ทะเบียนเลขที่ 0107537002150
สำนักงานใหญ่ : 126 ซ.ฉลองกรุง 31 ถ.ฉลองกรุง แขวงลำปลาทิว เขตลาดกระบัง กรุงเทพฯ 10520
Tel : (662) 326-0831, 739-4893
Fax : (662) 326-0837, 739-4892
E-mail : kkc@kulthorn.com
www.kulthorn.com
126 SOI CHALONG KRUNG 31, CHALONG KRUNG ROAD, KHWAENG LAM PLA THIO, KHET LAT KRABANG, BANGKOK 10520 THAILAND

Notice of the 2026 Annual General Meeting of Shareholders

Date 23 July 2026

Subject Notice of the 2026 Annual General Meeting of Shareholders

To Shareholders of Kulthorn Kirby Public Company Limited

Enclosure
1. Copy of the minutes of the 2024 Annual General Meeting of Shareholders
2. Annual Registration Statement/Annual report 2025 (Form 56-1 One Report) comprising consolidated financial statement for the year 2025, ended as at 31 December 2025, in the QR-Code format
3. Profiles of the candidate directors nominated to replace the directors retiring by rotation
4. Definition of the Independent Director
5. Profiles of the Auditor for the year 2026
6. Draft of the Company's Articles of Association (Only the articles proposed for amendment)
7. Documents or evidence showing the identity of the shareholder or proxy of the shareholder entitled to attend the meeting
8. The Company's Articles of Association in relation to the Meeting of Shareholders' meeting
9. Proxy Form
10. Profiles of the independent directors proposed as proxy by the Company
11. Acceptance of the invitation to the online meeting
12. Guideline for attending the shareholders' meeting via electronic media (E-AGM)
13. Privacy Notice of the 2026 Annual General Meeting of Shareholders

As the Central Bankruptcy Court issued an order cancelling the business rehabilitation of the Company on 1 April 2026, resulting in the Company regaining the authority to manage its business and assets, and the shareholders of the Company regaining their legal rights pursuant to Section 90/119 (1) and (2) of the Bankruptcy Act B.E. 2483 (as amended) (the "**Bankruptcy Act**"), the Board of Directors of Kulthorn Kirby Public Company Limited (the "**Company**") has therefore resolved to convene the 2026 Annual General Meeting of Shareholders on 31 July 2026 at 10.00 hrs., solely via electronic means (E-AGM), to consider the following agenda items

Agenda 1 To acknowledge the minutes of the 2024 Annual General Meeting of Shareholders

Fact and Reasons

The 2024 Annual General Meeting of Shareholders of the Company was held on 29 May 2024. The copy of the minutes, which was recorded accurately with the resolution of the shareholders' meeting (Enclosure No. 1). The Company has submitted the copy of the minutes to the Stock Exchange of Thailand and the Ministry of Commerce within the timeframe specified by the relevant laws and regulations, and published it through the Company's website (www.kulthorn.com) for disclosure to shareholders and general investors and it appeared that no one objected or required for any amendment.

Board's Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to acknowledge the minutes of the 2024 Annual General Meeting of Shareholders held on 29 May 2024, and it was accurately recorded according to the meeting resolution. A copy of the minutes is attached as **Enclosure No. 1**

Voting Requirement

The agenda is for acknowledgement; the meeting's resolution is not required.

Agenda 2 To acknowledge the Company's 2025 operating result

Fact and Reasons

The Company has summarized the operating results for the year 2025 that have been provided in the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report) (Part 1 Subject 4.1 Operation, financial condition and material changes), which is provided to shareholders together with this AGM invitation (**Enclosure No. 2**)

Board's Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to acknowledge the operating results of the Company for the year 2025. The details appear in **Enclosure No. 2**

Voting Requirement

The agenda is for acknowledgement; the meeting's resolution is not required.

Agenda 3 To consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025

Fact and Reasons

In accordance with Section 112 of the Public Limited Company Act B.E. 2535 (1992), it stipulates that the board of directors must arrange for preparation of a balance-sheet (financial statements) and a profit and loss account as of the end of the company's fiscal year, and must arrange the auditor to examine such balance-sheet and profit and loss account before presenting to the shareholders' meeting at the Annual General Meeting for consideration and approval.

The Board of Directors arranged the financial statements for the fiscal year ended 31 December 2025, which was audited by auditors as well as reviewed by the Audit Committee in order to propose the Annual General Meeting of Shareholders for consideration and approval in accordance with Section 112 of the Public Limited Company Act B.E. 2535 (1992) **(Enclosure No. 2)**.

Board's Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to approve the consolidated financial statement for the year ended 31 December 2025, which was audited by the auditors of the Company. And it was disclosed in the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report) (Part 3 Subject Financial Statement) of the Company, which is provided to shareholders together with this AGM invitation as **Enclosure No. 2**

Voting Requirement

This agenda requires the approval of the majority of the votes of the shareholders attending and exercising their votes.

Agenda 4 **To consider and approve the omission of the appropriation of net profit as a legal reserve and the omission of dividend payment for the operating results of the year 2025**

Fact and Reasons

In accordance with Section 115 of the Public Limited Company Act B.E. 2535 (1992), it stipulated that no dividends shall be paid otherwise than out of profits. In the case where a company has incurred an accumulated loss, no dividends may be paid. Also, according to Section 116 stipulates that a company must appropriate part of its annual net profits to a reserve fund in an amount of not less than five percent of the annual net profits with the deduction therefrom the amount representing the accumulated loss carried forwards (if any) until this reserve fund reaches the amount of not less than ten percent of the registered capital.

According to the financial statements for the fiscal year ended 31 December 2025, audited by the auditor, the Company incurred a loss from its operations.

Board's Opinion

As the Company incurred an operating loss in 2025, the Board of Directors deems it appropriate to propose that the Shareholders' Meeting considers and approves the omission of the appropriation of net profit as a legal reserve and the omission of dividend payment for the operating results of the year 2025

Table of comparison of the dividends in relation to the operating results of 2024 to 2025

Details of dividend payment	2025 (as proposed)	2024
1. Net profit (Million Baht)	(1,173.11)	(1,238.71)
2. Number of the issued shares (Shares)	1,500,000,000	1,500,000,000
3. Par Value per share (Baht)	1	1
4. Amount of dividend per share (Baht)	-	-
5. Total amount of dividends paid (Baht)	-	-
6. Dividend Pay-out Ratio (%)	-	-

Voting Requirement

This agenda requires the approval by the majority of votes of the shareholders attending and exercising their votes.

Agenda 5 To consider and approve the election of directors replacing those who retire by rotation

Fact and Reasons

In accordance with Section 71 of the Public Limited Company Act B.E. 2535 (1992), it stipulated that at least one-third of the directors must vacate their office by rotation at each annual general meeting of shareholders, and if the number of directors is not a multiple of 3, the nearest number of 1/3 must retire by rotation. Three must be a drawing by lots to determine the directors retiring on the first and the second year following the registration of the Company. In each subsequent year, the directors who occupy the position for the longest period must retire. The directors who shall retire by rotation in the 2026 Annual General Meeting are as follows:

1. Mr. Sutas Simakulthorn Director
2. Mr. Somlak Jiamtiranat Independent Director

The Company's shareholdings held by the nominated directors

Names of the nominated persons to be director	Number of shares held	Voting Rights
1. Mr. Sutas Simakulthorn	42,295,530	42,295,530
2. Mr. Somlak Jiamtiranat	-	-

The criteria for selecting individuals to be appointed as directors of the Company were not reviewed by the Nomination and Remuneration Committee, as the Company has not yet appointed a Nomination and Remuneration Committee. Instead, it was jointly considered by the Board of Directors of the Company to nominate suitable individuals to the shareholders' meeting for consideration. In this regard, having considered the structure of the Board of Directors and the individual qualifications of the two directors, the Board is of the view that the directors' qualifications are in accordance with the laws on Public Limited Companies, the laws on Securities and Exchange, and other related laws (if any). Furthermore, they possess the qualifications, knowledge, abilities, and experience appropriate for the Company's business operations, and their performance as directors of the Company has been beneficial to the Company. Moreover, both directors do not possess any prohibited characteristics, nor do they engage in or hold shares in any business that competes with the Company's operations.

<u>Board's Opinion</u>

The Board of Directors has carefully considered and deems it appropriate to propose to the Annual General Meeting of Shareholders to consider and approve the re-election of the following individuals, who are directors retiring by rotation, to be re-appointed for another term. The detailed profiles of both directors can be found in **Enclosure No. 3**

1. Mr. Sutas Simakulthorn — Director
2. Mr. Somlak Jiamtiranat — Independent Director

In this regard, following the re-appointment of Mr. Somlak Jiamtiranat as an independent director for another term (approximately 3 years) at this Shareholders' Meeting, Mr. Somlak Jiamtiranat will have served as an independent director of the Company for a total of 16 consecutive years. This is because Mr. Somlak Jiamtiranat possesses the knowledge and experience gained throughout his tenure as an independent director, Chairman of the Board, and Audit Committee member, enabling him to provide highly beneficial advice and guidance to the Company. Therefore, it is deemed appropriate to re-appoint him as an independent director for another term, notwithstanding that he has already served as an independent director for more than 9 years.

Additionally, the Board of Directors has considered and is of the opinion that the person nominated to be an Independent Director possesses the qualifications in accordance with the laws related to independent directors' requirements, and will be able to express opinions independently regarding the Company's operations. Details regarding the definition of independent directors are provided in **Enclosure No. 4**.

<u>Voting Requirement</u>

This agenda requires the approval by the majority of votes of the shareholders in attending and exercising their votes.

Agenda 6 To consider and approve the determination of the director's remuneration and sub-committees' remuneration for the year 2026

Fact and Reasons

In accordance with Section 90 of the Public Company Limited Act B.E. 2535 (1992), it specified that directors are entitled to receive remuneration from the Company in form of rewards, meeting allowance, annuity, bonus or benefits paid in other forms as specified in the Articles of Association or as considered by the shareholders' meeting, such remuneration may be fixed amounts or set forth as regulations and may be determined from time to time or indefinitely effect until a changed. In addition, allowances and welfare benefits shall be paid in accordance with the Company's regulations.

Board's Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to approve the directors' remuneration and sub-committees' remuneration for the year 2026, which shall be paid in the form of monthly remuneration and meeting allowances at a same rate from previous year. The details are as follows.

