(Translation)

Minutes of the 2026 Annual General Meeting of Shareholders of
Berli Jucker Public Company Limited,
convened on 22 April 2026, at 15.00 hrs., through electronic media according to
the Emergency Decree on Electronic Meeting B.E. 2563 (2020),

Due to the absence of Mr. Charoen Sirivadhanabhakdi, Chairman of the Board of Directors, he duly delegated Prof. Pirom Kamolratanakul, M.D., M.SC., a director, to assume the duties of the Chairman of the Meeting (the "**Chairman**"). The Chairman then formally declared the 2026 Annual General Meeting of Shareholders (the "**Meeting**") duly convened at 15.00 hrs. and welcomed the shareholders attending the Meeting. In order for the Meeting to be conducted efficiently and in an orderly manner, the Chairman assigned Miss Kornsiri Sakulkasemchai to act as the facilitator of the Meeting (the "**Facilitator"**) and to act as the secretary of the Meeting (the "**Secretary"**).

Prof. Pirom Kamolratanakul, M.D., M.SC., the director, informed the Meeting that there were 303 shareholders attending the Meeting in person and by proxy, holding in aggregate 3,620,357,315 shares, equivalent to 90.3328 percent of the total 4,007,796,699 issued shares. A quorum was thus constituted in accordance with the Articles of Association of Berli Jucker Public Company Limited (the "**Company**"). Therefore, he introduced 13 directors of the Company attending the Meeting which accounted for 100 percent of the directors of the Company as follows:

1.	Prof. Pirom Kamolratanakul, M.D., M.SC.	Independent Director
2.	Mr. Thapana Sirivadhanabhakdi	Vice Chairman of the Board of Directors
3.	Mr. Tevin Vongvanich	Vice Chairman of the Board of Directors
4.	Miss Potjanee Thanavaranit	Independent Director
5.	Mr. Thirasakdi Nathikanchanalab	Director
6.	Mr. Prasert Maekwatana	Director
7.	Police General Krisna Polananta	Independent Director
8.	Mr. Rungson Sriworasat	Independent Director
9.	Associate Prof. Kamjorn Tatiyakavee, M.D.	Independent Director
10.	Assoc. Prof. Pimpana Srisawadi	Independent Director
11.	Mr. Aswin Techajareonvikul	Director
12.	Mrs. Thapanee Techajareonvikul	Director and Chief Executive Officer and President
13.	Mr. Prapakon Thongtheppairot	Director

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(Translation)

In order for the Meeting to be conducted efficiently and in an orderly manner, Prof. Pirom Kamolratanakul, M.D., M.SC. assigned the Secretary to inform the details of the Management Board, Auditors and the procedures for attending the meeting through electronic media.

The Secretary introduced the executives and the auditors of the Company attending the Meeting as follows:

1.	Mrs. Thapanee Techajareonvikul	Chairman of the Management Board
2.	Mr. Aswin Techajareonvikul	Vice Chairman of the Management Board
3.	Mr. Vichien Rungwattanakit	Management Board Member
4.	Mr. Tul Wongsuphasawat	Management Board Member
5.	Miss Anchalee Rimviriyasab	Management Board Member
6.	Mrs. Hemmawan Poonphol	Management Board Member
7.	Miss. Jiraporn Chaisombat	Management Board Member
8.	Miss. Narinthorn Chaichanavijit	Management Board Member
9.	Miss. Teerawan Srisuk	Management Board Member
10.	Mr. Ekachai Phusanaphong	Management Board Member
11.	Mr. Surachai Hirannithichai	Management Board Member
12.	Mrs. Kamonwan Sivaraksa	Management Board Member and Secretary of the Management Board

The auditors of Deloitte Touche Tohmatsu Chaiyos Audit Co., Ltd. are as follow:

1. Mr. Choopong Surachutikarn
2. Miss Panida Wisarutnart

Independent Financial Advisor (IFA) from Jay Capital Advisory Limited:

1. Miss. Jirayong Anuman-Rajadhon
2. Miss. Naruporn Phuangsiri
3. Mr. Nopsawat Chupanich
4. Miss. Achiraya Wartthamanee

Legal Advisor from Capital Law Office Limited:

1. Mr. Paradorn Leosakul
2. Miss. Napaswan Saengsikaew

(Translation)

In this 2026 Annual General Meeting of Shareholders, the Company will collect, use and disclose personal data for the purposes of recording the meeting, preparing the minutes, and managing the meeting, in accordance with the Electronic Meetings Act. For further details, shareholders may refer to the Company's Personal Data Protection Notice, which is included in the meeting invitation documents and available on the Company's website. The meeting will be held exclusively via the Inventech Connect system, in compliance with the Royal Decree on Electronic Media Conference, B.E. 2563 (2020) and Notification of the Ministry of Digital Economy and Society re: standards for maintaining security of meetings via electronic means B.E. 2563 (2020). The Company has engaged Inventech Systems (Thailand) Co., Ltd. to manage the electronic meeting platform. Inventech Systems is a specialized service provider that has been certified by relevant authorities. The voting system, Inventech Connect, has also undergone a self-assessment for compliance conducted in accordance with the standards set by the Electronic Transactions Development Agency (ETDA). The audio and video signals of the meeting are being transmitted via VDO Conference from the meeting room at the Company's headquarters. The meeting is also being recorded in video format, and no on-site registration is being provided.

<u>Voting and vote-counting through AGM e-Voting</u>

1. All shareholders shall be given one vote per share for voting in a meeting. Agenda item 2 is for acknowledgment, and no voting is required. For the agenda item 5, the shareholders are able to vote for the election of 5 directors which the agenda were separated, in order to allow all shareholder to consider the election of directors on each director basis.

2. The shareholders are entitled to cast their votes only as "Approved", "Disapproved" or "Abstained".

3. The vote-counting will be done by deducting the number of "Disapproved" and "Abstained" from the total voting. The remaining votes are deemed as "Approved".

4. Shareholders arriving during consideration of an agenda will have the right to vote for such agenda and those remaining which they attend only. In this connection, the number of attending shareholders and voting for each agenda may vary.

5. Upon the closure of vote submission for each agenda item, the voting results for that agenda will be announced to the Meeting.

In addition, for the purposes of transparency of vote counting, the Secretary invited the audit representative, namely Miss Panida Wisarutnart, to act as a witness for vote counting.

<u>Inquiry in the Meeting</u>

1. Before casting their vote on each agenda item, the Chairman or the Facilitator will allow asking questions or expressing their opinions related to that agenda item properly.

2. Shareholders or proxies could provide or express their opinions by typing messages with polite words in Q&A. Please then click to send a question. The Company will answer your questions in the Meeting during the time of agenda consideration related to that question. In the event that there are many questions sent into the system, the Company will consider selecting questions as appropriate and according to the relevant laws. The Company will answer questions based on similar or similar types of questions simultaneously.

3. The Company will conclude all questions and answers provided by the shareholders in advance and during the Meeting related to this meeting's agenda item. The Company will gather the said as an attachment to the AGM minutes.

The Secretary then conducted the Meeting in accordance with the following agenda items.

Agenda Item 1

To adopt the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026 Held on Friday, February 13, 2026

The Secretary informed the Meeting that a copy of the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026 Held on Friday, February 13, 2026 had been delivered to all shareholders with the notice calling this Meeting. After due consideration, the Board of Directors deemed that the Minutes were wholly and accurately recorded, then proposed that the Meeting consider and adopt the Minutes of the Annual General Meeting of Shareholders as mentioned above.

