



**The Minutes of the 2026 Annual General Meeting of Shareholders
of
TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED**

Date, Time and Venue

The 2026 Annual General Meeting of Shareholders was held on April 24, 2026, at 2:00 p.m. The meeting was conducted via electronic media in accordance with the Royal Decree on Electronic Meetings B.E. 2563 (A.D. 2020) and other relevant regulations. The broadcast took place at 44/44 Soi Vibhavadi-Rangsit 60, Yake 18-1-2, Talad Bangkhen, Laksi, Bangkok. The details of the attendees are as follows:

Directors (on-site)

- | | |
|-----------------------------------|---|
| (1) MR. KITTISAK AMORNCHAIROJKUL | Chairman of the Board of Directors,
Chairman of the Nomination and
Remuneration Committee, Independent
Director |
| (2) MR. WIWAT WETTHAYANUKOOL | Chairman of the Audit Committee,
Independent Director |
| (3) MR. PICHAI CHAINARONGLOKA | Chairman of the Risk Management
Committee, Audit Committee, Nomination
and Remuneration Committee, Independent
Director |
| (4) MR. KHEMCHART NANTASAGUANTHAI | Chairman of the Corporate Governance and
Sustainability Development Committee,
Audit Committee, Independent Director |
| (5) MR. SAYAM TIEWTRANON | Director, Nomination and Remuneration
Committee, Risk Management Committee,
Corporate Governance and Sustainability
Development Committee, Chairman of the
Executive Committee, Managing Director |
| (6) MR. PIYA JIRAPAPONGSA | Director, Risk Management Committee,
Corporate Governance and Sustainability
Development Committee,
Executive Committee,
Deputy Managing Director of Operations |



- | | |
|--------------------------------|---|
| (7) MS. RADAKARN MEETAM | Director, Risk Management Committee,
Corporate Governance and Sustainability
Development Committee,
Executive Committee, Deputy Managing
Director of Finance and Accounting |
| (8) MS. KULNADA ORANRAKTHAM | Director |
| (9) MS. SUREERAT PRACHAYANUKUL | Director |
| (10) MRS. SASINET BAHOLYODHIN | Director |

Directors (online)

- | | |
|----------------------------|----------|
| (11) MR. SITHIDEJ MAYALARP | Director |
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Related parties attending the meeting

- | | |
|---------------------------------|---|
| (1) MS. NUNTIKA LIMVIRIYALERS | PricewaterhouseCoopers ABAS Ltd. |
| (2) MR. SORAWIT SAENGIETIYUTH | PricewaterhouseCoopers ABAS Ltd. |
| (3) MS. SUPATRA KERINSAGUNA | Legal Advisor from TTT and Partners Co., Ltd. |
| (4) MR. KONGKOCH YONGSAVASDIKUL | Legal Advisor from TTT and Partners Co., Ltd. |
| (5) MR. ARNON CHAMPAPOE | Company Secretary / Secretary of the Meeting |

The meeting commenced at 2:00 p.m.

MS. WORAWAN TINALA, acting as the meeting facilitator (the "**Facilitator**"), informed the Annual General Meeting of Shareholders that Turnkey Communication Services Public Company Limited ("the Company") held the Annual General Meeting of Shareholders for the year 2026 through electronic media (E-AGM) under the Royal Decree on Electronic Meetings B.E. 2563 (A.D. 2020) via the IR PLUS AGM application provided by Online Asset Co., Ltd., the meeting control system provider. The system has been certified by the Electronic Transactions Development Agency ("ETDA"). The system will record the electronic traffic data of all participants as evidence of attendance, such as the username of the participants, the date and time of attendance, the time of adjournment, and the recording of images and audio of the meeting, including the voting results of the participants.

Additionally, the conduct of the meeting will comply with the Company's regulations and the relevant guidelines for the Annual General Meeting of Shareholders as stipulated by the regulatory authorities overseeing Thai listed companies, such as the Ministry of Commerce, the Stock Exchange of Thailand, the Securities and Exchange Commission, and the information security procedures in accordance with the Royal Decree on Electronic Meetings B.E. 2563 (A.D. 2020) and related announcements. Details are provided in the invitation to the meeting that has been sent to the shareholders.



The **Facilitator** then introduced the Board of Directors and informed the Meeting that the Board consists of a total of 11 directors, all of whom attended the meeting, representing 100.00% attendance.

The Company also invited the external auditors, MS. NUNTIKA LIMVIRIYALERS and MR. SORAWIT SAENGIETIYUTH from PricewaterhouseCoopers ABAS Ltd., as well as the legal advisors, MR. KONGKOCH YONGSAVASDIKUL and MS. SUPATRA KERINSAGUNA, to oversee that the shareholders' meeting was conducted transparently and in compliance with applicable laws and the Company's Articles of Association, and to act as witnesses in the vote-counting process for this meeting.

Thereafter, the **Facilitator** invited **MR. KITTISAK AMORNCHAIROJKUL** (Chairman of the Board) to act as the Chairman of the Meeting (the "**Chairman**") in accordance with the Company's Articles of Association. The Chairman then declared the meeting open and informed the Meeting that, out of a total of 400,000,000 shares, there were 5 shareholders attending in person, 27 shareholders attending by proxy, 6 shareholders attending online, and 3 shareholders attending via online proxy, totaling 41 attendees, representing 22,133,290 shares or 5.5333% of the total issued shares of the Company. The quorum was thus duly constituted in accordance with the Company's Articles of Association.

For the 2026 Annual General Meeting of Shareholders, there are a total of 8 agenda items, as detailed in the meeting invitation which has already been delivered to all shareholders.

In order to promote good corporate governance, particularly in safeguarding shareholders' rights, the Company has provided shareholders with the opportunity to raise questions regarding the agenda items and to submit questions in advance, in accordance with the details and procedures specified in the meeting invitation.

The Company provided shareholders with the opportunity to propose agenda items for inclusion in this meeting from **December 11, 2025** to **January 15, 2026**, as well as to nominate qualified candidates for election as directors. However, no shareholders proposed any agenda items or nominated any candidates for directorship.