1. Monthly Remuneration

Position	Monthly Remuneration (Baht/Person/Month)
Chairman of the Board	30,000
Director	15,000
Chairman of the Audit Committee	15,000
Audit Committee	10,000

2. Meeting Allowance

Position	Meeting (Allowance/Person/Time)
Chairman of the Board	3,000
Director	3,000
Chairman of the Audit Committee	-non-
Audit Committee	-non-

Remarks: Meeting allowance will be paid only for the director who attended the meeting.

Table of comparison of the remuneration paid to directors in 2026 and 2025

Position	Monthly Remuneration (Baht/Person/Month)		Meeting (Allowance/Person/Time)	
	2026 (As proposed)	2025	2026 (As proposed)	2025
Chairman of the Board	30,000	30,000	3,000	3,000
Director	15,000	15,000	3,000	3,000
Chairman of the Audit Committee	15,000	15,000	-non-	-non-
Audit Committee	10,000	10,000	-non-	-non-

Director, the Board of Directors and sub-committees of the Company do not receive benefits other than monthly remuneration and meeting allowance, as detailed above

Voting Requirement

This agenda requires approval by the vote of no less than two-thirds of total votes of the shareholders who attend the meeting.

Agenda 7 To consider and approve the appointment of the auditor, and determination the auditor's remuneration for the year 2026

Fact and Reasons

In accordance with Section 120 of the Public Company Limited Act B.E. 2535 (1992), it stipulated that Annual General Meeting of Shareholders shall be an appointment of an auditor and the determination of an audit fee of the company. In appointing an auditor, the former auditor may be re-appointed.

In addition, according to the Notification of the Capital Market Supervisory Board, the Company must ensure the rotation of the auditors if any of the auditors have performed their duties for 7 fiscal years, whether consecutive or not. The rotation does not mean that the Company is required to engage a new auditing firm. The Company may appoint any auditors in the existing auditing firm to replace the auditor(s) in previous year. However, the Company can appoint an auditor who has rotated after passed at least 5 consecutive fiscal years.

The Audit Committee's Opinion

The Audit Committee has considered the qualification of the Company's auditor based on the independence of auditors and their remuneration. Therefore, it deemed to appoint Mr. Ampol Chamnongwat, Certified Public Accountant No 4663 or Miss Praphasri Leelasupha, Certified Public Accountant No 4664 or Mr. Naris Saowalagsakul, Certified Public Accountant No 5369 or

Miss Gunyanun Punyaviwat, Certified Public Accountant No 12733 or Mr. Burin Prasongsamrit, Certified Public Accountant No 12879 or Miss Pimjai Kerdkumrai, Certified Public Accountant No 13975 from Sam Nak-Ngan A.M.C. Company Limited as the auditor of the Company and its subsidiaries for the year 2026. The audit fee of the year 2026 shall not exceed 1,705,000 Baht, excluded other expenses as **Enclosure No. 5.**

Comparison Table of Audit Fees

Auditors' Fee	Fiscal year 2026 (As proposed)	Fiscal year 2025
1. Audit fees	1,705,000	1,600,000
2. Non-Audit Fee	No other service charges	No other service charges
3. Other expenses	Actual amount	Actual amount

Board's Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to consider and approve the appointment of Mr. Ampol Chamnongwat, Certified Public Accountant No 4663 or Miss Praphasri Leelasupha, Certified Public Accountant No 4664 or Mr. Naris Saowalagsakul, Certified Public Accountant No 5369 or Miss Gunyanun Punyaviwat, Certified Public Accountant No 12733 or Mr. Burin Prasongsamrit, Certified Public Accountant No 12879 or Miss Pimjai Kerdkumrai, Certified Public Accountant No 13975 from Sam Nak-Ngan A.M.C. Company Limited as the Company's auditor and its subsidiaries for the year 2026. By allowing any one of the above persons to audit and express opinions on the Company's financial statements. In the event that the aforementioned certified public accountants are unable to perform their duties, Sam Nak-Ngan A.M.C. Company Limited. shall assign its other certified public accountants to act in their place. The above-nominated auditors do not give any other services to the Company, as well as do not have any relationship and/or interest between the auditor and the Company/ subsidiary company/ executives/ major shareholders, or any other party related to such individuals in any way. And the auditors' remuneration for the year 2026 is not exceeding 1,705,000 Baht, excluded other expenses.

In this regard, the Company has subsidiaries, and such subsidiaries use the same audit firm as that of the Company

Voting Requirement

This agenda requires the approval by the majority of votes of the shareholders attending and exercising their votes.

Agenda 8 To consider and approve the amendment to the Company's Articles of Association

Fact and Reasons

Due to the amendment to the law on public limited companies, the Board of Directors deems it appropriate to amend the Company's Articles of Association to be in line with the Public Limited Companies Act (No. 4) B.E. 2565, regarding the calling of meetings, the period for sending notices of the Board of Directors' meetings, the sending of letters, documents, or invitation of meetings, the publication of advertisements, and the granting of proxies via electronic means. The details of the proposed amendments to the Articles of Association are set forth in **Enclosure No. 6.**

Board's Opinion

The Board of Directors deemed it appropriate to

propose to the General Meeting of Shareholders to consider and approve the amendments to Articles 3, 4, 6, 7, 10, 17, 20, 21, 27, 28, 29, 30, 31, 44, and 45, as well as the addition of Article 49 of the Company's Articles of Association, in order to align with the amended law on public limited companies. The details of such amendments are set forth in **Enclosure No. 6.**

Voting Requirement

This agenda requires the approval by a vote of not less than 3 in 4 of the total number of votes of shareholders who attend the meeting and have the right to vote

Agenda 9 Other business (if any)

Shareholders are invited to attend the meeting on the date, time and place as specified above. For any shareholder who wishes to appoint a proxy to attend and vote on their behalf, please complete the attached proxy form either form A or B before attending the meeting. For any foreign shareholder who appoints a custodian in Thailand for shares depository, please use the attached proxy form either form A, or B, or C.

If any shareholders cannot attend the 2026 Annual General Meeting of Shareholders, the shareholders may grant the proxy to the independent director of the Company, as details are attached in the proxy form for attending the meeting and voting on behalf of the shareholders, which can also be download from www.kulthorn.com and submit the proxy form along with the supporting document to the company, within 30 July 2026.

The Company has fixed 26 June 2026 as the record date for determining the list of shareholders who entitled to attend the 2026 Annual General Meeting.

Yours sincerely

Kulthorn Kirby Public Company Limited

(Mr. Sutee Simakulthorn)

Chairman

Profiles of the candidate directors nominated to replace the directors retiring by rotation.

Name	Mr. Sutas Simakulthorn
Age	52 years
Nationality	Thai
Educational qualification	- MBA, University of Southern California, USA - Bachelor Degree in Engineering, Chulalongkorn University
Director Accreditation Program	None

Work Experience

2009 - Present	Managing Director	- Kulthorn Co., Ltd.
2003- 2009	Executive Vice President	- Thai Compressor Manufacturing Co., Ltd.
2002 - 2003	Vice President	- Kulthorn Co., Ltd.
2000-1997	Engineer	- Mitsubishi Heavy Industries, Japan
1997	Engineer	- Thai Compressor Manufacturing Co., Ltd

Current job position

In other listed companies: None

In other non-listed companie,

Director

- Kulthorn Premier Co., Ltd.
- Kulthorn Steel Co., Ltd.
- Kulthorn Materials and Controls Co., Ltd.
- Kulthorn Metal Products Co., Ltd.
- Kulthorn Research and Development Co., Ltd.
- Thai Compressor Manufacturing Co., Ltd.

Managing Director

- Kulthorn Co., Ltd.
- Kulthorn Electric Co., Ltd.

Positions in other entities which may cause a conflict of interest or involve business competition with the Company	None
Nature of nominated directorship	Director
Term of office	5 Years (since its public conversion)
Shareholding in the Company	Ordinary Share in the amount of 42,295,530 shares, equivalent to 2.820 of the total issued shares of the Company (Information as of 26 June 2026)

Direct and indirect interests in any business that the Company or Subsidiaries are a contracting party.	None
Historical records or meeting Attendance in 2025	Board of Directors Meetings: Attended 7 out of 7 meetings
Criteria for the Nomination of Directors	The Board of Directors has considered that Mr. Sutas Simakulthorn possesses all qualifications as required by law and is suitably qualified in terms of education, knowledge, capability, and experience, which are appropriate for the Company's business operations. His past performance as a director has been beneficial to the Company. Therefore, it is deemed appropriate to propose to the shareholders' meeting for consideration and approval of his appointment as an independent director of the Company.

(This candidate is not a director or executive in any company, which may result in a conflict of interest with the Company)

Profiles of the candidate directors nominated to replace the directors retiring by rotation

Name	Mr. Somlak Jiamtiranat
Age	76 years
Nationality	Thai
Educational qualification	Bachelor Degree, Electrical Engineering (Communication) Chulalongkorn University
Director Accreditation Program	Director Certification Program (DCP) / 2003
Work Experience	- Member, Science and Technology Committee - President, Crown Seal Public Co., Ltd. - Managing Director, Siam NEC Co., Ltd. - Siam Compressor Industry Co., Ltd.
Current job position	
In other listed companies	None
In other non-listed companies	Director - Champ Alliance Co., Ltd. - Champ Supply Center Co., Ltd. - Green Estate and K. Holding Group Co., Ltd.
Positions in other entities which may cause a conflict of interest or involve business competition with the Company	None
Nature of nominated directorship	Independent Director
Term of office	16 Years (since its public conversion)
Shareholding in the Company	None
Direct and indirect interests in any business that the Company or in the relevant Subsidiaries are a contracting party.	None

Family relationship with executives or major shareholders	None
Relationship with the Company/ Subsidiaries/Associate companies or juristic person that may have conflict of interest at present or during 2 years ago	None
Executive Director who participate in the management, Staff, Employee, Consultants who has received salary	None
Professional service providers such as auditors or legal advisor	None
Significant business relationship which may affect the independence in the performance of duties	None
Historical records or meeting Attendance in 2025	Board of Directors Meetings: Attended 7 out of 7 meetings Audit Committee Meeting: Attended 0 out of 0 meetings
Criteria for the Nomination of Directors	The Board of Directorshas considered Mr. Somlak Jiamtiranat possesses all qualifications as required by law and is suitably qualified in terms of education, knowledge, capability, and experience, which are appropriate for the Company's business operations. His past performance as a director has been beneficial to the Company. Therefore, it is deemed appropriate to propose to the shareholders' meeting for consideration and approval of his appointment as an independent director of the Company. Besides, the nominated director also possesses qualifications in accordance with the relating to independent directors' requirements.