The Secretary provided the shareholders an opportunity to raise questions or express opinions.

No shareholders raised any questions or expressed any opinions. The Secretary, therefore, asked the Meeting to proceed with the vote casting. The voting result is summarized as follows:

For this agenda item, there were 307 shareholders attending the Meeting, representing 3,620,546,540 votes.

Approved	3,517,170,740	vote(s),	equivalent to	97.1447	percent
Disapproved	0	vote(s),	equivalent to	0.0000	percent
Abstained	103,375,800	vote(s),	equivalent to	2.8552	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, that the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026 Held on Friday, February 13, 2026, be adopted.

(Translation)

Agenda Item 2

To acknowledge the Company's operational results for the year 2025

The Secretary invited Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President, to present the report of the Board of Directors on the operational results for the year 2025 to the shareholders.

Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President informed the operational results of the Company Group and Highlights for the year 2025 to the Meeting as follows:

Highlights for the year 2025

Business Operations and Key Developments

Regarding business operations in 2025, the Company achieved significant progress across all business groups, with key highlights summarized as follows:

Consumer Supply Chain (Consumer Products and Services) The Company successfully launched several new products and brands, which served as a primary catalyst for sustained growth. Furthermore, **BJC** has been appointed as the official distributor for **Unicharm's pet care products**, as well as for **DSG products**, covering both baby and adult diapers.

Packaging Supply Chain (Packaging Products and Services) The glass manufacturing unit celebrated a milestone with the commissioning of the **first small-scale electric furnace in Southeast Asia**, which commenced operations last November. This innovative electric furnace technology not only significantly **reduces carbon emissions** but also enhances production flexibility. This advancement allows for a reduction in **Minimum Order Quantities (MOQ)**, effectively catering to the specific demands of premium-tier customers.

Healthcare and Technical Supply Chain, the Company has **ceased the operations** of **Thai Scandic Steel Co., Ltd.**, in response to the industry's slowing trend. This strategic decision aims to **optimize resource allocation** and refocus investment on core businesses with higher growth potential. Regarding the **Healthcare business**, the Company has officially launched **B-MED X Clinic**, providing vaccination and aesthetic services. The clinic is strategically located within the **BJC Big C Headquarters**.

Modern Retail Supply Chain

In 2025, the **Modern Retail Supply Chain** underwent significant expansion and operational enhancements, with the following key developments:

- Marketing Partnerships: Big C collaborated with The One Enterprise PCL to launch the "Big C Super Girl" project, a talent search for Big C's new brand ambassadors and future actors for One 31 channel.
- March: Launched Big C Hua Hin Marche, marking the first hypermarket in the Hua Hin area.
- May: Opened the new Asia Books Flagship Store at ICONSIAM.
- June: Launched Big C Hypermarket Phenix Pratunam and Big C Market Nong Nooch Garden.
- The new Bang Pa-in Distribution Center officially commenced operations in August. This facility is fully equipped to support extensive product storage, including Pure Pharmacy inventory. The transition of operations from the Wang Noi Distribution Center to the Bang Pa-in facility has been successfully completed.
- Synergizing the expertise of BJC and DHL to enhance the logistics capabilities of the BJC Big C Group, ensuring alignment with world-class standards.
- The Company continued to expand its Off-Store Sales Hubs (OSX Hubs) network, reaching a total of 75 locations. This expansion aims to bolster store-level fulfillment capabilities and effectively support the rapid growth of online sales channels.
- November: Opened Big C Foodplace Park Bangna.
- Throughout 2025, the Company consistently launched new Private Label and Exclusive products, which were well-received by consumers. This success resulted in a record-high sales contribution from these product categories.
- December: Rebranded and transitioned Big C Food Service into Big C Market (Boon Charoen Branch).

Awards and Recognition

In terms of Awards and Recognition, the Company was honored with numerous prestigious accolades this year on both national and international stages. Key highlights include:

- Fortune Southeast Asia 500: The Company was ranked 75th.
- Fortune Most Powerful Women in Asia 2025: Mrs. Thapanee Techajareonvikul, CEO & President of BJC, has been recognized as one of the 100 Most Powerful Women in Asia by Fortune Magazine for the second consecutive year.
- Investment Analysts Association (IAA) Awards: The Company was honored with the Outstanding CEO Award and the Outstanding Investor Relations Award from the Investment Analysts Association.

- IR Magazine Awards: The Company received the Best Investor Relations Officer (Mid-cap) award from IR Magazine.
- Thailand's Most Attractive Companies 2025: Ranked 31st by QGEN, reflecting our strong reputation as a preferred employer in Thailand.
- Top 50 Companies in Thailand 2025: Ranked 8th by Work Venture, showcasing our excellence in workplace culture and employee engagement.
- Thailand Best Employer Brand Awards 2025: Honored by the World HRD Congress & CHRO Asia for our outstanding commitment to building a premier employer brand.
- Employee Branding Strategy Award: Recognized by Salary Hero for our innovative and effective employee branding strategies.
- HR Excellence Awards 2025 Thailand: Achieved remarkable success by winning 28 awards from Human Resources Online, highlighting our comprehensive excellence across all HR disciplines.
- HR Asia Awards 2025: Successfully secured 5 awards on this prestigious regional platform in Singapore, affirming our leadership in HR practices at the international level.
- Received the Thailand People Management Award 2024 from the Personnel Management Association of Thailand (PMAT).
- Received the Future Trends Corporate Award 2025 in the "People" category from Future Trends.
- Received the Outstanding Establishment Award in Labour Relations and Welfare from the Ministry of Labour.
- Regarding Sustainability, the Company maintained its World's No.1 ranking in the Food & Staples Retailing industry by S&P Sustainability for the third consecutive year.
- Achieved the highest "A List" rating from CDP (Climate Change) and received the AAA ESG Rating from the Stock Exchange of Thailand.

2025 Financial Performance

In 2025, the Company reported total sales and service revenue of THB 166,623 million, representing a 2.5% decrease year-on-year. This decline primarily reflects strategic adjustments and pricing factors rather than a weakening of the Company's competitive position. In the Packaging Supply Chain, the revenue contraction was mainly driven by selling price adjustments in alignment with lower raw material costs, following market mechanisms. However, sales volumes remained stable, with signs of recovery emerging in the aluminum can business toward the end of the year.

For the Healthcare and Technical Supply Chain, the revenue decrease was partially attributed to the cessation of operations at Thai-Scandic Steel Co., Ltd. This strategic portfolio realignment was undertaken to reallocate resources toward businesses with higher growth potential.

Meanwhile, the Modern Retail Supply Chain was impacted by several external factors. In response, the Company implemented a store network restructuring, which involved closing underperforming branches to enhance the overall quality and efficiency of the network in the long term.

Conversely, the Consumer Supply Chain continued to deliver robust growth, supported by consistent New Product Developments (NPD) and the expansion of distribution channels, particularly in the Non-Food category, which bolstered both sales and profit margins.

The overall performance demonstrates that BJC's diversified business structure remains a core strength, enabling the Company to maintain earnings stability despite economic volatility. Regarding profitability, the Company achieved a record-high gross profit margin of 20.4%. This milestone reflects effective cost management, a strategic shift in Product Mix toward higher-margin products, and continuous cost optimization initiatives. Consequently, the Company reported a net profit of THB 4,011 million, representing slight year-on-year growth despite revenue pressures, thereby reaffirming the quality of earnings and operational efficiency.

