.04

The Chairman further explained that the Board of Directors' meeting reviewed the management's proposal and determined that the dividend payment rate was appropriate and aligned with the Company's dividend payment policy. Additionally, to foster confidence among shareholders, investors, and all stakeholders in the Company's operations, it was deemed appropriate to propose that the shareholders' meeting approve the allocation of profits for the year ending 31 December, 2025, and the payment of dividends as detailed above.

The Chairman gave the shareholders an opportunity to ask questions and express their opinions.

Mr. Chusak Changissarakul, a shareholder, inquired whether the Company maintains a policy to alter the dividend payment method to biannual disbursements.

The Chairman delegated Dr. Rak Vorrakitpokatorn, the Chief Executive Officer, to address the inquiry.

Dr. Rak stated that the Company has assigned the management team to examine the legal considerations and best practices concerning the feasibility of implementing such a measure. Preliminary findings suggest that it is feasible. The potential implementation of multiple dividend payments per annum will be evaluated in due course, contingent upon the completion of the study. Nonetheless, additional factors, including cash flow, investment plans, and economic conditions, will be thoroughly assessed prior to any decision, with the objective of sustainably maximizing shareholder value.

There were no shareholders asking any questions or expressing any opinions.

The Chairman then asked the Meeting to consider and vote on this agenda.

The moderator informed the Meeting that this agenda must pass an approval resolution with a majority vote of the shareholders attending the Meeting and casting their votes.

The Meeting considered and voted as follows:

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting and casting their votes
Approval	1,877,067,671	100.0000
Disapproval	0	0.0000
Abstention	0	-
Invalid ballots	0	-
Total	1,877,067,671	-

Resolution: The Meeting unanimously resolved, to approve the profit allocation for the year ended 31 December 2025 and the annual dividend payment for 2025 at the rate of Baht 0.50 per share (before any applicable withholding tax), totaling Baht 1,631,043,927.61, or equivalent 90 percent of net profit as proposed in all respects.

Agenda 4 To consider the election of the directors to replace those who retire by rotation.

The Chairman informed that, for the sake of transparency in the deliberation process and in accordance with good governance principles, the directors were retiring by rotation at this Meeting, who has been nominated to replace those who retire by rotation at this Meeting, will excuse themselves from the Meeting.

The Chairman assigned Mr. Weeravej Sirichatchai, Deputy Chief Executive Officer, Corporate Supporting Unit and Company Secretary, to clarify the details of this agenda item.

Mr. Weeravej explained to the Meeting that in accordance with Section 70 of the Public Limited Company Act B.E. 2535 (1992) (as amended) and Article 17 of the Company's Articles of Association, the director shall be appointed by shareholders' meeting in accordance with the specified criteria and procedure. Moreover, Section 71 of Public Limited Companies. Act B. E.2535 (as amended) and Article 18 of the Articles of Association of the Company, one-third of the Company's directors shall be retired by rotation at the event of each Annual General Meeting of Shareholders. If the number of directors cannot be equally divided into three parts, the number of directors closest to one-third shall be retired. Still, they may be re-elected and appointed to the Board of Directors. At this 2026 Annual General Meeting of Shareholders, there are 3 directors who retired by rotation, whose names are as follows:

1. Miss Piyawan Lamkitcha Director / Non-Executive Director
2. Mrs. Punnee Worawuthichongsathit Director / Independent Director
3. Mr. Yos Kimsawatde Director / Independent Director

The Company announced on its website from 1 to 30 November 2025 to invite the shareholders to nominate qualified persons to be elected as directors according to the Company's criteria. The Company also invited the shareholders by an announcement through the electronics channel of the Stock Exchange of Thailand on 30 October 2025. However, it appeared that on the expiration of the time specified no shareholders nominated any candidates for election as the Company's directors.

Mr. Weeravej further clarified that the Nomination and Remuneration Committee followed a process for selecting individuals for nomination as directors of the Company by evaluating their qualifications, expertise, independence of opinion, experience, performance, and tenure. During the selection process, shareholders have the right to nominate qualified individuals, and each director can nominate suitable candidates. The process also considered individuals from the Director's Pool of the State Enterprise Policy Office (SEPO) and the Thai Institute of Directors Association (IOD Chartered Director) professional directors list.