(This candidate is not a director or executive in any company which may result in a conflict of interest with the Company)

KULTHORN KIRBY PUBLIC COMPANY LIMITED

Definition of the Independent Director

(With a higher standard than minimum regulation of the Stock Exchange of Thailand)

1. Holding shares not exceeding 0.5 percent of the total number of shares with voting rights of the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company, including shares held by related persons of such independent director.
2. Not being or having been an executive director, employee, staff member, advisor receiving a regular salary, or controlling person of the Company, its parent company, subsidiary, associate company, fellow subsidiary, major shareholder, or controlling person of the Company, unless such status has ceased for not less than two years prior to the date of appointment as a director of the Company. Such prohibited characteristics shall not include the case where the independent director has previously been a government official or advisor to a government agency which is a major shareholder or controlling person of the Company.
3. Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child, of other directors, executives, major shareholders, controlling persons, or persons to be nominated as executives or controlling persons of the Company or its subsidiary.
4. Neither having nor having had a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company in a manner that may interfere with the exercise of independent judgment, and not being or having been a significant shareholder, major shareholder, non-independent director, executive, or controlling person of an entity having a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company, unless such relationship has ceased for not less than two years prior to the date of appointment as a director of the Company.

   Such business relationship includes ordinary business transactions for the business operation, lease or rental of real estate, transactions relating to assets or services, or the providing or receiving of financial assistance by means of receiving, lending, guaranteeing, or providing assets as collateral, including other similar circumstances which result in the Company or its counterparty having a financial obligation to the other party of three percent of the Company's net tangible assets or 20 million Baht or more, whichever is lower.

   The calculation of such indebtedness shall be in accordance with the calculation method for connected transactions under the relevant Notification of the Capital Market Supervisory Board, mutatis mutandis. In this regard, such indebtedness shall include any liabilities incurred during the one-year period prior to the date on which the business relationship with the same person commences.
5. Not being or having been an auditor of the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company, and not being a significant shareholder, controlling person, or partner of an audit firm of which the auditor of the Company, its parent company, subsidiary, associate company,

major shareholder, or controlling person of the Company is a member, unless such status has ceased for not less than two years prior to the date of appointment as a director of the Company.

6. Not being or having been a provider of any professional services, including legal or financial advisory services, receiving service fees exceeding 2 million Baht per year from the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company. In the case where such professional service provider is a juristic person, this shall include being or not being a significant shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for not less than two years prior to the date of appointment as a director of the Company.
7. Not being a director appointed to represent a director of the Company, a major shareholder, or a shareholder who is a related person of a major shareholder of the Company.
8. Not operating a business of the same nature and in material competition with the business of the Company or its subsidiary, or not being a significant partner in a partnership, or being a director involved in management, employee, staff member, advisor receiving a regular salary, or holding shares exceeding one percent of the total number of shares with voting rights of another company which operates a business of the same nature and in material competition with the business of the Company or its subsidiary.
9. Not having any other characteristics which would prevent the independent director from expressing independent opinions regarding the Company's operations.

   After being appointed as an independent director with the characteristics specified in Clauses 1 to 9. such independent director may be assigned by the Board of Directors to make decisions on the business operations of the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company, provided that such decision is made in the form of a collective decision, which shall not be deemed that the independent director is a director who participates in management. Furthermore, in the event that the Capital Market Supervisory Board or the Securities and Exchange Commission issues any notification amending or relaxing the criteria for the qualifications of independent directors, such revised criteria shall be complied with thereafter
10. Not being a director assigned by the Board of Directors to make decisions in the business operations of the Company, its parent company, subsidiary, associate company, fellow subsidiary, major shareholder, or controlling person of the Company.
11. Not being a director of the parent company, subsidiary, or fellow subsidiary only in respect of listed companies.

Profiles of the Auditor for the year 2026

Name	Mr. Ampol Chamnongwat
Position	Auditor
Certified Public Accountant No.	4663
Educational qualification	- Certified Public Accountant (CPA) of Listed Company - Master of Accountancy (Financial Accounting), Chulalongkorn University - Bachelor of Accountancy, Ramkhamhaeng University - Graduate Diploma in Auditing, Chulalongkorn University
Work Experience	- 1991-2003 Sam Nak-Ngan AMC Co., Ltd. - 2003-2012 S.K. Accountant Services Company Limited - 2012-Present Sam Nak-Ngan AMC Co., Ltd.
Auditing Experience Years of the Company's auditors	-
Direct and indirect interests in the Company or in the relevant Subsidiaries	None

Profiles of the Auditor for the year 2026

Name	Miss Praphasri Leelasupha
Position	Auditor
Certified Public Accountant No.	4664
Educational qualification	- Certified Public Accountant (CPA) of Listed Company - Master of Accountancy (Financial Accounting), Chulalongkorn University - Bachelor of Business Administration (Accounting), Rajamangkhala Institure of Tecnology - Graduate Diploma in Auditing, Thammasat University
Work Experience	- 1992-Present Sam Nak-Ngan AMC Co., Ltd.
Auditing Experience Years of the Company's auditors	-
Direct and indirect interests in the Company or in the relevant Subsidiaries	None

Profiles of the Auditor for the year 2026

Name	Mr. Naris Saowalagsakul
Position	Auditor
Certified Public Accountant No.	5369
Educational qualification	- Certified Public Accountant (CPA) of Listed Company - Master of Accountancy (Financial Accounting), Chulalongkorn University - Bachelor of Business Administration (Accounting), Rajamangkhala Institure of Tecnology - Graduate Diploma in Auditing, Thammasat University
Work Experience	- 1994-1999 Sam Nak-Ngan AMC Co., Ltd. - 1999-2002 Grant Thornton Co., Ltd. (Thailand) - 2002-2012 S.K. Accountant Services Co., Ltd. - 2012-2015 BPR Audit and Advisory Co., Ltd. - 2015-Present Sam Nak-Ngan AMC Co., Ltd.
Auditing Experience Years of the Company's auditors	-
Direct and indirect interests in the Company or in the relevant Subsidiaries	None

Profiles of the Auditor for the year 2026

Name	Miss Gunyanun Punyaviwat
Position	Auditor
Certified Public Accountant No.	12733
Educational qualification	- Certified Public Accountant (CPA) of Listed Company - Master of Accountancy, Chulalongkorn University - Bachelor of Accountancy, Chiang Mai University
Work Experience	- 2011-Present Sam Nak-Ngan AMC Co., Ltd.
Auditing Experience Years of the Company's auditors	-
Direct and indirect interests in the Company or in the relevant Subsidiaries	None

Profiles of the Auditor for the year 2026

Name	Mr. Burin Prasongsamrit
Position	Auditor
Certified Public Accountant No.	12879
Educational qualification	- Certified Public Accountant (CPA) of Listed Company - Master of Accountancy, Chulalongkorn University - Bachelor of Business Administration (Accounting), Rajamangala University Of Technology Phranakhon
Work Experience	- 2013-Present Sam Nak-Ngan AMC Co., Ltd.
Auditing Experience Years of the Company's auditors	-
Direct and indirect interests in the Company or in the relevant Subsidiaries	None

Profiles of the Auditor for the year 2026

Name	Miss Pimjai Kerdkumrai
Position	Auditor
Certified Public Accountant No.	13975
Educational qualification	- Certified Public Accountant (CPA) of Listed Company - Master of Accountancy, Chulalongkorn University - Bachelor of Business Administration (Accounting), Rajamangala University Of Technology Krungthep
Work Experience	- 2011-Present Sam Nak-Ngan AMC Co., Ltd.
Auditing Experience Years of the Company's auditors	-
Direct and indirect interests in the Company or in the relevant Subsidiaries	None

Draft of the Company's Articles of Association (Only the articles proposed for amendment)

No.	Current Articles of Association	Proposed Amended Articles of Association
3	Unless otherwise specified in these Articles of Association, the provisions of the Public Limited Companies Act shall apply.	Unless otherwise specified in this Articles of Association, the provisions of the law governing public limited company and the law governing securities and exchange shall apply.
4	The shares of the Company shall be ordinary shares, each share having equal value and shall be fully paid up. The Company may issue debentures, preference shares, debentures convertible into ordinary shares, as well as any other securities under the law governing securities and exchange. Preference shares of the Company (if any) may be converted into ordinary shares, whereby the preference shareholder shall submit a share conversion application to the Company in the form prescribed by the Company, together with the return of the original share certificate	The shares of the Company shall be ordinary shares in named, each share having equal value and shall be fully paid up, shall be paid up in property other than money. The Company may issue debentures, preference shares, debentures convertible into ordinary shares, as well as any other securities as permitted under the law governing securities and exchange. Preference shares of the Company (if any) may be converted into ordinary shares, whereby the preference shareholder shall submit a share conversion application to the Company in the form prescribed by the Company, together with the return of the original share certificate. In payment for shares, a subscriber or purchaser may not set off the payment of shares with the Company. Unless in case that the Company restructures its by issuing news shares to settle its debts with the creditors under a debt/equity conversion scheme approved by three-quarters (3/4) or more of the total number of votes cast by the shareholders attending and eligible to vote at the meeting The issue of new shares for debt settlement and debt/equity conversion scheme in the preceding paragraph must be made in accordance with the

No.	Current Articles of Association	Proposed Amended Articles of Association
		rules and procedures prescribed by the ministerial regulations.
6	Share certificates of the Company shall be in registered form and shall be signed by at least one (1) director. In this regard, in the case where the Stock Exchange of Thailand is appointed as the share registrar of the Company, the procedures in relation to any registration process of the Company will be specified by the share registrar. The Company may also authorize the share registrar under the law governing securities and exchange to sign or print the signature on its behalf	Share certificates of the Company shall be in registered form and shall be signed by at least one (1) director. In this regard, in the case where the Stock Exchange of Thailand is appointed as the share registrar of the Company, the procedures in relation to any registration process of the Company will be specified by the share registrar. The Company may also authorize the share registrar under the law governing securities and exchange to sign or print the signature on its behalf In case where any person who acquires ownership of any shares by reason of the death or bankruptcy of a shareholder, upon Presenting complete and lawful evidence to the Company, the Company shall register such acquisition and issue a new share certificate within one (1) month from the date of the receipt of the complete evidence. In case of material damage or defacement of a share certificate, the Company will issue a new certificate to the relevant shareholder after the surrender the old certificate. In case of loss or destruction of a share certificate, the Company will issue a new share certificate within a period prescribed by the applicable laws if the relevant shareholder produces to the Company a copy of the report with the police or any other reasonable evidence to the Company.