Furthermore, the Company approved a dividend payment for the 2025 operating results at a rate of THB 0.51 per share, totaling THB 2,043,976,316. This payment consists of two installments:

1. Interim Dividend Payment: For the first half of 2025, an interim dividend was paid at a rate of THB 0.15 per share on September 12, 2025, totaling THB 601,169,505.

2. Annual Dividend Payment: The remaining dividend from the Company's profit for the fiscal year ending December 31, 2025, will be paid at a rate of THB 0.36 per share on May 21, 2026, totaling THB 1,442,806,812.

The Chief Executive Officer and President allowed the Meeting to raise questions or express opinions.

A representative from the Thai Investors Association raised inquiries based on the questions submitted in advance of the meeting. Referring to the Management Discussion and Analysis (MD&A) report, which noted that the renovation of 11 Hypermarket branches in 2025 impacted the Same-Store Sales Growth (SSSG) and temporary rental income, the representative requested clarification on the following two points:

1. Following the full-scale reopening of all 11 renovated branches in 2026, what is the Company's projected increase in revenue per square meter (Revenue per Sq.m.)?
2. At what stage does the Company plan to expand "The Color" model to other branches beyond the Chaeng Watthana location?

Mr. Aswin Techajareonvikul Vice Chairman of the Management Board, clarified to the meeting that following the completion of store renovations, the Company typically projects an increase in Like-for-Like Growth of approximately 5% - 10%. During the renovation process, the Company conducts in-depth studies of the demographics within each catchment area to optimize the product assortment, ensuring it more effectively meets the specific demands of the target customer base.

"Specifically, 'The Color' project represents a major renovation of the Big C Chaeng Watthana branch, marking its first significant upgrade in 30 years. This branch is particularly notable as the Company holds the land ownership (freehold). Based on consumer behavior surveys in the Chaeng Watthana area—a high-density residential district situated opposite the Government Complex—the findings indicated an increasing demand for lifestyle spaces and dining options, beyond traditional grocery shopping.

Consequently, 'The Color' project was designed to address these needs, with Big C serving as the anchor tenant. The project is further enhanced by a diverse mix of sub-tenants, including restaurants, beverage outlets, and fitness areas, to perfectly align with the lifestyles of local residents."

Future Expansion Plans: The Company plans to consider expanding this model to other branches by analyzing the potential and consumer behavior within each specific catchment area. Should a location demonstrate sufficient demand and physical suitability, the Company is prepared to adapt and implement "The Color" model across multiple areas moving forward.

Mr. Anupot Panapornsirikul, a shareholder attending the meeting in person, inquired about the Company's strategies and measures to mitigate the impacts arising from the current global crises.

Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President The management clarified to the meeting that the Company is cognizant of the conflict in the Middle East, which has led to uncertainty in the global energy market and may pose supply chain risks. This specifically affects raw materials and packaging linked to oil prices, such as plastic packaging for consumer goods.

Based on the current assessment, the Company has secured a sufficient inventory of raw materials and packaging to support production until the end of June. However, should the situation become prolonged, it may lead to further supply tightening. Nevertheless, such impacts are likely to be industry-wide. In response, the Company has consistently managed these risks through supplier diversification and forward purchasing strategies.

Regarding demand, essential goods continue to see sustained purchasing activity. Within the retail business (Big C), where approximately 85% of sales are derived from Fresh Food and Dry Food categories, there is greater resilience to economic fluctuations. As a value-focused retailer, Big C is strategically positioned to benefit during periods of cautious consumer spending, as customers increasingly prioritize essential items at affordable price points.

The Company maintains a stable outlook for its Gross Profit Margin (GPM) for 2026, projecting the ability to sustain levels similar to the previous year. This remains achievable despite volatility from geopolitical factors that may impact raw material, energy, and logistics costs—specifically for aluminum, natural gas, and oil-linked packaging. To mitigate these impacts and preserve profitability, the Company has implemented proactive management strategies across each business group as follows:

- **Packaging Business:** Most raw material costs are managed through **cost pass-through mechanisms** stipulated in contracts, effectively mitigating the impact of commodity price volatility.
- **Consumer Products Business:** Focuses on **integrated cost management**, including supplier diversification, product reformulation, procurement optimization, and manufacturing cost control.
- **Healthcare Business:** Maintains a **diversified sourcing structure** across multiple regions, resulting in limited direct impact. The primary factor requiring close monitoring remains logistics.
- **Retail Business:** Profit margins continue to be supported by **product mix optimization**, specifically by increasing the proportion of **Fresh Food and Private Label products**, complemented by ongoing cost management initiatives.

In conclusion, while external uncertainties may cause fluctuations in certain costs, the Company remains confident in its ability to effectively manage these impacts and maintain earnings stability. This resilience is underpinned by our rigorous cost discipline, cost pass-through mechanisms, and continuous operational efficiency enhancements. The Company continues to monitor the situation closely to ensure timely and appropriate responses.

Agenda Item 3

To consider and approve the Company's Financial Statement Position and Statement of Comprehensive Income for the fiscal year ended 31 December 2025, audited by the auditor

The Secretary proposed that the Meeting consider and approve the statements of financial position and comprehensive income for the year ended December 31, 2025, which have been audited by the certified public accountant and duly reviewed and endorsed by both the Audit Committee and the Board of Directors. The details are as presented in the Company's Form 56-1 One Report, which was delivered to the shareholders with the notice. The Secretary invited Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President, to present the report a summary of the Statement of Financial Position to the Meeting.

The Chief Executive Officer and President reported a summary of the Statement of Financial Position for the year 2025, as follows:

Unit: THB Million	2025	2024	Increase / Decrease by (%)
Statements of financial position			
Total assets	334,491	337,012	-0.7%
Total liabilities	207,874	210,810	-1.4%
Shareholders' equity	120,325	119,999	0.3%
Book value (Baht per share)	30.02	29.94	0.3%
Statements of profit or loss			
Revenue from sales and services	154,020	157,727	-2.4%
Net profit	4,011	4,001	0.2%
Basic earnings per share (Baht per share)	1	1	0.0%
Key financial ratio (%)			
Gross profit margin	20.42%	20.26%	0.15%
Net profit margin	2.60%	2.54%	0.06%

Chief Executive Officer and President gave the Meeting an opportunity to raise questions or express opinions.

No shareholders raised any questions or expressed any opinion. The Secretary, therefore, asked the Meeting to proceed with the vote casting. The voting result is summarized as follows:

For this agenda item, there were 309 shareholders attending the Meeting, representing 3,620,555,750 votes.

Approved	3,619,714,050	vote(s),	equivalent to	99.9767	percent
Disapproved	0	vote(s),	equivalent to	0.0000	percent
Abstained	841,700	vote(s),	equivalent to	0.0232	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, to approve the Company's Financial Statement Position and Statement of Comprehensive Income for the fiscal year ended 31 December 2025, audited by the auditor, as proposed.

(Translation)

Agenda Item 4

To consider and approve the appropriation of profit for legal reserve and dividend payment for the year 2025

The Secretary invited Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President, to present the details regarding the appropriation of profit for legal reserve and dividend payment for the year 2025 to the meeting.

Chief Executive Officer and President informed the Meeting that the Board of Directors proposed the appropriation of profit as a legal reserve and the dividend payment for the operating results of the year 2025 as follows:

As the operational results for the year 2025 showed in profit, the Board of Directors Meeting No. 3/2025, held on Wednesday, August 13, 2025., resolved to approve the interim dividend payment to be made on Friday, September 12, 2025, at the rate of THB 0.15 per share. The Company, therefore, deemed it appropriate to report the said dividend payment to the shareholders at this Meeting.