The Nomination and Remuneration Committee considered the candidates proposed for election as directors of the company in line with the specified selection process. The Committee viewed that the retiring directors possess the complete qualifications and do not have any prohibited characteristics as specified by the law. They are deemed suitable for the Company's operations and capable of expressing independent opinions during Board of Directors' meetings, which is of utmost benefit of the Company. Furthermore, they have demonstrated responsibility, caution, and honesty in their duties, consistently leveraging their knowledge, skills, and experience to provide valuable opinions and advice to the Board of Directors and management.

Miss Piyawan Lamkitcha, who serves as a director (non-executive director), has expertise in finance, accounting, business administration, and corporate governance. In addition, Ms. Piyawan serves as a director of companies listed on the Stock Exchange of Thailand, as well as a director in government financial institutions and state enterprise agencies. The other retiring director, Mrs. Punnee Worawuthichongsathit is an independent director. She has extensive knowledge and expertise in finance, accounting, and taxation under

the Revenue Code, internal control systems, risk management, and compliance with good corporate governance practices. In addition, Mrs. Punnee serves as an independent director of companies listed on the Stock Exchange of Thailand and as a director of the Accounting Profession Committee in tax accounting at the Federation of Accounting Professions Under the Royal Patronage of His Majesty the King. Her extensive knowledge, competence, and experience are beneficial to the company's business operations. Mrs. Punnee's continuous tenure as an independent director does not exceed 9 years, which is in line with accepted practices that ensure sufficient independence. As for Mr. Yos Kimsawatde, the retiring director, his tenure as an independent director will also reach the 9-year limit on 14 November 2026. According to the corporate governance code (CG Code), the company has a policy to limit the tenure of independent directors not exceeding 9 years. Therefore, it is necessary to consider a qualified person to be proposed to the shareholders' meeting for election as a director to replace Mr. Yos Kimsawatde. In this regard, the Nomination and Remuneration Committee undertook the process of identifying a qualified candidate to serve as a director and has proposed to the Board of Directors for consideration and approval to nominate Mr. Dej Titivanich to the Meeting for election as a director to replace Mr. Yos Kimsawatde, which Mr. Dej Titivanich possesses all the required qualifications and does not have any prohibited characteristics as prescribed by law. He has knowledge and expertise in information technology, cybersecurity, data analytics, as well as technology and data strategy formulation, and driving digital transformation initiatives, including governance and oversight of technology related projects. In addition, he currently serves as a Assistant Governor of the Information Technology Group at the Bank of Thailand and as a Member of the Civil service sub-commission on development of human resource management system of the Office of the Civil Service Commission. He also previously served as Chief Executive Officer of IT One Company Limited and Managing Director of Accenture Solutions Company Limited.

The Nomination and Remuneration Committee carefully considered the proportion of independent directors, consecutive terms of service, gender diversity, and the overall board skill matrix to ensure management continuity and maximize benefits for the Company. Consequently, it was deemed appropriate to propose the re-election of two retiring directors for another term and to nominate 1 person, namely

- 1) Miss Piyawan Lamkitcha, Non-Executive Director and
- 2) Mrs. Punnee Worawuthichongsathit, Independent Director and
- 3) Mr. Dej Titivanich who had been nominated to replace Mr. Yos Kimsawatde

Mr. Weeravej further clarified that the Board of Directors, excluding those with related interests due to retire by rotation, reviewed the qualifications and best interests of the Company as per the opinion of the Nomination and Remuneration Committee. It was determined that the two retiring directors and along with the nominated individual have all the complete qualifications and do not possess any prohibited characteristics prescribed by law. These individuals are noted for their extensive qualifications, knowledge, capabilities, comprehensive vision, and experience across various fields, aligning with the Company's operational

strategies. With all the above mentioned, the Board of Directors deemed it appropriate to propose to the Meeting to re-elect 1) Miss Piyawan Lamkitcha, and 2) Mrs. Punnee Worawuthichongsathit, retiring directors, to be the Company's directors for another term of office and to elect (3) Mr. Dej Titivanich to be the Company's director. Profiles of the retiring directors to be re-elected as the Company's directors for another term of office and of the nominated person to be elected as the Company's director are set out in Enclosure No. 1, Pages 12 to 20.