The **Facilitator** then explained the procedures for voting, vote counting, and announcement of voting results for each agenda as follows:

1. The meeting will consider matters in accordance with the sequence of agenda items specified in the meeting invitation. Information for each agenda will be presented, and shareholders will be given the opportunity to ask questions within 1 minute per agenda before voting.
2. Shareholders or proxies wishing to ask questions or express opinions may do so via the IR PLUS AGM Application by selecting the question icon shown in each agenda.



3. After the Q&A session for each agenda, the Company will open the voting for 1 minute. If a shareholder does not select any option, the vote will be deemed as “Approve”.
4. Shareholders who wish to vote “Disapprove” or “Abstain” must select the respective option in the agenda menu on the IR PLUS AGM Application and confirm their vote.
5. Voting shall be conducted on the basis of one (1) share equals one (1) vote, and resolutions shall be passed as follows:
 - o In **normal cases**, a resolution shall be passed by a majority vote of shareholders present and casting their votes. In case of a tie, the Chairman shall have a casting vote.
 - o In **other cases** where laws and/or the Company’s Articles of Association prescribe otherwise, such requirements shall apply, and the Chairman will inform the shareholders prior to voting in each agenda.
6. For proxies where shareholders have already specified their votes in the proxy form, the Company has recorded such votes in the system; therefore, the proxies do not need to vote again.
7. For proxies where shareholders have not specified their votes, the proxies must vote in accordance with the procedures stated above.
8. Resolutions for **Agenda Items 1, 3, 4, 5, and 7** shall be passed by a majority vote of shareholders present and voting, except for the following:
 - o **Agenda Item 2:** Acknowledgment of the Company’s operating results for 2025 is for information only; no voting is required.
 - o **Agenda Item 6:** Approval of directors’ remuneration for 2026 requires a vote of not less than two-thirds (2/3) of the total votes of shareholders present.
 - o **Agenda Item 8:** Approval of the amendment to the Company’s objectives and Clause 3 of the Memorandum of Association requires a vote of not less than three-fourths (3/4) of the total votes of shareholders present.
9. The vote count will include votes cast by shareholders attending in person and by proxy. For each agenda, the calculation will be based on the number of shares held by shareholders present at that time.
10. If any shareholder logs out of the system during the meeting, their votes for that agenda will be excluded from the calculation, in compliance with the Ministry of Digital Economy and Society’s regulations on electronic meeting security standards (B.E. 2563). However, shareholders may log back into the system and rejoin the meeting at any time until the meeting is adjourned.

After the **Facilitator** had explained the meeting procedures and voting methods, the **Chairman** was invited to formally open the meeting and proceed with the consideration of the agenda items in the order specified in the notice of the 2026 Annual General Meeting of Shareholders.



Agenda Item 1 To consider and certify the Minutes of the Annual General Meeting of Shareholders No. 1/2025 held on April 24, 2025.

The **Chairman** informed the Meeting that the Company had prepared the Minutes of the Annual General Meeting of Shareholders No. 1/2025, held on April 24, 2025. The Company submitted such minutes to the Stock Exchange of Thailand (“SET”) and the Ministry of Commerce within the period prescribed by law, and also disclosed them on the Company’s website at <https://www.tkc-services.com> , as detailed in *Enclosure 1*.

It was noted that no objections or requests for amendments to the said minutes had been raised.

The Board of Directors has reviewed and recommended that the Shareholders' Meeting consider and approve the minutes of the Annual General Meeting of Shareholders No. 1/2025. The **Chairman** then requested the meeting to consider and approve these minutes.

The **Chairman** opened the floor for shareholders to express their opinions and ask questions regarding this agenda item. The key points of the discussion are summarized as follows:

Questions/Comments/Responses:

No shareholders raised any questions or comments. The Facilitator then requested the meeting to proceed with the voting.

Resolution:

The meeting considered and resolved to approve the minutes of the Annual General Meeting of Shareholders No. 1/2025, held on April 24, 2025, as proposed, with the following voting results:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00

Notes:

1. The resolution for this agenda item must be approved by a majority vote of the shareholders present and voting, excluding those who abstain from voting.
2. For this agenda item, an additional 1 shareholder registered, bringing the total number of shareholders attending the meeting to 42, representing a total of 222,146,290 shares.



Agenda Item 2 To acknowledge the Company's Annual Performance Report for the year 2025.

The **Chairman** assigned **MR. SAYAM TIEWTRANON** (Chairman of the Executive Committee) to present to the Meeting of Shareholders that the Company had prepared the 2025 Annual Report and proposed that the Meeting acknowledge such report, as detailed in *Enclosure 2*, which was provided in QR Code format together with the notice of this meeting and has already been published on the Company's website. The key highlights are summarized as follows:

Operating Results	2025		2024	
	Consolidated Financial Statements	Separate Financial Statements	Consolidated Financial Statements	Separate Financial Statements
Revenues from Sales of Goods, Information Engineering and Services (Million Baht)	2,338.32	2,424.76	2,448.89	2,441.29
Profit for the Year (Million Baht)	171.76	227.15	212.80	245.35
Earnings per Share (Baht)	0.43	0.57	0.53	0.61

In 2025, the Company recorded total revenue from sales, information engineering, and services of 2,338.32 million Baht, with a net profit of 171.76 million Baht, equivalent to earnings per share of 0.43 (forty-three Satang).

Strengths and Growth Opportunities of the Company

- 1) Specialized Expertise and Extensive Experience** – Established in 2002, the Company has a team of engineers with expertise in telecommunications and ICT solutions, offering end-to-end services from design and installation to maintenance.
- 2) Strong Backlog and Pipeline** – As of the end of 2025, the Company has a backlog exceeding 3,300 million Baht, with over 1,800 million Baht pending contract signing, and a project pipeline of more than 6,300 million Baht awaiting bids, reflecting strong revenue visibility in the future.
- 3) Strategy to Expand into High-Margin Businesses** – The Company plans to expand into cloud services and software, which offer higher margins than traditional infrastructure projects, leveraging its existing customer base.
- 4) Sustainable Recurring Income** – The Company adopts a project-based strategy from the government sector as a foundation and extends it into recurring income streams through cloud, managed services, and software, targeting 40% recurring revenue within 5 years to enhance long-term revenue stability.