In addition, the Company proposed that the Meeting approve the dividend payment at the end of the year at THB 0.36 per share. After combining the rates of the proposed dividend payment with the interim dividend payment, the total dividend payment of the Company during the year 2025 is THB 0.51 per share.

The Company shall make the proposed dividend payment on May 21,2026 to the shareholders whose names were set out in the share register book of the Company as of the date to record the names of the shareholders entitled to dividend payments (Record Date) on April 30, 2026.

The Company has allocated THB 411,462,670 from its profits as a legal reserve, or equivalent to 10 percent of its total registered capital of THB 4,114,626,699, as required by the law. The details of the dividend payment for the year 2025 had been delivered to the shareholders with the notice.

Chief Executive Officer and President gave the Meeting an opportunity to raise questions or express opinions.

No shareholders raised any questions. The Secretary, therefore, asked the Meeting to proceed with the vote casting. The voting result is summarized as follows:

For this agenda item, there were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,620,559,750	vote(s),	equivalent to	100.0000	percent
Disapproved	0	vote(s),	equivalent to	0.0000	percent
Abstained	0	vote(s),	equivalent to	0.0000	percent

(Translation)

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the meeting and eligible to vote, to approve the appropriation of profit as a legal reserve and the dividend payment for the operating results of the year 2025 at the rate of THB 0.51 per share. The Company had previously paid an interim dividend of THB 0.15 per share to shareholders on Friday, September 12, 2025. The remaining year-end dividend of THB 0.36 per share will be paid on Wednesday, May 21, 2026, to shareholders whose names appear in the Company's share register on the record date for the right to receive dividends, which is Thursday, April 30, 2026, as proposed.

Agenda Item 5

To consider and approve the re-election of directors in replacement of those who retire by rotation and appoint directors to replace directors who have left their positions

The Secretary informed the Meeting that at this Annual General Meeting of Shareholders, it was required that one-third of the directors shall vacate office proportionally, i.e., five directors. The five directors were:

1.	Prof. Pirom Kamolratanakul, M.D., M.SC.	Independent Director
2.	Mr. Tevin Vongvanich	Director
3.	Miss Potjanee Thanavaranit	Independent Director
4.	Police General Krisna Polananta	Independent Director
5.	Mr. Prapakon Thongtheppairot	Director

The Board of Directors Meeting has resolved to propose to the shareholders' meeting to re-election of 5 directors, namely Prof. Pirom Kamolratanakul, M.D., M.SC., Mr. Tevin Vongvanich, Miss Potjanee Thanavaranit, Police General Krisna Polananta and Mr. Prapakon Thongtheppairot to be a director for another term and also agreed to propose to the shareholders' meeting.

The Secretary gave the Meeting an opportunity to raise questions or express opinions.

No shareholders raised any questions. The Secretary, therefore, asked the Meeting to proceed with the vote casting. The voting result is summarized as follows:

Agenda Item 5.1: To re-elect Prof. Pirom Kamolratanakul, M.D., M.SC as a Director of the Company for another term.

For this agenda item, there were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,400,310,704	vote(s),	equivalent to	93.9167	percent
Disapproved	220,244,000	vote(s),	equivalent to	6.0831	percent
Abstained	5,046	vote(s),	equivalent to	0.0001	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, to approve the re-election of Prof. Pirom Kamolratanakul, M.D ., M.SC as a Director of the Company for another term.

Agenda Item 5.2: To re-elect Mr. Tevin Vongvanich as a Director of the Company for another term.

For this agenda item, there were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,619,677,018	vote(s),	equivalent to	99.9756	percent
Disapproved	877,686	vote(s),	equivalent to	0.0242	percent
Abstained	5,046	vote(s),	equivalent to	0.0001	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, to approve the re-election of Mr. Tevin Vongvanich as a Director of the Company for another term.

Agenda Item 5.3: To re-elect Miss Potjanee Thanavaranit as a Director of the Company for another term.

For this agenda item, there were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,618,318,321	vote(s),	equivalent to	99.9380	percent
Disapproved	2,236,383	vote(s),	equivalent to	0.0617	percent
Abstained	5,046	vote(s),	equivalent to	0.0001	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, to approve the re-election of Miss Potjanee Thanavaranit as a Director of the Company for another term.

Agenda Item 5.4: To re-elect Police General Krisna Polananta as a Director of the Company for another term.

For this agenda item, there were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,399,766,715	vote(s),	equivalent to	93.9016	percent
Disapproved	220,787,989	vote(s),	equivalent to	6.0981	percent
Abstained	5,046	vote(s),	equivalent to	0.0001	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, to approve the re-election of Police General Krisna Polananta as a Director of the Company for another term.

Agenda Item 5.5: To elect Mr. Prapakon Thongtheppairot to replace the director who was due to retire by rotation and had expressed his intention not to be re-elected

For this agenda item, there were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,619,550,142	vote(s),	equivalent to	99.9721	percent
Disapproved	1,009,608	vote(s),	equivalent to	0.0278	percent
Abstained	0	vote(s),	equivalent to	0.0000	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, to approve the election of Mr. Prapakon Thongtheppairot to replace the director who was due to retire by rotation and had expressed his intention not to be re-elected.

Agenda Item 6

To consider and approve the remuneration of the Board of Directors for the year 2026

The Secretary clarified to the Meeting that the Board of Directors had considered, then agreed to propose that the Meeting approve the remuneration for the directors in 2026 in the amount of not exceeding THB 50,000,000 per annum. Such amounts were considered appropriate when taking into consideration the comparison of the remuneration of the group of companies which have similar incomes and securities values to those of the Company, and the remuneration was equivalent to the previous year of 2025 and proposed that the Meeting approve the authorization of the Nomination and Remuneration

Committee to determine the details and rate of remunerations to be paid to each of the directors following their scope of duties and responsibilities.

In addition, Mr. Thapana Sirivadhanabhakdi, Mr. Aswin Techajareonvikul and Mrs. Thapanee Techajareonvikul showed no intention of receiving the remuneration.

The Secretary gave the Meeting an opportunity to raise questions or express opinions.

No shareholders raised any questions. The Secretary, therefore, asked the Meeting to proceed with the vote casting. The voting result is summarized as follows:

For this agenda item, were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,620,559,250	vote(s),	equivalent to	99.9999	percent
Disapproved	0	vote(s),	equivalent to	0.0000	percent
Abstained	500	vote(s),	equivalent to	0.0000	percent

Resolution: The Meeting resolved, by the vote of no less than two-thirds of the total votes of the shareholders attending the Meeting, that the remuneration of the Board of Directors for the year 2026 of not exceed THB 50,000,000 per annum and the authorization of the Nomination and Remuneration Committee to determine the details and rate of remunerations to be paid to each of the directors following their scope of duties and responsibilities be approved as proposed.

Agenda Item 7

To consider and approve the appointment of auditors and determine the audit fees for the year 2026

The Secretary informed the Meeting that after due consideration, the Board of Directors deemed it appropriate to propose that the Meeting approve the appointment of:

(1) Mr. Ekkasit Chuthamsatid	Certified Public Accountant No. 4195 or
(2) Miss Yuvanuch Thepsongvaj	Certified Public Accountant No. 5371 or
(3) Miss Nadsasin Wattanapaisal	Certified Public Accountant No. 10767 or
(4) Mr. Udomsak Busaraniphan	Certified Public Accountant No. 11894 or
(5) Miss Pakkinai Phakkahn	Certified Public Accountant No. 11894 or
(6) Miss Pannida Suksawat	Certified Public Accountant No. 11722

of KPMG Phoomchai Audit Limited as the Company's auditor for the year 2026, by having any one of the above-mentioned auditor's reviews and provide opinions on the Company's financial statement.