No.	Current Articles of Association	Proposed Amended Articles of Association
7	The Company may not hold its own shares or take them in pledge, except for a share buyback in the following cases: (1) From any shareholder who votes against a resolution of the shareholders' meeting approving any amendments to the Articles of Association concerning voting rights and dividend entitlements, under which he/she considers that he/she is unfairly treated; or (2) For the purposes of its financial management in the event that the Company has retained earnings and surplus liquidity, provided that such share buyback shall not cause any financial difficulties to the Company. The bought back shares will not be part of a quorum of a meeting of shareholders, nor will the Company be eligible to cast votes or to receive dividends The Company shall dispose of the repurchased shares under the first paragraph within the period prescribed by law. If such shares are not disposed of or are not entirely disposed of within the specified period, the Company shall proceed to reduce its paid-up capital by means of canceling the registered shares that cannot be disposed of. The share buyback under the paragraph, or the disposal of shares and the cancellation of shares under the third	The Company may not hold its own shares or take them in pledge, except for a share buyback in the following cases: (1) From any shareholder who votes against a resolution of the shareholders' meeting approving any amendments to the Articles of Association concerning voting rights and dividend entitlements, under which he/she considers that he/she is unfairly treated; or (2) For the purposes of its financial management in the event that the Company has retained earnings and surplus liquidity, provided that such share buyback shall not cause any financial difficulties to the Company. The bought back shares will not be part of a quorum of a meeting of shareholders, nor will the Company be eligible to cast votes or to receive dividends The Company shall dispose of the repurchased shares under the first paragraph within the period prescribed by the ministerial regulations. If such shares are not disposed of or are not entirely disposed of within the specified period, the Company shall proceed to reduce its paid-up capital by means of canceling the registered shares that cannot be disposed of. The share buyback under the first paragraph, the disposal of the repurchased shares, and the cancellation of the repurchased shares under the third paragraph, including the determination of the number, the purchase price for the share buyback, or the offering price for the sale of the repurchased shares, or any other matters related

No.	Current Articles of Association	Proposed Amended Articles of Association
	paragraph, shall be carried out by the Company in accordance with the law.	to such share buyback, shall be carried out by the Company in accordance with the ministerial regulations. In the event that the Company's shares are listed securities on the Stock Exchange of Thailand, the Company shall also comply with the regulations, notifications, orders, or requirements of the Stock Exchange of Thailand. If the number of repurchased shares not exceeding is ten (10) per cent of the total paid-up capital, the reshare buyback scheme can be approved by the board of directors. If the number of repurchased shares exceeds 10 per cent of the total paid-up capital, the Company must obtain a resolution of the shareholders' meeting passed by a majority of the votes cast by the shareholders attending and having the right to vote at the meeting. The Company must proceed with the share buy back within one year from the date of such shareholders' resolution.
10	During the period of twenty-one (21) days prior to each meeting of shareholders, the Company may suspend the registration of share transfers by making an advance announcement to the shareholders at the head office and all branch offices of the Company not less than fourteen (14) days prior to the date of commencement of such suspension. In addition, the Company may temporarily suspend the registration of share transfers in order to determine various rights of the shareholders, such	During the period of twenty-one (21) days prior to each meeting of shareholders, the Company may suspend the registration of share transfers by making an advance announcement to the shareholders at the head office and all branch offices of the Company not less than fourteen (14) days prior to the date of commencement of such suspension. In this regard, if the shares of the Company are listed securities on the Stock Exchange of Thailand, the closure of the share register book and the suspension of the registration of share

No.	Current Articles of Association	Proposed Amended Articles of Association
	as the right to receive dividends, the right to subscribe for new shares, etc.	transfers shall be in accordance with the law governing securities and exchange. In addition, the Company may temporarily suspend the registration of share transfers in order to determine various rights of the shareholders, such as the right to receive dividends, the right to subscribe for new shares, etc.
17	In the event of a vacancy in the position of director for reasons other than retirement by rotation, the Board of Directors shall, at its next meeting, elect a person who is qualified and not subject to any prohibitions under the Public Limited Company law to fill the vacancy, except where the remaining term of office of the vacating director is less than two (2) months. The person replacing the vacating director shall hold office only for the remaining term of office of vacating director. The resolution of the Board of Directors under the first paragraph shall be passed by a vote of not less than three-fourths (3/4) of the number of the remaining directors.	In the event of a vacancy in the position of director for reasons other than retirement by rotation, the Board of Directors shall, at its next meeting, elect a person who is qualified and not subject to any prohibitions under the Public Limited Company law to fill the vacancy, except where the remaining term of office of the vacating director is less than two (2) months. The person replacing the vacating director shall hold office only for the remaining term of office of vacating director. The resolution of the Board of Directors under the first paragraph shall be passed by a vote of not less than three-fourths (3/4) of the number of the remaining directors. In the case where the entire Board of Directors vacates office, the vacating Board of Directors shall remain in office as acting directors to carry on the business of the Company only to the extent necessary until the new Board of Directors takes office, unless a court orders otherwise. In the case where the Board of Directors vacates office by a court order, the vacating Board of Directors shall summon a shareholders' meeting to elect a new Board of Directors within one (1)

No.	Current Articles of Association	Proposed Amended Articles of Association
		month from the date of vacancy, by delivering the notice of the meeting shareholders not less than fourteen (14) days prior to the meeting date, and publishing the notice of the meeting in a newspaper or via electronic media instead, in accordance with the rules and procedures prescribed by the law governing public limited companies and other relevant laws.
20	The Chairman shall call for the Board of Directors' meeting. The Chairman or his assignee must send a notice of the Board of Directors' meeting to directors ten (10 (days or more before the meeting date. However, in case of emergency to preserve rights or benefits of the Company, a meeting may be called by any other method and the meeting date may be fixed sooner. If two or more directors request the Board of Directors' meeting, the Chairman must fix a meeting date within fourteen ((1 4 days of receipt of that request at any places in Thailand.	The Chairman shall call for the Board of Directors' meeting. The Chairman or his assignee must send a notice of the Board of Directors' meeting to directors three (3 (days or more before the meeting date. However, in case of emergency to preserve the rights or benefits of the Company, a meeting may be called via electronic means or by any other method and the meeting date may be fixed sooner. In case of reasonable circumstance or safeguarding the Company's rights or benefits, two or more directors may jointly request the Board of Directors' meeting by specifying proposing matters and reason to the meeting for consideration. In such case, the Chairman must fix a meeting date within fourteen (14) days of receipt of that request at any places in Thailand. In the case where the Chairman or his assignee does not proceed with the summoning as requested by directors, the requesting directors may jointly summon and fix the date of the Board of Directors' meeting to consider the proposed agendas within fourteen (14) days from the end of such period in the preceding paragraph.

No.	Current Articles of Association	Proposed Amended Articles of Association
		The notice of meeting and supporting document could be sent via electronic mail, which must be sent within the timeframe prescribed by laws. Moreover, copies of notice of meeting and supporting document may be collected as evidences via electronic information.
21	The Board of Directors shall hold the meeting at least once in every three months. At the Board of Directors' meeting, at least half of the total number of directors present shall constitute a quorum. In case the Chairman of the board is not present at the meeting or cannot perform his or her duty, and if there is a vice-chairman, the vice-chairman shall be the Chairman of the meeting. If there is no vice-chairman or if there is a vice-chairman but he or she cannot perform his or her duty, the directors present at the meeting shall elect one of the directors to be the Chairman of the meeting. Decisions of the meeting shall be made by majority votes. Each director is entitled to one vote, but a director who has interests in any matter shall not be entitled to vote on such matter. In the event of a tie vote, the Chairman of the meeting shall have a casting vote	The Board of Directors shall hold the meeting at least once in every three months. At the Board of Directors' meeting, at least half of the total number of directors present, whether in person or via electronic mean, shall constitute a quorum. A Board of Directors' meeting must be held in the area where the Company's headquarter is located or at any adjacent provinces or any other places as designated by the Chairman or his or her assignee. In case that Board of Directors' meeting is held via electronic means, the headquarter of the Company shall be deemed to be the venue of such meeting. In case that Board of Directors' meeting is held via electronic means, such meeting must abide by the rules and procedures prescribed laws The Chairman of the board shall be the Chairman of the Board of Directors' meeting. In case the Chairman of the board is not present at the meeting or cannot perform his or her duty, and if there is a vice-chairman, the vice-chairman shall be the Chairman of the meeting. If there is no vice-chairman or if there is a vice-chairman but he or she cannot perform his or her duty, the directors present at the meeting shall elect one of the directors to be the Chairman of the meeting.