- 5) **Strong Ecosystem through Investment in AIT** – Strategic investment in AIT strengthens the Company’s ecosystem, covering communication networks, IT systems, and end-to-end government solutions.
- 6) **Leadership in Digital Trust through ThaiCA** – The Company has launched “**ThaiCA**”, Thailand’s first electronic certification authority accredited with *WebTrust* and *ISO 27001:2022*, supporting e-signature, e-tax, and e-receipt services, representing a new S-curve for long-term recurring revenue.
- 7) **Alignment with Government Policies and Megatrends** – The Company is well-positioned to benefit from the government’s Cloud-First Policy, with strengths in AI integration across solutions such as smart city and government cloud applications.
- 8) **Clear Growth Targets** – The Company targets annual revenue growth of no less than 20%, focusing on five core business areas: Cloud Solutions, Data Center, Cyber Security, Digital Products, and AI.

Overall Summary

The Company has a strong business foundation and is strategically transitioning toward high-margin digital businesses with recurring income streams. Combined with expanding government investment in digital infrastructure, the Company has strong growth potential over the next 3–5 years, with a target for 2026 to generate at least 40% of total revenue from Data Center, Cloud, AI, and Cyber Security businesses.

Business Overview

The Company categorizes its products and services into Core Business and New Business segments. These are further divided into 10 business verticals to effectively align with customer needs, as follows:





Core Business Segment

Comprises the following 3 business verticals:

- **Telecom and Network Infrastructure**
 - Mobile Core Network
 - Mobile Equipment Installation
 - Private Network
 - Radio Frequency Network Tuning and Optimization
 - Transmission
 - Underground Cabling
 - Satellite
 - Other Telephone and Communication Systems
- **ICT Infrastructure**
 - Access Network
 - Core Network
 - Distributed Network
 - Server/Storage System
 - Data Center Network
- **Public Safety**
 - Digital Trunk Radio
 - Security Access and Surveillance System
 - Public Warning System



New Business Segment

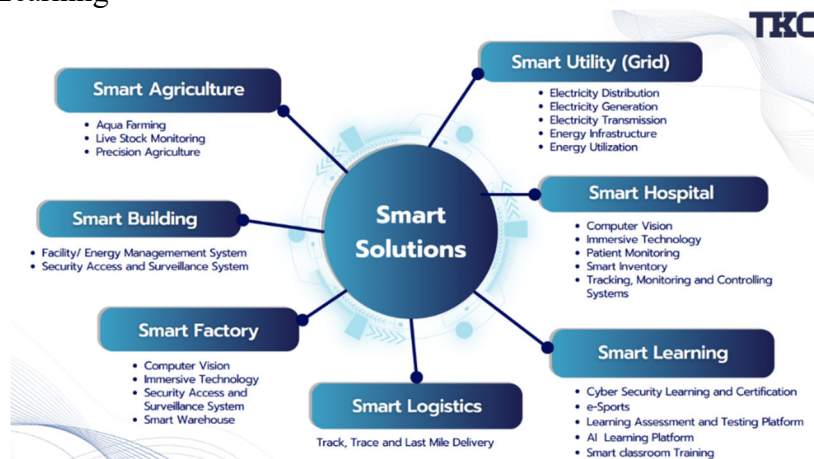
Comprises the following 7 business verticals:

- **Autonomous System**
 - Autonomous Vehicles
 - Drones
 - Service Robots
- **AI & Cloud Solutions**
 - Cloud Management
 - Public Cloud
 - AI and Big Data
- **Data Center**
 - Mechanical Work
 - Electrical Work
 - ELV/ICT Work
 - IT Equipment Work
 - Commissioning and Testing



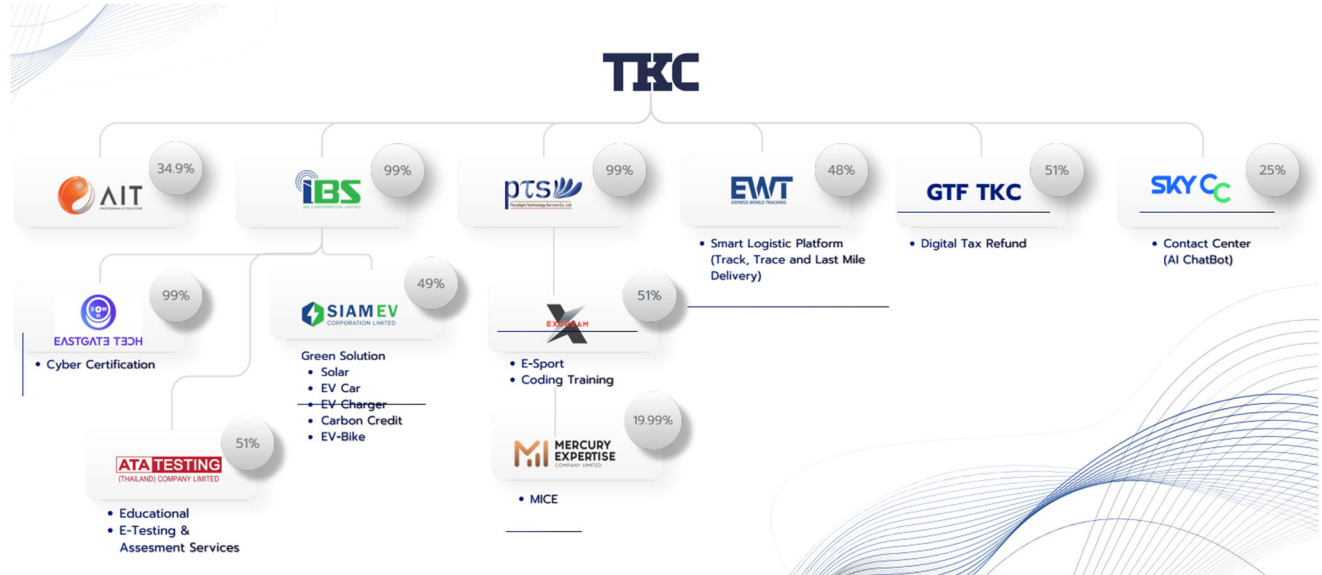


- **Cyber Security**
 - Application and Cloud Security
 - Cyber Security Consulting Services
 - Cyber Threat Intelligent and AI Analytics
 - Endpoint Security
 - Network Security
- **Green Solutions**
 - Carbon Credit/REC Services
 - Energy Management Platform
 - EV Charger and Services
 - PPA/TPA
 - Solar Farm/Plant
- **Software Development**
 - AI and Big Data Platform
 - Digital Document Management Platform (E-Signature, E-KYC, E-Document)
 - Operational Platform
 - Public Safety Platform
 - Security Access Management Platform
 - Sustainability Platform (Carbon Credit Platform)
 - SaaS, ERP (SAP, Oracle)
 - Thai CA
- **Smart Solutions**
 - Smart Agriculture
 - Smart Utility (Grid)
 - Smart Building
 - Smart Hospital
 - Smart Factory
 - Smart Logistics
 - Smart Learning