The proposed auditors have been reviewed and selected by the Audit Committee by considering their qualifications, auditing performance, work efficiency, and being an auditor approved by the Office of the Securities and Exchange Commission as well the Board has also resolved to propose that the shareholders approve the 2026 annual audit fee of Baht 2,220,000 and the fee for changing the auditor is 150,000 baht, bringing the total to 2,350,000 baht, which is a reasonable amount.

In addition, KPMG Phoomchai Audit Limited and the proposed auditors have neither a relationship with nor any interests in the Company, its subsidiaries, executives, major shareholders, or related persons. As such, the auditors have demonstrated independence in auditing and providing an opinion on the Financial Statements. Furthermore, the above-named certified public accountants have not audited the Company's accounts beyond the period prescribed under the relevant notifications.

The Secretary gave the Meeting an opportunity to raise questions or express opinions.

No shareholders raised any questions. The Secretary, therefore, asked the Meeting to proceed with the vote casting. The voting result is summarized as follows:

For this agenda item, were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,620,549,550	vote(s),	equivalent to	99.9997	percent
Disapproved	0	vote(s),	equivalent to	0.0000	percent
Abstained	10,200	vote(s),	equivalent to	0.0002	percent

Resolution: The Meeting resolved, by the majority vote of the shareholders attending the Meeting and eligible to vote, that the appointment of auditors and the determination of the audit fee for the year 2026 be approved, as proposed.

Agenda Item 8

To consider and approve the disposal of assets of the Company and its subsidiaries where the purchaser(s) is not a connected person

The Secretary to the Meeting invited Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President, to present to the shareholders an overview of the transaction concerning the disposal of assets of the Company and its subsidiaries.

The Company plans to proceed with the disposal of assets, comprising vacant land and land with buildings that are non-core assets and/or non-performing assets, totaling 33 items. This transaction is categorized into: (1) the direct sale of assets for 32 items, and (2) the sale of shares in a subsidiary that holds ownership of the land and buildings for 1 item (unless the purchaser specifically requests a direct asset acquisition).

The proceeds from these disposals are intended to be used for the repayment of interest-bearing debt in accordance with the Company's deleveraging plan. The assets to be disposed of are categorized into 4 primary groups, with a total transaction value of no less than THB 11,730.88 million.

Benefits of the Transaction

The Company anticipates that the transaction will yield the following key benefits:

1) Reduction of Interest-Bearing Debt: The Interest-Bearing Debt to Equity (IBD/E) ratio is projected to decrease from 1.55x to 1.42x, and the Net Debt to EBITDA ratio is expected to decline from 8.07x to 7.63x following the repayment of existing debt and the loans acquired for the MMVN acquisition.
2) Ongoing Reduction of Interest Expenses: The projected interest expenses will decrease as the cash proceeds from the asset disposals are utilized to repay interest-bearing debt.
3) aintenance of Credit Rating: The transaction helps maintain the Credit Rating at 'A' level through the reduction of interest-bearing debt and a significantly strengthened capital structure.
4) Mitigation of Financial Risks: It reduces exposure to interest rate hikes and mitigates the risk of potential increases in future financing costs.
5) Reduction of asset management expenses by approximately THB 21.44 million per year.
6) Strengthen financial position and flexibility, while enhancing readiness for future business expansion plans.
7) Optimizing asset structure through the disposal of non-core and non-performing assets.

Miss. Jirayong Anuman-Rajadhon, the Independent Financial Advisor, provided additional opinions regarding the transaction, noting that the disposal of assets by the Company and its subsidiaries to non-connected persons constitutes an asset disposal transaction pursuant to the Notification of the Capital Market Supervisory Board No. TorChor. 20/2551 Re: Rules on Entering into Material Transactions Deemed as Acquisition or Disposal of Assets (as amended) and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Acquisition and Disposition of Assets A.D. 2004 (as amended) (collectively referred to as the "Acquisition or Disposal Notifications").

The details of the asset disposal transaction sizes are as follows:

- Disposal of Land and Buildings: The maximum transaction size is 3.29%, calculated based on the Total Value of Consideration basis, assuming that the Company and its relevant subsidiaries dispose of all assets at their average appraised value; and

(Translation)

- Disposal of Ordinary Shares in BCX Co., Ltd. (“BCX”): The maximum transaction size is 0.40%, calculated based on the Net Tangible Assets (NTA) basis, assuming that BJC Consumer Co., Ltd. (“BJCCON”) disposes of the shares at a fair value appraised using the Adjusted Book Value Approach of BCX.

In the event of a direct asset sale by BCX (in lieu of the share sale), the maximum transaction size would be 0.25%, calculated based on the Total Value of Consideration basis, assuming that BJCCON disposes of BCX's assets at their average appraised value.

Note: "Average Appraised Value" refers to the average appraised value of the assets to be sold directly and the assets of BCX, as evaluated by two independent appraisers approved by the SEC, namely 15 Business Advisory Limited and Knight Frank Charter (Thailand) Co., Ltd., as of January 30, 2026, and January 27, 2026, respectively.

The calculation of the transaction size is based on the Audited Consolidated Financial Statements of the Company for the period ended December 31, 2025. (Neither the Company nor its subsidiaries have entered into any other asset disposal transactions required for inclusion in the calculation under the Acquisition or Disposal Notifications during the 6 months prior to the date on which the Board of Directors resolved to approve this transaction). The maximum aggregate transaction size of the two aforementioned transactions (calculated based on the Total Value of Consideration basis, which yields the highest value) is 3.50%, which is lower than 15%.

Consequently, the Company is not required to comply with the requirements under the Acquisition or Disposal Notifications for this transaction. However, since the maximum transaction size remains uncertain—due to the minimum trading price being set at the average appraised value without a specified upper price limit—the Company deems it appropriate to proceed as if the transaction were a Class 1 Transaction (i.e., a transaction with a size of 50% or higher but less than 100%) in accordance with the criteria set forth in the Acquisition or Disposal Notifications.

(1) Disclose information regarding the asset disposal transaction to the Stock Exchange of Thailand (“SET”) in accordance with the Acquisition or Disposal Notifications.

(2) Appoint an Independent Financial Advisor (IFA) to provide an opinion on the asset disposal transaction to the Company’s shareholders, and submit said opinion to the Office of the Securities and Exchange Commission (“SEC”), the SET, and the Company’s shareholders. In this regard, the Company has appointed Jay Capital Advisory Limited, an SEC-approved financial advisor, to act as the IFA to provide an opinion on this transaction.

(3) Convene a Shareholders’ Meeting to seek approval for entering into the asset disposal transaction. The resolution must be passed by no less than three-fourths (3/4) of the total number of votes of the shareholders attending the meeting and having the right to vote, excluding the votes of shareholders with a conflict of interest.

Furthermore, the leaseback transaction is considered an acquisition of assets under the Acquisition or Disposal Notifications. As the transaction size is immaterial, it falls within the authority of the Management to consider and approve such a transaction.

The details of the asset disposal transaction are set out in the Information Memorandum regarding the Connected Person Transaction and the Disposal of Assets of Berli Jucker Public Company Limited, as well as the Independent Financial Advisor's Report (IFA Report), both of which have been delivered to the shareholders along with the Invitation to this Meeting.