No.	Current Articles of Association	Proposed Amended Articles of Association
		Decisions of the Board of Directors' meeting shall be made by majority votes of attending directors. Each director is entitled to one vote, but a director who has interests in any matter shall not be entitled to vote on such matter. In the event of a tie vote, the Chairman of the meeting shall have a casting vote
27	The Board of Directors shall call for the annual general meeting of shareholders within four months from the last day of the fiscal year of the Company. Shareholders' meetings other than the one referred to in the first paragraph shall be called extraordinary general meetings. The Board of Directors may call for the extraordinary general meeting of shareholders at any time as deemed appropriate. Shareholders holding shares amounting to not less than one-fifth (1/5) of the total number of issued shares or shareholders amounting to not less than twenty-five (25) holding shares amounting to not less than one-tenth (1/10) of the total number of issued shares may submit their names in a request the Board of Directors to convene an extraordinary meeting of shareholders' meeting at any time but they shall also specify reasons for such request in the notice. In such case, the Board of Directors must arrange for a shareholders' meeting of shareholders	The Board of Directors shall call for the annual general meeting of shareholders within four months from the last day of the fiscal year of the Company. Shareholders' meetings other than the one referred to in the first paragraph shall be called extraordinary general meetings. The Board of Directors may call for the extraordinary general meeting of shareholders at any time as deemed appropriate. When one or more than one shareholder holding shares amounting to not less than ten (10) percent of the total number of issued shares may submit their names in a request the Board of Directors to convene an extraordinary meeting of shareholders at any time but they shall also specify reasons for such request in the notice. In such case, the Board of Directors must arrange for a shareholders' meeting of shareholders within forty-five (45) days from the date of receipt of the notice. If the Board of Directors does not hold the meeting within forty-five ((45 days from the date of receipt of that request, requesting shareholders or other shareholders holding in aggregate of shares as required may call an

No.	Current Articles of Association	Proposed Amended Articles of Association
	within one (1) month from the date of receipt of the notice.	extraordinary meeting themselves within forty-five ((45 days after the end of such period under preceding paragraph. It shall be deemed the meeting which call upon by the Board of Directors. The Company shall be responsible for necessary expense incurred from holding of the meeting and shall facilitate the meeting as appropriate. In case the quorum of the meeting cannot be constituted, the shareholders submitting the request or other shareholders requesting the calling of such meeting shall be jointly responsible for the expense incurred to the Company. In the case that shareholders summon a meeting by themselves, summoning shareholders may send notice summoning the meeting to shareholders via electronic means, provided that such undertakings must comply with the rules and procedures prescribed by Public Companies Registrar.
28	In calling a shareholders' meeting, the Board of Directors shall prepare a notice of the meeting written notice specifying the place, date, time, agenda of the meeting and the matters to be proposed to the meeting in appropriate detail by clearly indicating whether it is a matter proposed for acknowledgement or for approval or for consideration, as the case may be, including the opinion of the Board of Directors on the said matters. Additionally, the said notice shall be served to the shareholders and the registrar not less than seven (7) days	In calling a shareholders' meeting, whether held in person or via electronic means, the Board of Directors shall prepare a notice of the meeting specifying the place, date, time, agenda of the meeting and the matters to be proposed to the meeting in appropriate detail by clearly indicating whether it is a matter proposed for acknowledgement or for approval or for consideration, as the case may be, including the opinion of the Board of Directors on the said matters. Additionally, the said notice shall be served to the shareholders and the registrar not less than seven (7) days prior to the date of the meeting. The notice shall be published in the

No.	Current Articles of Association	Proposed Amended Articles of Association
	prior to the date of the meeting. The notice shall be published in the newspaper for not less than three (3) consecutive days and not less than three (3) days prior to the date of the meeting.	newspaper according to the timeframe prescripted by laws or advertised via electronic means subject to the rules and procedures prescribed by laws. In case calling a shareholders meeting, held via electronic mean, the undertakings must comply with the rules and procedures prescribed by laws. A shareholders' meeting must be held in the area where the Company's headquarter is located or at any adjacent provinces or via electronic means. In case that such meeting is held via electronic means, the headquarter of the Company shall be deemed to be the venue of such meeting.
29	A shareholder may appoint a proxy to attend and vote at a shareholders' meeting on his or her behalf in writing, which must be submitted with the Chairman or his or her assignee before the proxy attends the meeting. The instrument must be made in writing, signed by the shareholder and made in a form prescribed by the Public Companies Registrar. The proxy instrument must be dated and signed by grantor according to the form perscripted by Registrar with at least the following particulars: (1) the amount of shares held by the shareholder; (2) the name of the proxy; and	A shareholder may appoint a proxy to attend and vote at a shareholders' meeting on his or her behalf. The proxy instrument must be made in writing and submitted with the Chairman or his or her assignee before the proxy attends the meeting. The proxy appointment may be made by electronic means which is secured and reliable that such appointment was made by the shareholder. The proxy instrument must be dated and signed by grantor according to the form prescripted by Public Companies Registrar with at least the following particulars: (1) the amount of shares held by the shareholder; (2) the name of the proxy; and (3) the meeting at which the proxy is appointed to attend and vote.

No.	Current Articles of Association	Proposed Amended Articles of Association
	(3) the meeting at which the proxy is appointed to attend and vote.	
30	A quorum of shareholders' meeting requires a lesser of a number of twenty-five ((25shareholders and/or proxies; or one-half or more of the total number of shareholders, whichever is lower, holdings in aggregate one-third ((3/1or more of the total issued shares. At any shareholders' meeting, if one hour has passed from the time specified for the meeting and the number of shareholders attending the meeting is still inadequate for a quorum as prescribed in the preceding paragraph, and if such shareholders' meeting was called as a result of a request of the shareholders, such meeting shall be cancelled. If such meeting was not called as a result of a request of the shareholders, a new meeting shall be called for and the notice of such meeting shall be dispatched to shareholders not less than seven (7) days prior to the date of the meeting. In the subsequent meeting, a quorum is not required. The Chairman of the board shall be the Chairman of shareholders' meeting. If the Chairman of the board is not present at a meeting or cannot perform his or her duty, and if there is a vice-chairman, the vice-chairman present at the meeting shall be Chairman of the meeting. If there is no vice-chairman or there is a	A quorum of shareholders' meeting, whether in persons or by means of electronic conference, requires a lesser of a number of twenty-five ((25 shareholders and/or proxies (as applicable); or one-half or more of the total number of shareholders, holdings in aggregate one-third ((3/1or more of the total issued shares. In case of meeting via electronic means, the undertakings shall be in accordance with the rules and procedures specified by law. At any shareholders' meeting, if one hour has passed from the time specified for the meeting and the number of shareholders attending the meeting is still inadequate for a quorum as prescribed in the preceding paragraph, and if such shareholders' meeting was called as a result of a request of the shareholders, such meeting shall be cancelled. If such meeting was not called as a result of a request of the shareholders, a new meeting shall be called for and the notice of such meeting shall be dispatched to shareholders not less than seven (7) days prior to the date of the meeting. In the subsequent meeting, a quorum is not required. The Chairman of the board shall be the Chairman of shareholders' meeting. If the Chairman of the board is not present at a meeting or cannot perform his or her duty, and if there is a vice-chairman, the vice-chairman present at the meeting shall be Chairman of the meeting. If there is no vice-chairman or there is a vice-chairman

No.	Current Articles of Association	Proposed Amended Articles of Association
	vice-chairman but he or she cannot perform his or her duty, the shareholders present at the meeting shall elect one shareholder to be the Chairman of the meeting.	but he or she cannot perform his or her duty, the shareholders present at the meeting shall elect one shareholder to be the Chairman of the meeting.
31	The Chairman of the shareholders' meeting has the duty to control the meeting to be in accordance with the laws and Articles of Association with respect to shareholders' meeting. The meeting shall be conducted in order with respect to the agenda specified in the notice of the meeting accordingly, except that the meeting resolved to change the order of agenda with not less than two-thirds (2/3) of the votes of shareholders attending the meeting. After the meeting completes its consideration under the first paragraph, the shareholders holding in aggregate one-third (1/3) or more of the total issued shares may request the meeting to consider any matters in addition to the agenda prescribed in the notice of the meeting. If the meeting is unable to complete its consideration of the agenda in the order as prescribed in the notice of the meeting under first paragraph or matters raised by shareholders under second paragraph (as applicable) and it is necessary to adjourn the meeting, then	The Chairman of the shareholders' meeting has the duty to control the meeting to be in accordance with the laws and Articles of Association with respect to shareholders' meeting. The meeting shall be conducted in order with respect to the agenda specified in the notice of the meeting accordingly, except that the meeting resolved to change the order of agenda with not less than two-thirds (2/3) of the votes of shareholders attending the meeting. After the meeting completes its consideration of the agenda prescribed in the notice of the meeting, the shareholders holding in aggregate one-third ((3/1 or more of the total issued shares may request the meeting to consider any matters in addition to the agenda prescribed in the notice of the meeting. If the meeting is unable to complete its consideration of the agenda in the order as prescribed in the notice of the meeting under first paragraph or additional matters raised by shareholders under second paragraph (as applicable) and it is necessary to adjourn the meeting, then the meeting must fix the place, date and time of the adjourned meeting. The board of directors must send a notice of the meeting specifying the place, date, time and agenda to shareholders not less than seven (7) days before the meeting date. The notice of meeting must also

No.	Current Articles of Association	Proposed Amended Articles of Association
	the meeting must fix the place, date and time of the adjourned meeting. The Board of Directors must send a notice of the meeting specifying the place, date, time and agenda to shareholders not less than seven (7) days before the meeting date. The notice of meeting must also be published in a newspaper at least three (3) days before the meeting date for a period of three (3) consecutive days.	be published in accordance with procedures perscripted by the law governing public limited companies and other relevant laws.
44	Payment of dividend requires the approval of the shareholders' meeting. No dividend shall be paid otherwise than out of profits. In case the Company still has accumulated losses, no dividend may be paid. Dividends shall be distributed according to the number of shares, with each share receiving an equal amount unless this Articles of Association indicate otherwise for preference shares. The Board of Directors may pay interim dividends to shareholders from time to time if the board believes that the profits of the Company justify such payment. After the dividends have been paid, such dividend payment shall be reported at the next shareholders' meeting. Payment of dividends shall be made within one (1) month from the date resolved by the meeting of shareholders	Payment of dividend requires the approval of the shareholders' meeting. No dividend shall be paid otherwise than out of profits. In case the Company still has accumulated losses, no dividend may be paid. Dividends shall be distributed according to the number of shares, with each share receiving an equal amount unless this Articles of Association indicate otherwise for preference shares The Board of Directors may pay interim dividends to shareholders from time to time if the board believes that the profits of the Company justify such payment. After the dividends have been paid, such dividend payment shall be reported at the next shareholders' meeting. Payment of dividends shall be made within one (1) month from the date resolved by the meeting of shareholders or the Board of Directors, as the case may be, and shall be notified to shareholders in writing, and the notice of the payment of dividends shall also be advertised in a newspaper or maybe advertised via electronic

No.	Current Articles of Association	Proposed Amended Articles of Association
	or the Board of Directors, as the case may be, and shall be notified to shareholders in writing, and the notice of the payment of dividends shall also be advertised in a newspaper.	means or by other means in accordance with the rules and procedures specified by law.
45	The Company shall appropriate to a reserve fund not less than five (5) percent of the net annual profits less the brought forward incurred loss (if any) until the reserve fund reaches an amount of not less than ten (10) percent of the registered capital.	The Company shall appropriate to a reserve fund not less than five (5) percent of the net annual profits less the brought forward incurred loss (if any) until the reserve fund reaches an amount of not less than ten (10) percent of the registered capital. Apart from such reserve, the Board of Directors may propose the shareholders' meeting to allocate other reserve as it deems appropriate for benefit of the Company's business operation. After being approved by the resolution of the shareholders' meeting, the Company may transfer other reserve, the share premium reserve fund, legal reserve, respectively to compensate the accumulated losses of the Company.
49	- none -	The Company or Board of Directors may send any notices or documents via electronic means to the Company's directors, shareholders, or creditors who have declared their intention or given consent to the delivery of notices or documents via electronic means. Such undertaking must comply with the rules and procedures prescribed by Public Companies Registrar.