Group Structure as of 31 December 2025



TKC Group comprises the following:

Subsidiaries

(1) IBS Corporation Ltd. (“IBS”)

- The Company holds 99.60% of shares. IBS engages in the distribution, installation, and provision of services related to clean/renewable energy solutions (Green Solutions), engineering services in telecommunications systems, and acts as a distributor of Cyber Security Courses in Thailand.

(2) Paradigm Technology Service Co., Ltd. (“PTS”)

- The Company holds 99.96% of shares. PTS engages in investments in businesses related to and supporting the Company’s core business.

Indirect Subsidiaries

(1) Exdream Spirit Co., Ltd. (“Exdream”)

- PTS holds 50.60% of shares. Exdream operates in the education technology (EduTech) business, event organizing, and provides both online and offline communication design services.

(2) Eastgate Tech Co., Ltd. (“EGT”)

- IBS holds 99.00% and PTS holds 1.00% of shares. EGT engages in education technology, IT training, and cybersecurity services, as well as the installation, distribution, and development of software.

(3) ATA Testing (Thailand) Co., Ltd. (“ATA Testing”)

- IBS holds 50.99% of shares. ATA Testing provides a highly secure and reliable examination platform, supporting leading online testing service centers and focusing on the development of EduTech businesses to meet the demand for high-quality education in the digital era.



Associates

(1) Advanced Information Technology Public Company Limited (“AIT”)

- The Company holds 34.90% shares. AIT operates as a System Integrator (SI), providing end-to-end network and communication system solutions for both government and private sector clients. Its services include consultancy, project planning, system design, implementation, installation, training, and maintenance on a turnkey basis.

(2) Sky CC Co., Ltd. (“SKY CC”)

- The Company holds 25.00% of shares. SKY CC provides Customer Service Management solutions to leading organizations in both the public and private sectors, offering a wide range of services supported by advanced technology and managed by professional teams.

(3) Siam EV Corporation Ltd. (“SEV”)

- IBS holds 49.00% shares. SEV operates a comprehensive electric vehicle (EV) business, focusing on EV leasing services for both individuals and organizations. The company also plans to develop Energy Usage Data Solutions to support carbon credit calculation and management in the future, helping organizations transition toward a green economy and reduce greenhouse gas emissions sustainably.

(4) GTF TKC Co., Ltd. (“GTF-TKC”)

- The Company holds 51.00% shares. GTF-TKC engages in businesses related to tax refund services, payment channel services, and other related services.

(5) Mercury Expertise Co., Ltd. (“Mercury”)

- Exdream holds 19.998% of shares. Mercury operates in consultancy, exhibition and event management (MICE), and advertising media services.

Joint Venture

(1) Express World Tracking Joint Venture (“EWT”)

- The Company holds 48.33% interest. EWT engages in the project for the development of the core operating system of Thailand Post (THP Core System).

Throughout its operations, the Company has recognized the importance of good corporate governance and remains committed to its anti-corruption policy. The Company has established strict internal control measures to prevent and mitigate corruption within the organization. It also provides channels for whistleblowing and complaints through the Company’s website, enabling shareholders and stakeholders to report information conveniently and confidentially.

The Company is committed to conducting its business with transparency and in accordance with the principles of good governance.



The Board of Directors has considered and deemed it appropriate to propose that the Shareholders' Meeting acknowledge the Company's performance report for 2025. The **Chairman**, therefore, requests the meeting to acknowledge the Company's performance report for the year 2025.

The Chairman opened the floor for the meeting to express opinions and ask questions related to this agenda. The key points of the shareholders' inquiries are summarized as follows:

Questions/Comments/Responses:

The **Facilitator** informed the **Chairman** that there was an advance question submitted by MS. THEERANUCH PROMCHOTE, a shareholder rights protection volunteer and proxy from the Thai Investors Association.

Question:

From the review of the Company's 2025 financial statements, it was noted that "contract assets" (i.e., revenue recognized but not yet billed) increased significantly to 1,076 million Baht, representing a growth of over 71% compared to the previous year. In contrast, the Company's cash balance decreased to 143 million Baht. This situation reflects that a substantial amount of funds is tied up in large-scale projects pending acceptance, which may impact liquidity and increase interest burden from borrowings to support working capital.

The management is therefore asked how the Company plans to accelerate project delivery and collection of outstanding receivables, and when these contract assets are expected to be converted into cash flow.

The **Chairman** assigned **MR. SAYAM TIEWTRANON** (Chairman of the Executive Committee) to respond to the question.

Answer:

Management has closely monitored this issue and has established key management approaches as follows:

- The Operations team will expedite the project acceptance process with customers, particularly for government projects.
- The Accounting and Finance team will prioritize billing processes and closely follow up on collections.
- The Company will also focus on working capital management, alongside the utilization of short-term credit facilities, to maintain liquidity.
- The Company expects that the majority of these contract assets will gradually be converted into cash within 6–12 months, depending on the progress and milestones of each project.



Resolution:

This agenda item is for acknowledgment only, and therefore, no voting will be conducted.

Agenda Item 3 To consider and approve the Company's Financial Statements for the year ended December 31, 2025.

The **Chairman** assigned **MS. RADAKARN MEETAM** (Deputy Managing Director of Finance and Accounting) to inform the Meeting that, in accordance with Section 112 of the Public Limited Companies Act B.E. 2535 (1992), the Board of Directors had prepared the Company’s financial statements for the year ended December 31, 2025.

These financial statements were audited and certified by the independent auditor, PricewaterhouseCoopers ABAS Ltd., on February 25, 2026, who expressed an unqualified opinion, stating that the financial statements present fairly, in all material respects, in accordance with financial reporting standards.