Accordingly, the Board of Directors deems it appropriate to propose that the Shareholders' Meeting consider and approve the disposal of assets by the Company and its subsidiaries, namely the disposal of vacant land and land with buildings totaling 33 items to purchasers who are not connected persons, as per the details mentioned above. (In the event that a purchaser is a connected person, the matter will be proposed for shareholders' approval in Agenda Item 9). The offering of the disposed assets shall be subject to the key terms and conditions categorized by contract type, as detailed in Item 3 (General Characteristics of the Transaction) of Enclosure 1, which has been delivered to the shareholders along with the Invitation.

The Company and its subsidiaries shall execute the relevant Sale and Purchase Agreements for the disposed assets with the purchasers by July 31, 2026 (the "Transaction Timeline"), which corresponds to the period during which the relevant property appraisal reports remain valid.

Furthermore, the Board of Directors deems it appropriate to propose that the Shareholders' Meeting consider and authorize the Management Board to have the following powers:

(1) To consider and approve the sale of each disposed asset to the purchaser who provides the best price offer;

(2) To consider the sale of BCX's assets (in lieu of the share sale) in the event that a purchaser intends to directly acquire BCX's assets instead of purchasing shares; and

(3) To undertake any necessary and relevant actions pertaining to the asset disposal transaction as deemed appropriate to ensure the successful completion of the matter.

Such actions shall be subject to the Transaction Timeline and the key offering conditions as approved by the Shareholders' Meeting of the Company.

The Chairman opened the floor for shareholders' questions and comments.

The representative from the Thai Investors Association inquired based on the questions submitted in advance, noting that this major asset disposal is expected to incur a high corporate income tax liability. In this regard, the representative wished to know the Company's tax management plan.

Miss Anchalee Rimviriyasab, Chief Accounting and Financial Officer, clarified to the meeting that regarding the management of corporate income tax arising from this disposal of non-core assets, the

Company has strictly adhered to the relevant legal frameworks and tax regulations. The management approach to enhance the Group's tax efficiency is as follows:

Utilization of Tax Benefits: The Company has planned its tax liability management by utilizing Tax Loss Carry Forwards available within the Group to offset the gains derived from the asset disposals. This strategy aims to reduce the actual tax expenses and optimize the overall cash flow management of the Group.

Impact on Financial Position: Following the aforementioned tax management, the Company estimates a net cash inflow from these asset disposals of approximately THB 9,992 million, with an estimated net profit after tax of approximately THB 4,015 million.

Miss Suwatee Rakborisutsri, a shareholder, inquired based on the questions submitted in advance regarding the criteria used by the Company in deciding to enter into the sale and leaseback transactions, and in what aspects this approach provides better value than continuing to hold the assets.

Mrs. Thapanee Techajareonvikul, Chief Executive Officer and President, clarified to the meeting that the decision to dispose of assets with leaseback arrangements was made under the framework of asset management and for the Company's long-term best interests, taking into account both financial position and business continuity.

The assets subject to the sale and leaseback are those for which the Company has no strategic use within the next 3 years. These arrangements convert assets that do not generate long-term added value into immediate cash flow, which can be utilized for prompt debt reduction. Concurrently, the Company can continue using these assets during the transitional period. The leaseback ensures operational continuity, mitigates the risk of business disruption, and avoids any impact on existing commitments, as some assets are currently undergoing operational adjustments or are under prior utilization agreements.

Supporting Relocation Plans: The Company plans to relocate its factories to new sites within a 3-year period once construction of the new facilities is complete. These include:

- Berli Jucker Foods Co., Ltd. ("BJF") Factory: The production base for the snack products group.
- Rubia Industries Limited ("RIL") Factory: The production base for the soap, cosmetics, and confectionery groups.

Management of Assets with Specific Conditions: Regarding the vacant land in Sawi District, Chumphon Province, the property is currently under a sand suction lease agreement, which remains in effect until June 30, 2028.

Miss. Suwatee Rakborisutsri, a shareholder, inquired based on the questions submitted in advance whether there are any interested parties who have submitted proposals to purchase the Company's assets and, if so, what is the total number of bidders who have already expressed interest.

(Translation)

Miss. Dusanee Merling, Deputy Group Chief Investment Officer, clarified to the meeting that, as of the present, there are interested parties for all 33 asset items. Among these, the Company has already received Letters of Intent (LOI) covering 20 items. The current operational status is as follows:

- Information Stage: Certain assets are currently in the stage of providing preliminary information and responding to further inquiries from interested parties.
- Asset Inspection Stage: Some assets have entered the Due Diligence process and are currently under negotiation regarding specific terms and conditions.

In this regard, the Company will continue to provide progress updates upon entering the signing stage of significant agreements, and will strictly comply with the disclosure regulations of the relevant regulatory authorities.

Miss. Suwatee Rakborisutsri, a shareholder, inquired based on the questions submitted in advance regarding the channels and methods the Company utilized to announce and search for potential purchasers.

Ms. Dusanee Merling, Deputy Group Chief Investment Officer, clarified to the meeting that the Company has conducted public relations to source potential purchasers through various primary channels to ensure comprehensive access to target groups, as follows:

1. Online Channels (Websites): The Company has posted announcements on approximately 21 leading real estate websites since February 6, 2026. These include Propertyhub, Thaizzle, Orbzu, Tperty, Udonproperty, Thaitopproperty, Thaihomelist, and Meezub, among others.
2. Print Media (Newspapers): The Company has published announcements in business dailies and tri-weekly newspapers with an investor-focused readership base, namely:
    - Krungthep Turakij: Editions dated February 27, 2026, and March 2, 2026.
    - Than Settakij: Editions dated March 5 - 7, 2026, and March 8 - 11, 2026.

As there were no further questions or comments from the shareholders, the Facilitator of the Meeting requested that the meeting cast their votes.

This agenda item requires approval by no less than three-fourths (3/4) of the total number of votes of the shareholders attending the meeting and having the right to vote. The votes of shareholders who abstain from voting shall be included in the calculation base, while the votes of shareholders with a conflict of interest in this agenda item shall be excluded from the voting and calculation base. The results are summarized as follows:

For this agenda item, were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	3,619,864,100	vote(s),	equivalent to	99.9807	percent
Disapproved	695,150	vote(s),	equivalent to	0.0192	percent
Abstained	500	vote(s),	equivalent to	0.0000	percent

Resolution: Resolved to approve the disposition of assets of the Company and its subsidiaries in the case where the Purchaser is not a Connected Person, including the delegation of authority to the Management Board to take any related actions, with all details as proposed in the shareholders' meeting, by a vote of not less than three-fourths (3/4) of the total votes of shareholders attending the meeting and entitled to vote, whereby abstention votes shall be counted as the base for vote calculation, but votes of shareholders having a vested interest shall not be counted.

Agenda Item 9

To consider and approve the disposal of assets of the Company and its subsidiaries in the case where the purchaser(s) is a connected person

The Secretary of the Meeting informed the meeting that, according to the objectives, rationales, and details of the asset disposal transaction proposed for shareholders' approval in Agenda Item 8, in the event that TCC Group and/or other connected persons **(collectively referred to as "TCC Group" or the "Connected Purchasers")** are the purchasers, the asset disposal transaction by the Company and its subsidiaries and the leaseback transaction (specifically for the items where TCC Group is the purchaser) would constitute a Connected Transaction.