The Chairman gave the shareholders an opportunity to ask questions and express their opinion.

There were no shareholders asking any questions or expressing any opinions. The Chairman asked the moderator to explain the voting procedure for this agenda.

The moderator explained that this agenda must pass approval resolution in accordance with the procedures described in Article 17 of the Company's Articles of Association as follows:

(1) Each shareholder shall have one vote for each share held.

(2) Each shareholder shall cast votes to elect one or several directors up to the number of directors to be elected at such meeting.

(3) In case of electing several directors, each shareholder shall cast votes in the number held by him to elect each of the directors and shall not divide his votes and allocate them to any particular candidates.

(4) The candidates shall be ranked in order descending from the highest number of votes received to the lowest and shall be appointed as directors in that order until the required number of directors to be elected is met. Where the votes cast for candidates in descending order are tied, the chairman of the Meeting shall have a casting vote so that the required number of directors to be elected is met.

The moderator further clarified that in order to comply with the principles of good corporate governance and best practices of listed companies, voting in this agenda will be done individually. Each nominated director must receive more than half of the votes of the shareholders who attend the Meeting and cast their votes.

The Meeting considered and voted for each director individually as follows:

1) Miss Piyawan Lamkitcha

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting and casting their votes
Approval	1,873,398,034	99.8050
Disapproval	3,658,757	0.1949
Abstention	10,880	-
Invalid ballots	0	-
Total	1,877,067,671	-

2) Mrs. Punnee Worawuthichongsathit

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting and casting their votes
Approval	1,875,595,454	99.9221
Disapproval	1,461,337	0.0778
Abstention	10,880	-
Invalid ballots	0	-
Total	1,877,067,671	-

3) Mr. Dej Titivanich

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting and casting their votes
Approval	1,874,170,274	99.8462
Disapproval	2,886,520	0.1537
Abstention	10,877	-
Invalid ballots	0	-
Total	1,877,067,671	-

Resolution: The Meeting resolved, by majority vote of the shareholders who attended the Meeting and cast their votes, resolved to approve the election of (1) Miss Piyawan Lamkitcha and (2) Mrs. Punnee Worawuthichongsathit, who are due to retire by rotation, to be the Company's director for another term of office and (3) Mr. Dej Titivanich, to be the Company's director replacing Mr. Yos Kimsawatde as proposed.

Agenda 5 To consider the determination of the directors' remuneration for the year 2026

The Chairman assigned Mr. Weeravej Sirichatchai, Deputy Chief Executive Officer, Corporate Supporting Unit and Company Secretary to clarify the details of this agenda item.

Mr. Weeravej explained to the Meeting that the Company has a policy to consider the remuneration structure of directors on an annual basis, considering various factors including the Company's operating results, business trends, comparison with other companies with equivalent business size in the same industry, alignment with the duties and responsibilities of the directors, as well as appropriateness in accordance with good corporate governance practices. The proposed remuneration is then submitted to the Annual General Meeting of Shareholders for approval.

As for the directors' remuneration for the year 2026, the Nomination and Remuneration Committee considered and viewed that the directors' remuneration approved by the Shareholders' Meeting in 2025 is still comparable to the industry, coupled with economic factors, therefore, the Nomination and Remuneration Committee deemed it appropriate to propose to the Board of Directors to consider proposing to the Meeting

to consider and approve the directors' remuneration for the year 2026 at the same rate as 2025's, with details as specified in the invitation letter.

Regarding directors' bonus for the year 2025, it has been decided to be disbursed at a rate of 0.25 percent of dividends, and not exceeding correlation with operating results of Baht 5,000,000, consistent with the previous year's rate. The Annual General Meeting of Shareholders will authorize the Board of Directors to determine and allocate an appropriate amount to each director. This bonus is supplementary to the remuneration proposed for approval at the current meeting. The company does not provide any other non-monetary remuneration to its directors.