Documents or evidence showing the identity of the shareholder or proxy of the shareholder entitled to attend the meeting

In order for the shareholders' meeting of the Company to be transparent, fair and beneficial to shareholders, the Company considers it appropriate to inspect the documents or evidence showing an identity of the shareholder or a representative of the shareholder entitled to attend the meeting, which shareholders will comply with. This will also be applied in the future. However, since some shareholders may not be familiar with this, the Company reserves the right to waive any of these requirements for some of the shareholders on a case by case basis as the Company considers appropriate.

1. Natural person

1.1 Thai nationality

(a) identification card of the shareholder (personal I.D. or identification card of government officer or identification card of state enterprise officer); or

(b) in case of proxy, copy of identification card of the shareholder and identification card or passport (in case of a foreigner) of the proxy.

1.2 Non-Thai nationality

(a) passport of the shareholder; or

(b) in case of proxy, copy of passport of the shareholder and identification card or passport (in case of a foreigner) of the proxy.

2. Juristic person

2.1 Juristic person registered in Thailand

(a) corporate affidavit, issued within 6 months by Department of Business Development, Ministry of Commerce; and

(b) copy of identification card or copy of passport (in case of a foreigner) of the authorized director(s) who sign(s) the proxy form including identification card or passport (in case of a foreigner) of the proxy.

2.2 Juristic person registered outside of Thailand

(a) corporate affidavit; and

(b) copy of identification card or copy of passport (in case of a foreigner) of the authorized director(s) who sign(s) the proxy form including identification card or passport (in case of a foreigner) of the proxy.

A copy of the documents must be certified true and correct. In case of any documents or evidence produced or executed outside of Thailand, such documents or evidence should be notarized by a notary public for the period of not more than 12 months before the AGM.

A shareholder or a proxy is able to register and submit documents or evidence for inspection within **30 July 2026 onwards.**

The Company's Articles of Association in relation to the General Meeting of Shareholders

Chapter V, Article 27

The Board of Directors shall hold the Ordinary Shareholders Meeting within 4 months from the end of each fiscal year of the company.

Other shareholder meetings shall be called the Extraordinary Meetings. The Board of Directors may call an extraordinary meeting of shareholders at any time as deemed appropriate.

When shareholders holding shares amounting to not less than one-fifth of the total number of shares sold or shareholders of not less than 25 persons holding shares of not less than one-tenth of the total number of shares sold may make a requisition directing the Board of Directors to call an extraordinary meeting at any time, provided that the requisition must clearly specify the object for which the meeting is required to be called. The Board of Directors shall hold a shareholder meeting within 1 month from the date of receipt of such requisition from the said shareholders.

Chapter V, Article 28

In calling a shareholder meeting, the Board of Directors shall prepare a written notice calling the meeting that states the place, date, time, agenda of the meeting and the matters to be proposed to the meeting with reasonable details by indicating clearly whether they are proposed for acknowledgement, for approval or for consideration, as the case may be, including the opinions of the Board of Directors in the respective matters. The said notice shall be delivered to the shareholders and the Registrar not less than 7 days prior to the date of the meeting and also published in a newspaper for 3 consecutive days and not less than 3 days prior to the date of the meeting.

Chapter V, Article 29

Should any shareholder not attend the meeting, the shareholder may appoint any other person as proxy to attend and vote in the meeting. The appointment shall be made in writing and must be submitted to the Chairman of the Board of Directors or any person to be assigned at the place of the meeting before the proxy attends the meeting.

The instrument appointing a proxy shall be dated and signed by the shareholder in a form as specified by the Registrar and shall contain at least the following particulars:

(1) The number of shares held by the shareholder

(2) The name of the proxy

(3) The serial number of the meeting which the proxy is appointed to attend and vote.

Chapter V, Article 30

In any shareholder meeting, there shall be shareholders and or proxies of not less than 25 persons or of not less than one half of the total number of shareholders, which is lesser, and representing not less than one-third of the total number of shares sold of the Company to constitute a quorum.

In the event the quorum is not constituted as described in the above paragraph after 1 hour of the appointment. If the meeting was called according to the requisition from the shareholders, the meeting shall be cancelled. If it was not so, the meeting shall be called once again and the notice calling the meeting shall be delivered to the shareholders not less than 7 days prior to the date of the meeting. In the subsequent meeting, it will be proceeded regardless of the quorum.

The Chairman of the Board of Directors shall be the Chairman of shareholder meetings. If the Chairman of the Board Directors is not present at a meeting or cannot perform the duty, the Vice Chairman, if any shall be the Chairman of the meeting. If there is no Vice Chairman or a Vice Chairman cannot perform the duty, the shareholders present at the meeting shall elect one shareholder to be the Chairman of the meeting.

Chapter V, Article 31

The Chairman of the shareholder meeting must proceed the meeting in accordance with the Articles of Association of the Company regarding the meetings and to follow the sequence of the agenda specified in the notice for the meeting, provided that the meeting may pass a resolution to change in the sequence of agenda with a vote of not less than two-thirds of the number of shareholders present at the meeting.

When the consideration of the matters referred to in paragraph one is finished, the shareholders holding shares in total not less than one-third of the total number of shares sold may request the meeting to consider matters other than those indicated in the notice for the meeting.

In case the meeting according to paragraph one or the matters to be considered according to paragraph two, as the case may be, is not finished, and it is necessary to postpone the consideration of the meeting. The meeting then shall fix a place, date and time for the next meeting. The Board of Directors shall deliver a notice indicating the place, date, time and agenda of the meeting to shareholders not less than 7 days prior to the date of the meeting and also to publish the notice in a newspaper for 3 consecutive days and not less than 3 days prior to the date of the meeting.

Chapter V, Article 32

In voting, each shareholder shall have votes equal to the number of shares held by each of them. 1 share is entitled to 1 vote. Any shareholder who has a special interest in any matter shall have no right to vote on such matter, except for voting on the election of directors.

Chapter V, Article 33

Unless otherwise specified in this Articles of Association or other laws, a resolution of the shareholder meeting shall consist of the vote as follows :

(1) In a normal case, shall require the majority vote of the shareholders who attend at the meeting and cast their votes. The chairman of the meeting shall have a casting vote in case of a tie vote.

(2) In the following cases, shall require a vote of not less than three-fourths of the shareholders who attend the meeting and have the right to vote.

    (a) To sales or transfer the Company business at a whole or an important part to other persons.

    (b) To purchase or acceptance of transfer of the business of other companies or private companies by the Company.

    (c) To make, amend or terminate contracts regarding the granting of a lease of the Company business at a whole or an important part. To assign other persons to manage the Company business or to amalgamate the business with other persons for the objective to share profit and loss.

    (d) To amend the Company Memorandum or Articles of Association.

    (e) To increase or decrease capital, issue of debentures, amalgamate or dissolve the Company.

Chapter V, Article 34

The Ordinary Shareholders Meeting shall discuss the following matters:

(1) To acknowledge the report from the Board of Directors regarding the previous year's business

(2) To consider and approve the Balance Sheet.

(3) To consider and approve the appropriation of profit and dividend payment.

(4) To elect director in place of who retired by rotation.

(5) To appoint auditor and to fix the auditing fee.

(6) Other businesses.

Form of Proxy, Form A

\- - - - - - - - - - - - - - - - -

Made at...

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

(1) I/We .... nationality......................

residing/located at No................. Road .... Tambol/Kwaeng......................... Amphur/Khet .... Province .... Postal Code....................

(2) being a shareholder of Kulthorn Kirby Public Company Limited,

holding……………………shares in total which are entitled to cast…………………votes as follows:

ordinary shares:……..............shares in total which are entitled to cast……...........votes; and

preferred shares:……………..shares in total which are entitled to cast…….......... votes,

(3) I/We wish to appoint

(1) …………………………………………………………age …………years, residing/located at No………….. , …………………….Road, Tambol/Kwaeng ……..…..…………, Amphur/Khet……………………., Province……………………………… , Postal Code ……………………. , or

(2) …………………………………………………….age…………..... years, residing/located at No………….. , …………………….Road, Tambol/Kwaeng ……..…..…………, Amphur/Khet……………………., Amphur/Khet…………………………, Province……………………………… , Postal Code ……………………. , or

(3)……………………………… ……………………… age……..… years, residing/located at No………….. , …………………….Road, Tambol/Kwaeng ……..…..…………, Amphur/Khet……………………., Amphur/Khet…………………………, Province……………………………… , Postal Code …………………….

any one of them as my/our proxy to attend and vote on my/our behalf at the 2026 Annual General Meeting of Shareholders to be held on 31 July 2026 at 10.00 a.m., the Meeting will be hold in form of the meeting via electronic media (E-AGM), or such other date, time and place as may be adjourned.

Any acts or performance caused by the proxy at the above meeting shall be deemed as my/our acts and performance in all respects.

Signed………………………………………… Grantor

(………………………………………..)

Signed………………………………………… Grantee

(…………………………………………)

Signed………………………………………… Grantee

(…………………………………………)

Signed …………………………………………Grantee

(…………………………………………)

__Remarks__ A shareholder may grant a proxy to only one person. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes.

Form of Proxy, Form B.

Made at..

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

(1) I/We .... nationality......................

residing/located at No. .... Road .... Tambol/Kwaeng........................ Amphur/Khet .... Province .... Postal Code....................