Details are provided in the 2025 Annual Report (Form 56-1 One Report), *Enclosure* 2. The matter is therefore proposed to the Meeting of Shareholders for consideration and approval, with key highlights summarized as follows:

The Financial Position Statement as of December 31, 2025 (Unit : Million Baht)

Financial Position	Consolidated Financial Statements	Separate Financial Statements
Total Assets	6,363	6,434
Total Liabilities	2,214	2,185
Shareholders' Equity	4,149	4,249

In 2025, the Company reported total assets of 6,363 million Baht, an increase of 847 million Baht or 15% compared to the previous year. Significant changes in assets include:

- Trade and other receivables decreased by 468 million Baht due to collections from customers.
- Contract assets increased by 388 million Baht as the Company performed work under project contracts that had not yet reached the billing stage.
- Investments in associates increased by 741 million Baht due to investments in ordinary shares of a listed company on the Stock Exchange of Thailand.

In terms of liabilities, in 2025 the Company had total liabilities of 2,214 million Baht, an increase of 758 million Baht or 52% compared to the previous year. The key change was: Borrowings from financial institutions increased by 667 million Baht, primarily to fund investments in ordinary shares of a listed company.





For shareholders' equity, in 2025 the Company reported total equity of 4,149 million Baht, an increase of 89 million Baht or 2% compared to the previous year. This was mainly due to net profit of 169 million Baht, offset by dividend payments of 80 million Baht.

**The Comprehensive Income Statement for the year ended
December 31, 2025**

(Unit : Million Baht)

Performance Results	Consolidated Financial Statements	Separate Financial Statements
Revenue from sales of goods, information engineering, and services	2,315	2,164
Comprehensive income for the year	169	224

In 2025, the Company recorded revenue from sales and services of 2,315 million Baht, a decrease of 110 million Baht or 4.54% compared to the previous year.

Total comprehensive income for 2025 amounted to 169 million Baht, a decrease of 40 million Baht or 19% compared to the previous year. The primary reasons were lower project revenue and increased costs.

Key Financial Ratios

(Unit : Percentage)

Key	2025	2024	2023
Return on Assets (ROA)	4.05	5.28	8.32
Return on Equity (ROE)	4.18	5.34	8.22
Net Profit Margin	7.29	8.58	6.07

The Board of Directors has considered and deemed it appropriate to propose that the Shareholders' Meeting approve the Company's financial statements for the year ending December 31, 2025, which have been audited and certified by the authorized auditor and reviewed by the Audit Committee and the Board of Directors.

The **Chairman** opened the floor for the meeting to express opinions and ask questions related to this agenda. The key points of the shareholders' inquiries are summarized as follows:

Questions/Comments/Responses:

No other shareholders wished to ask questions or express further opinions. The Chairman then requested the meeting to proceed with the voting.



Resolution:

The meeting considered and resolved to approve the Company's Financial Statements for the year 2025, ending December 31, 2025, which have been audited and certified by the certified public accountants and reviewed by the Audit Committee and the Board of Directors. The details are as presented in the Company's Financial Statements for the year ending December 31, 2025, with the voting results as follows:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00

Notes:

1. The resolution for this agenda item must be approved by a majority vote of the shareholders present and voting, excluding abstentions from the vote count.

Agenda Item 4 To consider and approve the allocation of net profit, legal reserve, and dividend payment for the 2025 financial performance.

The **Chairman** assigned **MS. RADAKARN MEETAM** (Deputy Managing Director of Finance and Accounting) to inform the Meeting that, according to the Public Limited Companies Act B.E. 2535 (A.D. 1992) (and its amendments), the Company is required to allocate a portion of its annual net profit as a reserve fund, amounting to not less than 5% of the annual net profit until the reserve fund reaches not less than 10% of the registered capital.

Currently, the Company's reserve fund amounts to 40,000,000 Baht, which meets the legal requirements. Therefore, the Company **does not** intend to allocate the net profit for the year 2024 to the reserve fund. The meeting is requested to approve the non-allocation of the net profit to the reserve fund, as the Company has already allocated the reserve fund in accordance with the legal requirements.

The Company has a policy to pay dividends at a rate of not less than 40% of the net profit from the Company's separate financial statements, after deducting corporate income tax and legal reserve allocation. However, the Company may consider paying dividends differently from



the stated policy, depending on performance, financial liquidity, the need for working capital for business expansion or new projects, the need for future investment for business expansion, and economic conditions. This aligns with the Company's dividend policy for 2025, where the Company's separate financial statements show a net profit of 227.15 million Baht.

Dividend Payment Details	2025	2024
Net Profit according to the Separate Financial Statements (million Baht)	227.15	245.35
Annual Dividend (Baht/Share)	0.20	0.20
Dividend Payment (million Baht)	80.00	80.00
Dividend Payment Ratio to Net Profit (%)	35.22	32.61

It is therefore proposed that the Shareholders' Meeting consider approving the dividend payment for the 2025 operating results at a rate of 0.20 Baht per share, totaling 80,000,000 Baht. The Company has set the Record Date for shareholders entitled to receive the dividend on May 6, 2026, and the dividend payment date on May 20, 2026. However, the right to receive the dividend is still uncertain until approved by the 2026 Annual General Meeting of Shareholders.

The Board of Directors has considered and deemed it appropriate to propose that the Shareholders' Meeting approve the non-allocation of the net profit for the year 2025 to the Company's reserve fund, as the Company has already allocated the reserve fund in accordance with legal requirements and approve the dividend payment for the 2025 operating results at a rate of **0.20 Baht per share**, totaling **80,000,000 Baht**. The record date for shareholders entitled to receive the dividend is set for **May 6, 2026**, and the dividend payment date is set for **May 20, 2026**. This dividend payment is subject to the approval of the 2026 Annual General Meeting of Shareholders.

The **Chairman** opened the floor for the meeting to express opinions and ask questions related to this agenda. The key points of the shareholders' inquiries are summarized as follows:

Questions/Comments/Responses:

No other shareholders wished to ask questions or express further opinions. The Chairman then requested the meeting to proceed with the voting.