This is pursuant to the Notification of the Capital Market Supervisory Board No. TorChor. 21/2551 Re: Rules on Connected Transactions (as amended) and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions B.E. 2546 (2003) (as amended) **(collectively referred to as the "Connected Transaction Notifications").**

Furthermore, when calculating the size of the asset disposal transaction by the Company and its subsidiaries under the Connected Transaction Notifications, the maximum aggregate transaction size is 17.92% of the Net Tangible Assets (NTA) of the Company.

(This calculation is based on the assumption that the Company and its relevant subsidiaries dispose of all assets to be sold directly at their average appraised value, and BJC Consumer Co., Ltd. ("BJCCON") disposes of the shares at a fair value appraised using the Adjusted Book Value Approach of BCX Co., Ltd. ("BCX")).

As this exceeds 3% of the Company's NTA, based on the Audited Consolidated Financial Statements of the Company for the period ended December 31, 2025 (and noting that the Company and its subsidiaries have not entered into any other connected transactions required for inclusion in the calculation during the 6 months prior to the date on which the Board of Directors resolved to approve this transaction), the Company is required to comply with the Connected Transaction Notifications as follows:

1) Disclose information regarding the asset disposal transaction to the SET in accordance with the Connected Transaction Notifications;
2) Appoint an Independent Financial Advisor (IFA) to provide an opinion on the transaction to the Company's shareholders, and submit said opinion to the SEC, the SET, and the Company's shareholders; and
3) Convene a Shareholders' Meeting to seek approval for the transaction. The resolution must be passed by no less than three-fourths (3/4) of the total number of votes of the shareholders attending the meeting and having the right to vote, excluding the votes of shareholders with a conflict of interest from the calculation base.

Furthermore, in the event that TCC Group is the purchaser of the assets to be sold directly—where a leaseback arrangement is part of the sale proposal—the leaseback transaction shall be deemed a Connected Transaction under the category of supporting ordinary business transactions with general commercial terms, pursuant to the Connected Transaction Notifications. Consequently, such a transaction falls within the authority of the Management to proceed.

Accordingly, the Board of Directors (excluding directors with a conflict of interest) deems it appropriate to propose that the Shareholders' Meeting consider and approve the disposal of assets by the Company and its subsidiaries, namely the disposal of vacant land and land with buildings totaling 33 items to purchasers who are connected persons, as per the details mentioned in Agenda Item 8 and as stated above. The offering of the disposed assets shall be subject to the key terms and conditions categorized by contract type, as detailed in Item 3 (General Characteristics of the Transaction) of Enclosure 2, which has been delivered to the shareholders along with the Invitation to this Meeting.

The Company and its subsidiaries shall execute the relevant Sale and Purchase Agreements for the disposed assets with the purchasers within the Transaction Timeline (which corresponds to the period during which the relevant property appraisal reports remain valid).

Furthermore, the Board of Directors (excluding directors with a conflict of interest) deems it appropriate to propose that the Shareholders' Meeting consider and authorize the Management Board to have the following powers:

1) To consider and approve the sale of each disposed asset to the purchaser who provides the best price offer;

2) To consider the sale of BCX's assets (in lieu of the share sale) in the event that a purchaser intends to directly acquire BCX's assets instead of purchasing shares; and
3) To undertake any necessary and relevant actions pertaining to the asset disposal transaction as deemed appropriate to ensure the successful completion of the matter.

Such actions shall be subject to the Transaction Timeline and the key offering conditions as approved by the Shareholders' Meeting of the Company.

The Facilitator of the Meeting provided the shareholders with an opportunity to ask questions and express their opinions.

As there were no further questions or comments from the shareholders, the Facilitator requested that the meeting cast their votes. This agenda item requires approval by no less than three-fourths (3/4) of the total number of votes of the shareholders attending the meeting and having the right to vote. The votes of shareholders who abstain from voting shall be included in the calculation base, while the votes of shareholders with a conflict of interest in this agenda item shall be excluded from the voting and calculation base.

In this regard, the shareholders with a conflict of interest in this agenda item are:

1) TCC Corporation Co., Ltd.
2) TCC Holdings (2519) Co., Ltd.

For this agenda item, were 310 shareholders attending the Meeting, representing 3,620,559,750 votes.

Approved	614,027,350	vote(s),	equivalent to	99.8842	percent
Disapproved	711,550	vote(s),	equivalent to	0.1157	percent
Abstained	3,005,820,850	vote(s),	equivalent to	-	percent

Resolution: Resolved to approve the disposition of assets of the Company and its subsidiaries in the case where the Purchaser is a Connected Person, including the delegation of authority to the Management Board to take any related actions, with all details as proposed in the shareholders' meeting, by a vote of not less than three-fourths (3/4) of the total votes of shareholders attending the meeting and entitled to vote, whereby abstention votes shall be counted as the base for vote calculation, but votes of shareholders having a vested interest shall not be counted.

Agenda Item 10

Other matters (if any)

No shareholders proposed any other matter for consideration.

The Secretary gave the Meeting an opportunity to raise questions or express opinions.

(Translation)

Mr. Anupot Panapornsirikul, a shareholder attending in person, raised an additional inquiry to the meeting regarding how the current economic situation has impacted the Company's international investments.

Ms. Thapanee Techajareonvikul, Chief Executive Officer and President, clarified to the meeting that amidst the current challenging economic conditions, the Company has increased its caution regarding international investment considerations. However, such circumstances have not led to a change in the Company's strategic direction. The Company remains committed to expanding in high-potential markets, particularly in Vietnam.

In this regard, the Company focuses on Asset Value Creation to maximize the benefits of its existing assets through its business structure in Vietnam. This encompasses both the production base (factories) and the retail outlets under the MM Mega Market group. The Company continues to drive significant growth in international markets in accordance with its established strategic plans.

No shareholders proposed any further matters for consideration. The Chairman expressed his appreciation to all shareholders for their suggestions that would benefit the Company and declared the Meeting adjourned at 16.30 hrs.

In this regard, at the end of the meeting, 310 shareholders attended in person and by proxy, representing 3,620,559,750 shares, equivalent to 90.3379 percent of the total 4,007,796,699 issued shares.

Signed_____________ *- Signature -* _____________Chairman of the Meeting

(Prof. Pirom Kamolratanakul, M.D., M.SC.)

Independent Director

Signed_____________ *- Signature -* _____________Person certifying the Minutes

(Mrs. Kamonwan Sivaraksa)

Chief Legal and Compliance Officer

Signed_____________ *- Signature -* _____________Minutes Taker

(Mr Theerat Tosanguan)

Company Secretary

(Translation)

Attachment 1
List of Sale Assets

1) List of the Direct Sale Assets

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
1	**List of the Sale Assets of the Company**						
	1.1 Vacant Land	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2133 (Partial Area)	5	3	91	179,250
			2140	2	0	21	
			4437	1	2	91	
			5549	3	0	79	
	1.2 Vacant Land	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2133 (Partial Area)	5	3	91	161,350
			2184	2	0	83	
			5065	2	3	26	
	1.3 Land and Buildings	Rat Burana Sub-District, Rat Burana District, Bangkok	3216	9	1	66	591,750
	1.4 Land and Buildings (Villa)	Taling Ngam Sub-District, Koh Samui District, Surat Thani Province	12078	0	1	6.5	12,900
2	**List of the Sale Assets of Big C**						
	2.1 Vacant Land	Bang Non Sub-District, Muang District, Ranong Province	10475	32	0	24.7	179,500
	2.2 Land and Buildings (Hypermarket)	Wang Nam Yen Sub-District, Wang Nam Yen District, Sa Kaeo Province	355	15	0	0	499,300
			10433	27	1	90	