(2) being a shareholder of Kulthorn Kirby Public Company Limited,

holding……………………shares in total which are entitled to cast…………………votes as follows:

ordinary shares:……..............shares in total which are entitled to cast……...........votes; and

preferred shares:……………..shares in total which are entitled to cast……...........votes,

(3) I/We wish to appoint

(1) ……………………………………………………………………….age ………………....years, residing/located at No………….. , …………………………Road, Tambol/Kwaeng …….………………………..., Amphur/Khet……………………………… , Province…………………….. , Postal Code ……………………. , or

(2) ……………………………………………………………………….age ………………....years, residing/located at No………….. , …………………………Road, Tambol/Kwaeng …….………………………..., Amphur/Khet……………………………… , Province…………………….. , Postal Code ……………………. , or

(3) ……………………………………………………………………….age ………………....years, residing/located at No………….. , …………………………Road, Tambol/Kwaeng …….………………………..., Amphur/Khet……………………………… , Province…………………….. , Postal Code ……………………..……

any one of them as my/our proxy to attend and vote on my/our behalf at the 2026 Annual General Meeting of Shareholders to be held on 31 July 2026 at 10.00 a.m., the Meeting will be hold in form of the meeting via electronic media (E-AGM), or such other date, time and place as may be adjourned.

(4) I/We authorize my/our proxy to cast the votes on my/our behalf at the above meeting in the following manners:

☐ Agenda no. 1 To acknowledge the minutes of the 2024 Annual General Meeting of Shareholders.

(The agenda is for acknowledge; the meeting's resolution is not required)

☐ Agenda no. 2 To acknowledge the Company's 2025 operating result.

(The agenda is for acknowledge; the meeting's resolution is not required)

☐ Agenda no. 3 To consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 4 To consider and approve the omission of the appropriation of net profit as a legal reserve and the omission of dividend payment for the operating results of the year 2025

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 5 To consider and approve the election of directors replacing those retire by rotation.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Appoint all directors

☐ Approve ☐ Disapprove ☐ Abstain

☐ Appointment of any director(s)

Name of Director : Mr. Sutas Simakulthorn

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director : Mr. Somlak Jiamtiranat

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 6 To consider and approve the determination of the director's remuneration and sub-committee's remuneration for the year 2026.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 7 To consider and approve the appointment of the auditor, and determination the auditor's remuneration for the year 2026.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 8 To consider and approve the amendment to the Company's Articles of Association.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 9 Others business (if any)

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

(5) If the votes which the proxy casts on any agenda conflict with my/our specified instruction in this proxy form, those votes are invalid and will be regarded as having not been cast by me/us in my/our capacity as the shareholder.

(6) If my/our instruction on voting is not expressly or clearly indicated on any agenda, the meeting considers or resolves on any matter other than those stated above, or there is any change or addition to the relevant facts, then the proxy will be entitled to cast the votes on my/our behalf at his/her own discretion.

Any acts or performance caused by the proxy at the above meeting, except voting in contravention of my/our instruction, shall be deemed as my/our acts and performance in all respects.

Signed………………………………………… Grantor

(………………………………………..)

Signed………………………………………… Grantee

(………………………………………..)

Signed………………………………………… Grantee

(………………………………………..)

Signed………………………………………… Grantee

(………………………………………..)

Remarks

1. A shareholder may grant a proxy to only one person. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes.
2. As regards the agenda to appoint directors, the meeting may consider appointing the entire board or any director(s).
3. In case there are more agendas to be discussed than those specified above, the grantor may make additional authorization in the Attachment to Proxy Form B.

Attachment to Proxy Form B.

A proxy is granted by a shareholder of Kulthorn Kirby Public Company Limited

For the 2026 Annual General Meeting of Shareholders to be held on 31 July 2026 at 10.00 hrs. the Meeting will be hold in form of Hybrid meeting, whereby the shareholders will participate the meeting via electronic media (E-AGM), or such other date, time and place as may be adjourned.

☐ Agenda no.................. re: ....

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.................. re: ....

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.................. re: ....

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.................. re: ....

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. ....re: Appointment of directors (Continued)

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Form of Proxy, Form C.

Made at..

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

(1) I/We .... nationality........................

residing/located at No. .... Road .... Tambol/Kwaeng...........................

Amphur/Khet... Province .... Postal Code......................

in our capacity as the custodian for ....,

being a shareholder of Kulthorn Kirby Public Company Limited, holding .... shares in total which are entitled to cast.......... votes as follows:

ordinary shares :............................ shares in total which are entitled to cast .... votes; and

preferred shares :........................... shares in total which are entitled to cast .... votes,

(2) We wish to appoint

(1) .... age .... years,

residing/located at No ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet ...., Province ...., Postal Code ...., or

(2) .... age .... years,

residing/located at No ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet ...., Province ...., Postal Code ...., or

(3) .... age .... years,

residing/located at No ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet ...., Province ...., Postal Code ....,

any one of them as our proxy to attend and vote on our behalf at the 2026 Annual General Meeting of Shareholders to be held on 31 July 2026 at 10.00 hrs., the Meeting will be hold in form of electronic media (E-AGM), or such other date, time and place as may be adjourned.

(3) We authorise our proxy to attend the meeting and cast the votes on our behalf in the following manner:

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

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

☐ Ordinary shares :............ shares in total, which are entitled to cast .... votes; and

☐ Preferred shares :............ shares in total, which are entitled to cast .... votes,

Total :.......... votes

(4) We authorise our proxy to cast the votes on our behalf at the above meeting in the following manner:

☐ Agenda no. 1 To acknowledge the minutes of the 2024 Annual General Meeting of Shareholders.

(The agenda is for acknowledge; the meeting's resolution is not required)

☐ Agenda no. 2 To acknowledge the Company's 2025 operating result.

(The agenda is for acknowledge; the meeting's resolution is not required)

☐ Agenda no. 3 To consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 4 To consider and approve the omission of the appropriation of net profit as a legal reserve and the omission of dividend payment for the operating results of the year 2025

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 5 To consider and approve the election of directors replacing those retire by rotation.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Appoint all directors

☐ Approve ☐ Disapprove ☐ Abstain

☐ Appointment of any director(s)

Name of Director : Mr. Sutas Simakulthorn

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director : Mr. Somlak Jiamtiranat

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 6 To consider and approve the determination of the director's remuneration and sub-committee's remuneration for the year 2026.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 7 To consider and approve the appointment of the auditor, and determination the auditor's remuneration for the year 2026.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 8 To consider and approve the amendment to the Company's Articles of Association.

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 9 Others business (if any)

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

(5) If the votes which the proxy casts on any agenda conflict with my/our specified instruction in this proxy form, those votes are invalid and will be regarded as having not been cast by me/us in my/our capacity as the shareholder.

(6) If my/our instruction on voting is not expressly or clearly indicated on any agenda, the meeting considers or resolves on any matter other than those stated above, or there is any change or addition to the relevant facts, then the proxy will be entitled to cast the votes on my/our behalf at his/her own discretion.

Any acts or performance caused by the proxy at the above meeting, except voting in contravention of my/our instruction, shall be deemed as my/our acts and performance in all respects.

Signed………………………………………… Grantor

(………………………………………...)

Signed………………………………………… Grantee

(………………………………………...)

Signed………………………………………… Grantee

(………………………………………...)

Signed………………………………………… Grantee

(………………………………………...)

Remarks

1. This Form C. is used only if the shareholder whose name is in the shareholders' register is an offshore investor who appoints a local custodian in Thailand to keep his/her shares in the custody
2. The necessary evidence to be enclosed with this proxy form is:

   (1) the power-of-attorney granted by the shareholder to the custodian by which the custodian is appointed to sign the proxy form on the shareholder's behalf; and

   (2) a certification that the authorized signatory of the proxy form is licensed to operate the custodial business
3. A shareholder may grant a proxy to only one person. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes.
4. As regards the agenda to appoint directors, the meeting may consider appointing the entire board or any director(s).
5. In case there is other business to be discussed in addition to those specified above, the grantor may make additional authorization in the Attachment to Proxy Form

Attachment to Proxy Form C

A proxy is granted by a shareholder of Kulthorn Kirby Public Company Limited.

For the 2026 Annual General Meeting of Shareholders to be held on 31 July 2026 at 10.00 hrs., the Meeting will be hold in form of Hybrid meeting, whereby the shareholders will participate the meeting via electronic media (E-AGM), or such other date, time and place as may be adjourned.

☐ Agenda no .... re :..

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

☐ Agenda no .... re :..

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

☐ Agenda no .... re :..

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

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

☐ Agenda no .... re :Appointment of directors)Continued(

Name of Director ....

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

Name of Director ....

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

Name of Director ....

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

Name of Director ....

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

Name of Director ....

☐ Approve with ..... votes ☐ Disapprove with ..... votes ☐ Abstain with ..... votes

Profiles of the independent directors proposed as proxies by the Company

Name	Mr. Tawatchai Jaranakarun
Age	71 years
Nationality	Thai
Address	525/10 Som Det Phra Pin Khlao Road, Khet Bang Phlat, Bangkok 10700
Educational qualification	Bachelor Degree in Law, Ramkhamkaeng University Thai Barrister at Law Capital Market Academy 17
Directorship training	Director Accreditation Program (DAP) / 2004
Work Experience	1978 - Present Lawyer 1977 - 1978 Official Receiver, Ministry of Justice 1976 – 1977 Land officer, Department of Land, Ministry of Interior
Current job position	
In other listed companies	None
In other non-listed companies	Lawyer by profession
Positions in other entities which may cause a conflict of interest or involve business competition with the Company	None
Shareholding in the Company	Ordinary Share 1,430 shares (holding by spouse), accounted for 0.0009 of the total issued shares of the Company
Direct and indirect interests in any business that the Company or in the relevant Subsidiaries are a contracting party.	None
Special interests in every agenda proposed in AGM 2026	None

Profiles of the independent directors proposed as proxies by the Company

Name	Mr. Somlak Jiamtiranat
Age	76 years
Nationality	Thai
Address	51/8 Sukhumvit Road 43 (Saeng Mukda), Khlong Tan Subdistrict, Watthana District, Bangkok 10110
Educational qualification	Bachelor Degree, Electrical Engineering (Communication) Chulalongkorn University
Directorship training	Director Certification Program (DCP) / 2003
Work Experience	- Member, Science and Technology Committee - President, Crown Seal Public Co., Ltd. - Managing Director, Siam NEC Co., Ltd. - Siam Compressor Industry Co., Ltd.
Current job position	
In other listed companies	None
In other non-listed companies	Director - Champ Alliance Co., Ltd. - Champ Supply Center Co., Ltd. - Green Estate and K. Holding Group Co., Ltd.
Positions in other entities which may cause a conflict of interest or involve business competition with the Company	None
Shareholding in the Company	None
Direct and indirect interests in any business that the Company or in the relevant Subsidiaries are a contracting party.	None
Special interests in every agenda proposed in AGM 2026	None

ใบตอบรับเข้าร่วมประชุมผ่านสื่ออิเล็กทรอนิกส์ บริษัท กุลธรเคอร์บี้ จำกัด (มหาชน)

Acceptance for the invitation of online meeting of Kulthorn Kirby Public Company Limited

วันที่......................เดือน......................พ.ศ.......................