Resolution:

The meeting considered and resolved to approve the non-allocation of the net profit for the year 2025 to the Company's reserve fund, as the Company has already allocated the reserve fund in accordance with legal requirements and to approve the dividend payment for the 2025 operating results to shareholders at a rate of 0.20 Baht per share, from a total of 400,000,000 shares, amounting to a total dividend payment of 80,000,000 Baht, with the details as proposed. The voting results are as follows:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00

Notes: The resolution for this agenda item must be approved by a majority vote of the shareholders present and voting, excluding abstentions from the vote count.

Agenda Item 5 To consider and appoint Directors to succeed those completing their terms.

The **Chairman** assigned the meeting **Facilitator** to explain the relevant details, including the voting procedures.

The Facilitator explained to the meeting that, according to the Public Limited Companies Act and the Company's regulations, Article 17, at every Annual General Meeting, one-third (1/3) of the directors must retire. If the number of directors to be divided into three (3) parts is not exact, the number closest to one-third (1/3) shall retire. In the first and second years after the Company's registration, the directors to retire shall be determined by drawing lots. In subsequent years, the directors who have been in office the longest shall retire. Retiring directors may be re-elected. This year, four (4) directors are due to retire as follows:

(1) MR. WIWAT WETTHAYANUKOOL	Independent Director
(2) MR. SITHIDEJ MAYALARP	Director
(3) MS. KULNADA ORANRAKTHAM	Director
(4) MR. KHEMCHART NANTASAGUANTHAI	Independent Director



The Nomination and Remuneration Committee has conducted the nomination process and determined that the directors due to retire by rotation are individuals with knowledge, capability, experience, and expertise beneficial to the Company's operations. They possess all qualifications as required under the Board of Directors' Charter, and have no prohibited characteristics under applicable laws. In addition, independent directors who have served for more than 9 years continue to fully meet the qualifications of independent directors under relevant rules and regulations, and are able to express their opinions independently.

Therefore, it is proposed that the shareholders consider and approve the re-election of these directors for another term. The profiles of the four directors are provided in *Enclosure 3*, which has been delivered to shareholders together with the meeting invitation.

The Company had also provided shareholders with the opportunity to nominate qualified candidates for election as directors for the 2026 Annual General Meeting of Shareholders from **December 11, 2025 to January 15, 2026**. However, no nominations were submitted.

To ensure transparency and in accordance with good corporate governance practices, shareholders are requested to vote for the election of directors on an individual basis, whether approving, disapproving, or abstaining, for vote counting purposes. The four directors who are due to retire by rotation were requested to leave the meeting during the consideration of this agenda.

The **Chairman** further informed the Meeting that both the Nomination and Remuneration Committee and the Board of Directors had considered and unanimously agreed that all four directors possess knowledge, capability, experience, strong leadership, broad vision, integrity, and good attitude toward the organization. They are able to dedicate sufficient time for the Company's benefit and fully meet the qualifications without any prohibited characteristics under the Public Limited Companies Act and the Securities and Exchange Act B.E. 2535 (A.D.1992) (including amendments), as well as relevant regulations.

Accordingly, it was unanimously resolved to propose the re-election of all four directors to the shareholders' meeting for approval. Shareholders are requested to vote for the election of directors on an individual basis.

The **Chairman** opened the floor for the meeting to express opinions and ask questions related to this agenda. The key points of the shareholders' inquiries are summarized as follows:

Questions/Comments/Responses:

No other shareholders wished to ask questions or express further opinions. The Chairman then requested the meeting to proceed with the voting.



Resolution:

The meeting considered and resolved to approve the re-appointment of the four directors whose terms had expired, namely (1) MR. WIWAT WETTHAYANUKOOL, (2) MR. SITHIDEJ MAYALARP, (3) MS. KULNADA ORANRAKTHAM, and (4) MR. KHEMCHART NANTASAGUANTHAI, for another term. The details are as follows:

(1) MR. WIWAT WETTHAYANUKOOL with the following voting results:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,093,390	99.9762
Disapproved	52,900	0.0238
Abstained	0	-
Total	222,146,290	100.00

(2) MR. SITHIDEJ MAYALARP with the following voting results:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00



(3) **MS. KULNADA ORANRAKTHAM** with the following voting results:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,134,790	99.9948
Disapproved	11,500	0.0052
Abstained	0	-
Total	222,146,290	100.00

(4) **MR. KHEMCHART NANTASAGUANTHAI** with the following voting results:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00

Notes: The resolution for this agenda item must be approved by a majority vote of the shareholders present and voting, excluding abstentions from the vote count.

After the conclusion of Agenda Item 5, the **Chairman** invited the four directors who had left the meeting and were re-appointed returned to the meeting.

Agenda Item 6 To consider and approve the Directors' remuneration for the year 2026.

The **Chairman** assigned **MR. PICHAJ CHAINARONGLOKA** (Chairman of the Risk Management Committee and Member of the Nomination and Remuneration Committee) to inform the Meeting that, in accordance with Section 90 of the Public Limited Companies Act B.E. 2535 (A.D.1992), the payment of directors' remuneration must be approved by a resolution of the shareholders' meeting with a vote of not less than two-thirds (2/3) of the total votes of shareholders present.

This is to ensure that the Board of Directors receives remuneration that is appropriate and fair for the performance of their duties.



Therefore, the Nomination and Remuneration Committee has proposed to the Board of Directors to consider determining directors' remuneration based on the Company's performance, the duties and responsibilities of the directors, as well as benchmarking against remuneration practices of other companies within the same industry.

Accordingly, it was resolved to propose to the 2026 Annual General Meeting of Shareholders for approval of the directors' remuneration for the year 2026, including remuneration for sub-committees appointed by the Board of Directors to oversee and manage specific areas in accordance with the Company's policies, as follows:

Member	Remuneration (Baht)		Meeting Allowance (Baht)	
	Monthly		Per Meeting	
	Y 2026	Y 2025	Y 2026	Y 2025
Board of Directors				
Chairperson	24,000	24,000	16,000	16,000
Director	15,000	15,000	12,000	12,000
Audit Committee				
Chairperson	22,000	22,000	15,000	15,000
Director	18,000	18,000	12,000	12,000
Risk Management Committee				
Chairperson	18,000	18,000	12,000	12,000
Director	15,000	15,000	12,000	12,000
Nomination and Remuneration Committee				
Chairperson	18,000	18,000	12,000	12,000
Director	15,000	15,000	12,000	12,000
Corporate Governance and Sustainability Development Committee				
Chairperson	18,000	18,000	12,000	12,000
Director	15,000	15,000	12,000	12,000

The total monthly remuneration and meeting allowances shall not exceed **4,500,000 Baht per year**. This rate will be effective from **May 1, 2026**. Directors who hold executive positions in the Company and receive a salary will not receive directors' remuneration as per the above table.