Mr. Weeravej further explained that the Board of Directors, having duly considered the recommendations of the Nomination and Remuneration Committee concerning the appropriateness of the duties and responsibilities of the Board of Directors and its sub-committees, in addition to factors related to the Company's current performance, suitability for the company's business type, and prevailing economic and industry conditions, has approved the proposal put forth by the Nomination and Remuneration Committee. Consequently, it was deemed appropriate to propose to the Meeting to approve the remuneration for directors for the year 2026 at the same rate as that of 2025. The remuneration for the Board of Directors and its sub-committees comprises monetary remuneration, including meeting allowance and directors' bonus, with no other non-monetary remuneration, as specified in the invitation letter, pages 7. and 8.

The details of the remuneration of the Board of Directors and sub-committees are as follows:

1. Monetary Remuneration

(1) Meeting Allowance

Comparison between 2026 (proposed year) and 2025 meeting allowance:

Position	Meeting Allowance	
	Year 2026 (Proposed Year)	Year 2025
Board of Directors		
Chairman	Baht 72,000 per month ^{1,2}	Baht 72,000 per month ^{1,2}
Vice Chairman	Baht 49,000 per month ^{1,2}	Baht 49,000 per month ^{1,2}
Director	Baht 33,000 per month ^{1,2}	Baht 33,000 per month ^{1,2}
Executive Committee		
Chairman	Baht 32,500 per meeting and not exceeding Baht 65,000 per month ^{1,3}	Baht 32,500 per meeting and not exceeding Baht 65,000 per month ^{1,3}
Member	Baht 16,500 per meeting and not exceeding Baht 33,000 per month ^{1,3}	Baht 16,500 per meeting and not exceeding Baht 33,000 per month ^{1,3}
Audit Committee		
Chairman	Baht 41,000 per meeting ^{1,4}	Baht 41,000 per meeting ^{1,4}
Member	Baht 33,000 per meeting ^{1,4}	Baht 33,000 per meeting ^{1,4}

Position	Meeting Allowance	
	Year 2026 (Proposed Year)	Year 2025
Risk Oversight Committee		
Chairman	Baht 14,000 per meeting ^{1,3,4}	Baht 14,000 per meeting ^{1,3,4}
Member	Baht 11,000 per meeting ^{1,3,4}	Baht 11,000 per meeting ^{1,3,4}
Corporate Governance for Sustainability Committee		
Chairman	Baht 14,000 per meeting ^{1,3,4}	Baht 14,000 per meeting ^{1,3,4}
Member	Baht 11,000 per meeting ^{1,3,4}	Baht 11,000 per meeting ^{1,3,4}
Nomination and Remuneration Committee		
Chairman	Baht 14,000 per meeting ^{1,3,4}	Baht 14,000 per meeting ^{1,3,4}
Member	Baht 11,000 per meeting ^{1,3,4}	Baht 11,000 per meeting ^{1,3,4}
Innovation and Transformation Committee		
Chairman	Baht 14,000 per meeting ^{1,3,4}	Baht 14,000 per meeting ^{1,3,4}
Member	Baht 11,000 per meeting ^{1,3,4}	Baht 11,000 per meeting ^{1,3,4}
Other Sub-committees or Ad Hoc Committees		
Chairman	Baht 14,000 per meeting ^{1,3,4}	Baht 14,000 per meeting ^{1,3,4}
Member	Baht 11,000 per meeting ^{1,3,4}	Baht 11,000 per meeting ^{1,3,4}

Note:

- ¹ Meeting allowance is paid only to directors attending the meeting.
- ² The meetings held more than once a month shall be paid only for one meeting.
- ³ Only for the director who does not hold the executive position and does not receive monthly remuneration.
- ⁴ Meeting allowance shall be paid not exceeding once a month. In the event of a reasonable reason, it may be considered paying more than one meeting per month but must not exceed 16 meetings per year.