Date Month Year

(1) ข้าพเจ้า..หมายเลขบัตรประชาชน/หนังสือเดินทาง...

I/We, Identification Card/Passport number

สัญชาติ...................บ้านเลขที่........................ถนน.....................................ตำบล/แขวง.............................

Nationality Residing at No. Road Sub district

อำเภอ/เขต..จังหวัด...รหัสไปรษณีย์............................

District Province Postal Code

(2) เป็นผู้ถือหุ้นของ บริษัท กุลธรเคอร์บี้ จำกัด (มหาชน)

Being a shareholder of Kulthorn Kirby Public Company Limited

โดยถือหุ้นรวมทั้งสิ้น .... หุ้น

Holding the total amount of...shares

ประสงค์จะร่วมประชุมและลงคะแนนผ่านสื่ออิเล็กทรอนิกส์สำหรับการประชุมสามัญผู้ถือหุ้นประจำปี 2569

I would like to participate the E-AGM for Annual General Meeting 2026

☐ เข้าร่วมประชุมด้วยตัวเอง เบอร์โทรศัพท์มือถือ…………………………………..(โปรดระบุ)

Self-Attending Mobile Number Please fil in the blank.

☐ มอบฉันทะให้ นาย)/นาง/นางสาว(……………………………........................ได้เข้าร่วมประชุมดังกล่าวข้างต้น

Proxy to attend the meeting.

เบอร์โทรศัพท์มือถือของผู้รับมอบฉันทะ………..……………………….............. (โปรดระบุ เพื่อใช้ในการเข้าระบบ)

Proxy's Mobile Number Please fil in the blank.

(3) ข้อมูลในการจัดส่ง URL เพื่อเข้าประชุมและวิธีการเข้าร่วมประชุม

Please send the Link to join the meeting by below email

อีเมล……………………………………………………………………..…(โปรดระบุ)

E-Mail Please fil in the blank.

(4) จัดส่งเอกสารเพื่อยืนยันตัวตน ตามเอกสารแนบ 7 วิธีการเข้าร่วมประชุม ภายในวันที่ 30 กรกฎาคม 2569

Please submit the required document per an attachment 7 by **30 July 2026**

(5) เมื่อได้รับการยืนยันตัวตน บริษัทฯ จะจัดส่งลิงค์การเข้าร่วมประชุมและวิธีการเข้าร่วมประชุมไปยังอีเมลที่ท่านได้ระบุ

Once you have verified, the company will send the Link to join the meeting via email

(6) ในวันประชุมผู้ถือหุ้นจะต้องเตรียม เลขบัญชีผู้ถือหุ้น และเลขบัตรประชาชนไว้ สำหรับการเข้าร่วมประชุม

Please prepare your Account Number and your Identification Card Number for log in the meeting.

ลงชื่อ/Signed..ผู้ถือหุ้น/Shareholder

(..)

Rules for attending the shareholders' meeting via electronic media (E-AGM)

AGM

Steps for Shareholders / Proxy Holders to Verify Identity (KYC) through the IR PLUS AGM System

For Shareholders Attending the Meeting in Person

1. Prepare the invitation letter issued by TSD, ID card, or passport.
2. Select the company you wish to attend the meeting with or search for the Stock Symbol.

Scan the QR code issued by TSD to log in to the system or log in using your ID card number or passport number to proceed with identity verification (KYC).

ThaiD

Enter your phone number and email to verify your identity via the ThaiD app.

AGM

Fill in personal information and upload a photo to complete identity verification (KYC) and registration.

Set a 6-digit Pincode to access the IR PLUS AGM system.

Change of Proxy Assignment to the "Independent Director"

Select the menu: "Proxy"

Prepare documents: A copy of the ID card and the proxy form. Select the name of the Independent Director to assign as the proxy.

Upload the ID card copy and proxy form. Ensure all documents are complete, then click "Confirm"
**Submit in advance, at least 1 day before the meeting.

On the meeting day, shareholders/proxy holders log in to the **IR PLUS AGM** system and enter the 6-digit Pincode to register for the meeting.

Download the
Application IR PLUS AGM
iOS system ver. 15 or higher

Download the
Application IR PLUS AGM
Android system ver. 9 or higher

User Manual
IR PLUS AGM system
TH and ENG

Meeting on Web App
"webagm.irplus.in.th"

Contact Us
Add us on Line
SCAN QR Code
@irplusagm

Call center : **02-023-8800 ext 2**
e-mail : irplus.agm@irplus.in.th

Steps for Shareholders / Proxy Holders to Verify Identity (KYC) through the IR PLUS AGM System

Assigning Proxy to the "Independent Director"

Select the menu "Proxy-Direct"

The "Shareholder" logs in with their ID to authorize the "Independent Director"

Prepare documents: A copy of your ID card and the completed proxy form.

Select "Independent Director"
Choose the name of the Independent Director to assign as your proxy.

Upload documents Upload the ID card copy and completed proxy form. Ensure all documents are complete, then click "Confirm" and proceed with the process.

Set a 6-digit Pincode to access the IR PLUS AGM system.

Proxy Holder Attending the Meeting

Select the menu "Proxy-Direct"

"Proxy Holder" logs in with their ID card number to complete the identity verification (KYC) process for meeting attendance.

Prepare documents: A copy of the ID card for both the "Shareholder" and the "Proxy Holder" along with the completed proxy form. If applicable, include company representative details.

Select "Other Names"
Enter the information for the "Proxy Holder"

Upload documents: Upload the ID card copies for both the "Shareholder" and the "Proxy Holder," along with the completed proxy form. Ensure all documents are complete, then click "Confirm" to proceed with the process.

Set a 6-digit Pincode to access the IR PLUS AGM system.

On the meeting day, shareholders/proxy holders log in to the **IR PLUS AGM** system and enter the 6-digit Pincode to register for the meeting.

Download the
Application IR PLUS AGM
iOS system ver. 15 or higher

Download the
Application IR PLUS AGM
Android system ver. 9 or higher

User Manual
IR PLUS AGM system
TH and ENG

Meeting on Web App
"webagm.irplus.in.th"

Contact Us
Add us on Line
SCAN QR Code
@irplusagm

Call center : **02-023-8800 ext 2**
e-mail : irplus.agm@irplus.in.th

Privacy Notice

For the 2026 Annual General Meeting of Shareholders of

Kulthorn Kirby Public Company Limited.

Kulthorn Kirby Public Company Limited (the "**Company**") is aware of the privacy of shareholders and/or of the proxy ("**you**") who attend the 2026 Annual General Meeting of Shareholders ("**meeting of shareholders**"). Thus, Company provides this privacy notice to inform you in relation to the collection, use and disclosure of personal data of individual, including rights, security procedures, safety of your personal data, and the contact channels with the Company in accordance with the Personal Data Protection Act B.E. 2562 ("**PDPA**"), relevant laws and regulations, as follows:

1. Personal Data Processing: the Company has to collect the personal data of shareholders, including but not limited to given name, alias, nationality, age, mailing address, email address, telephone number, facsimile number, identification card photo, identification number, passport information, alien identification information, driving license, signatures, CCTV recording, including images and photos, visual images, voice recordings, and video recordings that record the interaction between you and the Company during the meeting to organize the meeting of shareholders.

2. Purposes of Personal Data Processing: the Company will process personal data of shareholders on the following proposes and legitimate interests:

2.1 On legal obligation basis

- The Company will collect and use the personal data of shareholders as specified in No. 1 to call, conduct, and proceed the meeting of shareholders, which includes identifications of shareholders, delivery of related documents, and other processing to fulfil the resolution of the meeting and the law. Furthermore, this is to comply with law, and regulations of other government agencies with legal authority as stated in Public Limited Companies Act, B.E. 2535 and other related laws.

2.2 On legitimate interest basis

- The Company will collect and use the personal data of shareholders as specified in No. 1 to record the meeting minutes and as evidence of attendance in the meeting of shareholders. Furthermore, this is for further processing related to legitimate interest of the Company and other persons, which could be expected reasonably by shareholders.
- Company will collect and use the records of images and videos from CCTV of the shareholders for benefits and security measures in processing and conducting of the meeting in order to fulfil and achieve purposes set by you and Company.

- the Company will process and keep the record of images and videos of meeting of shareholders to insert in minutes of meeting and for public relations via electronic and publications. The record of image and videos of the meeting of shareholder may include the images and names of the shareholders to achieve purposes of the meeting of shareholders.

3. Sources of Personal Data: the Company may directly collect personal data from you and Thailand Securities Depository Co., Ltd. (TSD), which is the Company's securities registrar on recent Record Date or Asset Management Company or any other person authorized by you to attend the meeting on behalf.
4. Processing of personal data: When the Company received your personal data as specified in No. 3. the Company has to collect and use your personal data as specified in No. 1. the Company may have to disclose your personal data to related government agencies in order to achieve the purpose of processing your personal data and to comply with the basis as specified in No. 2.
5. Retention of Personal Data: the Company will retain your personal data for a period of ten years.
6. Data Subjects' Rights: You can exercise your rights as follows: you have the right to access your personal data and obtain copy from the Company and disclose the sources of retrieved personal data without your consent. You have the right to rectify your inaccurate personal data. You have the right to data portability your personal data to other data controllers, or yourself for certain reasons. You also have the right to object the processing of your personal data.

You may contact Executive Office of the Company at E-mail : nichapa.k_kkc@kulthorn.com or Investors Relation at E-mail : alisa.s_kkc@kulthorn.com lodge the request of the rights mentioned above.

In case of the exercising the rights mentioned above, no extra costs incurred. The Company will consider and inform you with the result of your request within 30 days from the date that the Company has received your said request.

In case the Company or employees violates or not followed the PDPA, you can lodge the complaint to the Office of the Personal Data Protection Commission (PDPC) at The Government Complex Commemorating His Majesty the King's 80th, Rattaprasartpakdi Building, Chaeng Watthana Road, Thung Song Hong Sub-District, Lak Si District, Bangkok Telephone 0 2142 1033 E-mail: pdpc@mdes.go.th.