Other Benefits: - None -

The **Chairman** opened the floor for the meeting to express opinions and ask questions related to this agenda. The key points of the shareholders' inquiries are summarized as follows:



Questions/Comments/Responses:

No other shareholders wished to ask questions or express further opinions. The Chairman then requested the meeting to proceed with the voting.

Resolution:

The meeting considered and resolved to approve the directors' remuneration for the year 2026, with the details as proposed. The voting results are as follows:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00

Notes: The resolution for this agenda item must be approved by a vote of not less than two-thirds (2/3) of the total votes of the shareholders present, including abstentions in the vote count.

Agenda Item 7 To consider and approve the appointment of auditors and fix the audit fee for the year 2026.

The **Chairman** assigned **MR. WIWAT WETTHAYANUKOOL** (Chairman of the Audit Committee) to inform the Meeting that, in accordance with the Public Limited Companies Act, the Annual General Meeting of Shareholders is required to appoint the auditor and determine the audit fee on an annual basis.

In this regard, the Audit Committee has considered and selected the auditor by taking into account independence, knowledge, capability, experience in auditing similar businesses, and the appropriateness of the audit fee.

The Audit Committee has reviewed and approved the proposed auditors and audit fees as appropriate. The proposed auditors have no relationship or conflict of interest with the Company, its subsidiaries, management, major shareholders, or related persons, and are therefore independent in performing their audit and expressing opinions on the Company's financial statements.

Based on the recommendations of the Audit Committee, the Board of Directors has considered and deemed it appropriate to propose to the Annual General Meeting of Shareholders for approval the appointment of auditors from EY Office Limited as the Company's auditors for



the year 2026, as follows:

Name	CPA Registration No.	Auditing Experience with the Company
(1) MRS. GINGKARN ATSAWARANGSALIT	4496	-
(2) MS. ROSAPORN DECHARKOM	5659	-
(3) MR. KITTI TEACHAKASEMBUNDIT	9151	-
(4) MS. NARAYA SRISUKH	9188	-

Any one of the auditors has the authority to audit and express opinions on the financial statements. The audit fee for 2026 is set at 2,900,000 Baht per year, excluding other service fees (Non-audit Fee) that the Company will pay as incurred. The audit fee does not include miscellaneous expenses that may arise during the service, such as travel expenses, telephone charges, overtime, postage, stamp duty, photocopying, etc. The details are as follows:

Details (Unit: THB)	2026	2025
Audit Fee	2,900,000.00	3,650,000.00
Other Services Fee	-	-
Total	<u>2,900,000.00</u>	<u>3,650,000.00</u>

The **Chairman** opened the floor for the meeting to express opinions and ask questions related to this agenda. The key points of the shareholders' inquiries are summarized as follows:

Questions/Comments/Responses:

No other shareholders wished to ask questions or express further opinions. The Chairman then requested the meeting to proceed with the voting.

Resolution:

The meeting has been considered and resolved to approve the appointment of auditors from EY Office Ltd. as the Company's auditors for the year 2026, with the following names:

- (1) MRS. GINGKARN ATSAWARANGSALIT, Certified Public Accountant No. 4496,
and/or



- (2) MS. ROSAPORN DECHARKOM, Certified Public Accountant No. 5659, and/or
- (3) MR. KITTI TEACHAKASEMBUNDIT, Certified Public Accountant No. 9151, and/or
- (4) MS. NARAYA SRISUKH, Certified Public Accountant No. 9188

If the aforementioned certified public accountants are unable to perform their duties, EY Office Ltd. is authorized to appoint another certified public accountant from EY Office Ltd. as a replacement. The meeting also approved the auditor's remuneration for the fiscal year 2026, not exceeding 2,900,000.00 Baht, with details as proposed, by the following votes:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00

Notes:

1. The resolution for this agenda item must be approved by a majority vote of the shareholders present and voting at the meeting, excluding abstentions from the vote count.

Agenda Item 8 To consider and approve the amendments of the Company's Objectives and approve the amendments of the Memorandum of Association Clause 3 to be consistent with the amendment of the Company's Objectives.

The **Chairman** assigned **MR. PIYA JIRAPAPONGSA** (Deputy Managing Director of Operations) to inform the Meeting that, in order to broaden the Company's business objectives to cover potential future business expansions, the Board of Directors' Meeting No. 1/2026, held on February 25, 2026, resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval the amendment to the Company's objectives and the amendment to Clause 3 of the Memorandum of Association to be consistent with such changes.

The proposed amendment includes the revision of 3 existing objectives and the addition of 2 new objectives, resulting in a total of 65 objectives (from the previous 63). The additional details are as follows:



Current Objective	New Objective
(55) To engage in the business of acquiring rights, licenses, concessions, ownership rights, trademark rights, copyrights, patents, industrial property rights, privileges, or any exclusive rights necessary for or beneficial to the Company's business operations.	(55) To engage in the business of acquiring and utilizing rights, licenses, concessions, ownership rights, intellectual property rights, trademark rights, copyrights, patents, petty patents, industrial designs, industrial property rights, privileges, or any exclusive rights necessary for or beneficial to the Company's business operations, including the design, development, improvement, management, procurement, and provision of platforms, information systems, software, applications, and digital services, as well as the development, use, and further commercialization of such technologies and intellectual property for the provision of services and the Company's business operations.
(59) To engage in the provision of cloud computing services.	(59) To engage in the business of procuring, distributing, leasing, providing, importing, exporting, managing, and providing technical support in relation to cloud services.
(61) To engage in the provision of data entry, data processing, and data analytics services.	(61) To engage in the business of procuring, distributing, leasing, providing, importing, exporting, designing, and developing software and hardware systems related to artificial intelligence technology, database technologies, and/or big data.
(64) – None -	(64) To engage in the business of procuring, distributing, leasing, providing, importing, exporting, designing, developing, manufacturing, assembling, improving, and testing all types and categories of unmanned aerial vehicles (Drones or Unmanned Aerial Vehicles: UAVs), including related parts, components, spare parts, tools, machinery, electronic equipment, software, operating systems, signal amplifiers, and associated technologies. This includes the provision of training, consultancy, system design, maintenance, repair, installation, upgrading, development, technology transfer, and operational services such as aerial photography, surveying, inspection, agriculture, security, disaster prevention, communications, event management, recreational use, and film production, to support applications in the business, industrial, governmental, and other relevant sectors, as well as any other activities related to or in support of the aforementioned businesses in all respects.