(2) Directors' Bonus for the year 2025 operating results shall be paid at the rate of 0.25 percent of the dividend and not exceeding Baht 5,000,000 (the same rate as the directors' bonus for the year 2024 operating results), which the Board of Directors shall be authorized to determine the allocation of such bonus to each director.

2. Other non-monetary remuneration

None (same as the year 2025)

The Chairman gave the shareholders an opportunity to ask questions and express their opinion.

Mr. Chusak Changissarakul, a shareholder, inquired whether the Company had plans to remunerate directors through the issuance of ESOP shares in lieu of cash.

The Chairman responded that the Company would duly consider the proposal. The Company Secretary would be tasked with examining the prevalent approaches and methodologies for directors' compensation within the same industry and among leading companies, subsequently presenting the findings to the Nomination and Remuneration Committee.

There were no shareholders asking any questions or expressing any opinions. The Chairman then asked the Meeting to consider and vote on this agenda.

The moderator informed the Meeting that this agenda item must pass approval resolution with the vote of not less than two-thirds of the total votes of shareholders attending the Meeting. To avoid conflicts of interest, the directors who were shareholders and independent directors who had been granted proxies by shareholders shall refrain from voting on this agenda unless the shareholders clearly define their votes in Proxy B or C to protect the right of such shareholders.

The Meeting considered and voted as follows:

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting
Approval	1,875,601,791	99.9219
Disapproval	21,877	0.0011
Abstention	1,444,003	0.0769
Invalid ballots	0	0.0000
Total	1,877,067,671	100.0000

Resolution: The Meeting resolved, with not less than two-thirds of the total votes of shareholders who attended the Meeting, approved the directors' remuneration for the year 2026 as proposed in all respects.

Agenda 6 To consider the appointment of the auditor and the determination of the audit fees for the year 2026

The Chairman assigned Mr. Chanwit Kaveesoonthornsano, Assistant Chief Executive Officer, Financial Management, Accounting, and Investment Group and Chief Financial Officer (CFO) to explain details to the Meeting.

Mr. Chanwit explained to the Meeting that in order to comply with Section 120 of the Public Limited Company Act B.E. 2535 (1992) (as amended) and Article 47 of the Company's Articles of Association, which stipulates that the Annual General Meeting of Shareholders shall elect the auditor and fix the audit fee. The retiring auditor may be re-elected. The auditor shall not be the Company's director, staff member or employee, or a person with any position in the Company. The appointment of the auditor shall be on a rotation basis pursuant to the criteria prescribed by the securities and exchange law and/or other relevant laws.

The Board of Directors had considered and agreed with the proposal of the Audit Committee deliberately considered the auditor from experience, standard, and working efficiency, including expertise in auditing, the independence of auditors, and auditors' fee, as well as the work of the auditors of EY Office Limited in 2025 to be satisfactory. The proposed auditors are knowledgeable and have a sophisticated understanding of the Company's business, as well as experience and expertise in auditing. Therefore, the Board of Directors deemed it appropriate to propose to the Meeting to consider and approve as follows:

1) Appoint either one of the following auditors of the EY Office Limited to be the Company's auditor for the financial year ended 31 December 2026.

1. Miss Somjai¹ Khunapasut Certified Public Accountant Registration No. 4499 or,
2. Miss Saranya² Pludsri Certified Public Accountant Registration No. 6768 or,
3. Miss Wanwilai³ Phetsang Certified Public Accountant Registration No. 5315 or,
4. Miss Bongkot⁴ Kriangphanamorn Certified Public Accountant Registration No. 6777

Remarks: ¹ Miss Somjai Khunapasut has been appointed as the auditor to express an opinion on the company's financial statements for 6 years, from 2020 to 2025.
² Miss Saranya Pludsri has been appointed as the company's auditor for 2 years, from 2024 to 2025.
³ Miss Wanwilai Phetsang is an additional certified auditor to be proposed for 2026 (the first year).
⁴ Miss Bongkot Kriangphanamorn is an additional certified auditor to be proposed for 2026 (the first year).

The aforementioned auditors are not directors, staff, or employees of the Company, nor do they hold any position in the Company. In addition, the proposed auditors and the EY Office Limited do not have any relationship with or interest in the Company, including its management, major shareholders, or any of its related persons, which may affect the independent performance of the EY Office Limited and auditors.

2) If the aforementioned auditors are unable to perform their duties, the EY Office Limited may procure another auditor to audit and express opinions on the Financial Statements of the Company in place of the aforementioned auditors. Such auditors shall perform their duties according to the Company's Articles of Association

3) Determine the audit fees for the year 2026 in the amount of Baht 8,200,000, which is equal to the audit fees for the year 2025. The company does not pay any non-audit fees or other services unrelated to the audit to the auditor.

The audit fees previously mentioned pertain solely to the Company itself, as the Company does not have any subsidiaries and, consequently, incurs no additional audit fees. Moreover, in 2025, the Company did not have any expenses or services unrelated to auditing (Non-audit Fees) payable to the auditors. Subject to approval by the shareholders' meeting, this engagement will represent the seventh consecutive year that auditor from EY Office Limited has conducted the Company's audit.

Furthermore, all four auditors possess the requisite qualifications and maintain independence in auditing and providing opinions on the company's financial statements. Additionally, none of the aforementioned certified public accountants have conducted audits of the company's accounts for a period exceeding seven consecutive fiscal years.

The Board of Directors shall oversee the Company's preparation of financial statement that are comprehensive, accurate, and timely in compliance with applicable laws.

The profiles of the nominated persons to be appointed as the Company's auditors appeared in the invitation letter, *Enclosure No. 2, Page 21 and 22.*

The Chairman gave the shareholders an opportunity to ask question and express their opinion.

There were no shareholders asking any questions or expressing any opinions. The Chairman then asked the Meeting to consider and vote on this agenda item.

The moderator informed the Meeting that this agenda must pass an approval resolution with a majority vote of the shareholders attending the Meeting and casting their votes.

The Meeting considered and voted as follows:

Shareholders' voting results	Number of Votes	% of total votes of the shareholders attending the Meeting and casting their votes
Approval	1,787,779,268	95.2431
Disapproval	89,288,400	4.7568
Abstention	3	-
Invalid ballots	0	-
Total	1,877,067,671	-

Resolution: The Meeting resolved, by majority vote of the shareholders who attending the Meeting and casting their votes, to approve the appointment of the auditors from EY Office Limited to be the Company's auditor for the year 2026 and the determination of the audit fee for the year 2026 in the amount of Baht 8,200,000 as proposed in all respects.

Agenda 7. Other matters (if any)

The Chairman informed the Meeting that there were no other matters proposed to the Meeting for consideration or for acknowledgment.

Before declaring the Meeting adjourned, the Chairman opened an opportunity for shareholders to ask questions and express their opinions. There were shareholders' inquiries submitted via electronic means, which can be summarized as follows:

Mr. Somchok Saelim, a shareholder, inquired about the extent of public interest in the property rental project.

The Chairman delegated Dr. Rak Vorrakitpokatorn, Chief Executive Officer, to provide a response to this inquiry.

Dr. Rak clarified that there are presently no plans to initiate any property rental projects. However, the Company is currently evaluating the potential for selling existing properties with tenants in place. The Company's objective is to develop projects that attract a broader client base, particularly publicly traded properties, exemplified by the Public Property Plus project, which primarily targets government officials as clients.

The moderator informed the Meeting all agenda items had been completed and the Company had fully responded to the shareholders' questions. In addition, no shareholder submitted any further questions via electronic means.

The chairman expressed gratitude to the shareholders for their time in attending the Meeting, posing questions, and offering valuable feedback to the company, that were extremely beneficial to the Company and then declared the Meeting adjourned.

The Meeting adjourned at 15:57 hrs.

Signed _____ - signature -

(Mrs. Tongurai Limpiti)
Chairman of the Meeting

Signed _____ - signature -

(Mr. Weeravej Sirichatchai)
Company Secretary / Meeting Recorder