Current Objective	New Objective
(65) – None -	(65) To engage in the business of procuring, distributing, and providing services relating to weapons, armaments, military equipment, and crowd control equipment of all kinds, including the design, development, provision, and consultancy of software, information systems, digital platforms, and information technology used to support management, planning, control, maintenance, and training. This also includes the development, procurement, distribution, leasing, import, and export of simulation systems, data analytics systems, command and control systems, monitoring systems, information security systems, and related technologies.

To align with the amendment of the Company's Objectives, the Company must amend Clause 3 of the Memorandum of Association regarding the Company's Objectives. The proposed amendment to Clause 3 is as follows:

"Clause 3. The Company's objectives consist of 65 clauses, as detailed in Form BorMorJor. 002 attached."

The Board of Directors has considered and deemed it appropriate to propose that the Meeting approve the amendment to the Company’s objectives, which includes the revision of 3 existing objectives and the addition of 2 new objectives, resulting in a total of 65 objectives (from the previous 63).

The Meeting is also requested to approve the amendment to Clause 3 of the Memorandum of Association to align with the revised Company objectives.

The **Chairman** then opened the floor for shareholders to express their opinions and ask questions regarding this agenda item. The key points raised by shareholders are summarized as follows:

Questions/Comments/Responses:

The **Facilitator** informed the Chairman that there was an advance question submitted by MS. THEERANUCH PROMCHOTE, a shareholder rights protection volunteer and proxy from the Thai Investors Association.

Question:

The proposed amendment to the Company’s objectives to support businesses related to drones and defense equipment involves entering new industries that require specialized expertise and licenses, which differ from the Company’s core telecommunications engineering



business. In addition, these businesses may be sensitive in terms of corporate image and ESG ratings from institutional investors and international partners.

Therefore, could the Company provide an update on the progress of negotiations with technology partners for the expected projects? Additionally, how does the Board plan to proactively manage ESG-related reputational risks associated with these businesses?

The **Chairman** assigned MR. PIYA JIRAPAPONGSA (Deputy Managing Director of Operations) to respond to the question.

Answer:

The amendment of the Company’s objectives is intended to create opportunities and support the Company’s long-term growth by enabling expansion into drone-related and associated technology businesses, while also enhancing operational flexibility.

Regarding progress with business partners, the Company is currently in discussions with globally recognized technology partners, with a focus on forming strategic partnerships. Initial projects will prioritize applications in surveying and maintenance, which help reduce manpower requirements and operational risks, as well as logistics, agriculture, and security training. The Company expects to launch pilot projects within the next 10–12 months.

With respect to risk management and ESG considerations, the Company has established a clear investment policy emphasizing defensive applications, agriculture, transportation, and training, rather than offensive weaponry. In addition, the Company has implemented transparent and fair ESG screening criteria, overseen by ESG advisors, the Risk Management Committee, and the Corporate Governance and Sustainability Committee, to ensure effective operations and long-term sustainability.

Resolution:

The meeting has been considered and resolved to approve the amendment of the Company's Objectives and the amendment of Clause 3 of the Memorandum of Association to align with the amended objectives. The details of the amendments were approved as proposed, with the following votes:

Voting Results	Number (Vote) 1 share = 1 vote	Percentage of total votes of shareholders attending the meeting and having the right to vote
Approved	222,146,290	100.0000
Disapproved	0	0.0000
Abstained	0	-
Total	222,146,290	100.00





Notes: The resolution for this agenda item must be approved by a vote of no less than three-fourths (3/4) of the total votes of shareholders present and eligible to vote, including abstentions in the vote count.

The **Chairman** asked the meeting if any shareholders had additional questions or comments.

Questions/Comments/Responses:

The **Facilitator** informed the **Chairman** that there were additional questions from investors.

Question 1 (Anonymous Shareholder):

What proportion of the Company's revenue is targeted from new businesses (New Business), namely AI, Cloud, and Data Center?

The **Chairman** assigned **MR. SAYAM TIEWTRANON** (Chairman of the Executive Committee) to respond to the question.

Answer to Question 1:

Management has developed a business plan and presented it to the Board of Directors. For the New Business segment, which includes AI, Cloud, Data Center, and Cyber Security, the Company has set a target for these businesses to contribute not less than 25% of total revenue in 2026.

Question 2 (Anonymous Shareholder):

Has the Company already signed any contracts for new business (New Business) projects in 2026? Additionally, what proportion of the targeted work is expected to be recurring income?

The **Chairman** assigned **MR. SAYAM TIEWTRANON** (Chairman of the Executive Committee) to respond to the question.

Answer to Question 2:

For the New Business segment (AI, Cloud, Data Center, and Cyber Security), the Company has already signed some contracts in 2026, while additional projects are currently under consideration. The Company also plans to participate in further project bids during the third and fourth quarters of the year.

Regarding recurring income, the Company has set a target for such revenue to account for not less than 40% of total revenue within the next 5 years. For 2026, the Company aims for recurring income to represent not less than 20% of total revenue.



As there were no further questions or comments, the Chairman thanked the shareholders for their time and adjourned the Annual General Meeting of Shareholders for 2026.

The meeting was adjourned at 3:31 p.m.

Sign _____ - *Kittisak Amornchairojkul* - _____ Chairman of the Meeting

(MR. KITTISAK AMORNCHAIROJKUL)

Chairman of the Board of Directors

Sign _____ - *Arnon Champapoe* - _____ Secretary of the Meeting

(MR. ARNON CHAMPAPOE)

Company Secretary