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
	2.3 Land and Buildings (Hypermarket)	Saen Suk Sub-District, Warin Chamrap District, Ubon Ratchathani Province	33885	4	3	84	448,945
			39215	1	2	22	
			39216	10	2	37	
			49730	10	0	1	
	2.4 Land and Buildings (Hypermarket)	Khlong Nueng Sub-District, Khlong Luang District, Pathum Thani Province	54624	26	3	17	1,227,200
	2.5 Land and Buildings (Hypermarket)	Dan Khun Thot Sub-District, Dan Khun Thot District, Nakhon Ratchasima Province	7100	7	1	2.3	252,450
			7101	7	0	0.5	
			37251	1	1	63	
	2.6 Land and Buildings (Hypermarket)	Samran Sub-District, Muang District, Yasothon Province	5901	2	2	59	459,450
			37483	11	0	50	
			40438	3	1	46.4	
			49585	0	3	16.8	
			49586	0	3	16.8	
			56015	2	1	40	
			59124	8	3	51	
	2.7 Land and Buildings (Hypermarket)	Kerng Sub-District, Muang District, Mahasarakham Province	9806	1	3	57.5	535,840
			25026	0	2	22	
			25027	3	0	0	
			42109	3	0	0	
			63569	0	1	4.9	
			63570	0	1	4.9	
			63571	0	1	4.9	
			63572	0	1	5	
			66031	2	0	79	

(Translation)

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
			71871	3	0	63	
			74712	4	1	29	
			74713	2	0	94	
			75917	0	0	71	
			75918	1	3	76	
			75919	1	0	14	
			75920	3	1	67	
			75921	1	3	13	
			75922	3	1	19	
			75924	0	0	44	
3	**List of the Sale Assets of BJCCON**						
	Vacant Land	Songkon Sub-District, Kaengkoi District, Saraburi Province	48273	6	2	80	1,675
4	**List of the Sale Assets of BJS**						
	Vacant Land	Laem Fa Pha Sub-District, Phra Samut Chedi District, Samut Prakan Province	Nor.Sor. 3 100	6	2	78.0	95,900
			Nor.Sor. 3 101	0	0	60.0	
5	**List of the Sale Assets of MARBLE**						
	5.1 Vacant Land	Songkon Sub-District, Kaengkoi District, Saraburi Province	48286	69	3	85	40,250
	5.2 Vacant Land	Nong Kae Sub-District, Hua Hin District, Prachuap Khiri Khan Province	4312	3	1	81	9,650

No.	Description of Land and Buildings	Location	Title Deed No.	Area: Rai	Area: Ngan	Area: Square Wah	Transaction Price (Thousand Baht)
6	**List of the Sale Assets of WAT7**						
	Land and Buildings (2-Story House)	Kheawa Rai Sub-District, Kosum Phisai District, Mahasarakham Province	17315	4	1	96	159,100
			17317	14	0	66	
			17318	12	2	77	
			17319	14	2	80	
			19327	10	2	63	
			29592	3	2	52	
			29593	9	3	19	
			31551	8	3	63	
			70657	4	1	50.9	
			70658	3	0	16.1	
			70659	5	2	92	
7	**List of the Sale Assets of BJF**						
	Land and Buildings (Production Factory and Warehouse)	Bang Sao Thong Sub-District, Bang Sao Thong District, Samut Prakan Province	5345	5	3	56	383,800
			56916	9	1	13	
8	**List of the Sale Assets of T9**						
	8.1 Land and Buildings (Hypermarket)	Nadee Sub-District, Muang District, Udon Thani Province	23709	19	2	53.6	554,450
	8.2 Land and Buildings (Hypermarket)	Tha Sala Sub-District, Muang District, Lopburi Province	12561	2	1	79	578,250
			17092	9	2	34	
			21090	2	0	44	
			22869	0	0	86	
			22870	0	0	87	
			22871	0	1	6	

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
			22957	0	0	10	
			22958	0	0	9	
			57386	0	1	90	
			70413	0	0	97	
	8.3 Land and Buildings (Hypermarket)	Wang Pai Sub-District, Muang District, Chumphon Province	2803	5	1	38.1	584,500
			3337	3	1	65.2	
			3547	6	0	95.5	
			4196	1	3	7.3	
			22774	0	3	3.9	
			22775	0	3	91.6	
			22776	0	2	24.5	
			22777	0	2	27.1	
			22778	0	2	99.3	
			22779	0	2	13.4	
			71014	0	3	63.4	
			71016	0	1	43.	
9	**List of the Sale Assets of RIL**						
	9.1 Vacant Land and Buildings	Khlong Khut Sub-District, Tha Mai District, Chanthaburi Province	47396	4	3	42.5	89,350
			55822	4	2	80.9	
	9.2 Land and Buildings (Production Factory and Warehouse)	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2488	4	0	56	236,200
			2490	2	0	3	
			5712	1	1	64	
			16493	0	2	97	
			19693	0	0	4	
			19694	0	1	26	
			254209	1	3	48	

(Translation)

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
10	**List of the Sale Assets of TGI**						
	10.1 Vacant Land	Dan Swee Sub-District, Swee District, Chumphon Province	18667	74	1	34.9	16,000
			18916	50	1	87.6	
			19525	7	2	48.6	
			19526	4	1	69	
	10.2 Vacant Land	Bangnumjeud Sub-District, Lang Suan District, Chumphon Province	21533	22	2	74	68,800
			21534	21	3	83	
			21535	13	1	62	
			21842	13	1	76	
			27630	40	3	59.2	
			27631	5	3	37.1	
			27632	11	0	72.9	
			27633	7	0	98.5	
			27634	9	1	2.3	
			27635	12	2	66.4	
			21536	11	2	64	
			21537	11	1	54	
			21838	14	2	60	
	10.3 Vacant Land	Sanam Chai Sub-District, Na Yai Am District, Chanthaburi Province	17845	13	0	60	8,550
			17849	9	2	0	
	10.4 Vacant Land	Mai Rood Sub-District, Khlong Yai District,Trat Province	134	18	2	91.1	92,700
			157	58	2	39	
			135	15	1	8.7	
	10.5 Vacant Land	Sak Pong Sub-District, Klaeng District, Rayong Province	2732	39	3	56.3	39,900

(Translation)

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
	10.6 Vacant Land	Klaeng Sub-District, Muang District, Rayong Province	87878	11	1	9.8	13,500
	10.7 Land and Buildings (Vacation Home)	Cha-Am Sub-District, Cha-Am District, Phetchaburi Province	27481	0	0	45	3,475
	10.8 Land and Buildings (Warehouse)	Rat Burana Sub-District, Rat Burana District, Bangkok	1529	1	0	75	2,571,400
			1963	0	2	53	
			4346	0	0	13	
			4347	0	0	10	
			6047	0	2	9	
			6048	0	2	60	
			6049	0	3	7	
			1525	2	0	55	
			1526	17	2	7	
			1997	0	1	65	
			1998	2	0	36	
			2032	0	1	79	

(Translation)

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Transaction Price (Thousand Baht)
				Rai	Ngan	Square Wah	
11	**List of the Sale Assets of WG**						
	11.1 Land and Buildings (Factory)	Khlong Nueng Sub-District, Khlong Luang District, Pathum Thani Province (Navanakorn)	14119	15	3	73	144,500
	11.2 Land and Buildings (Warehouse and Factory)	Bang Cha Lhong Sub-District, Bang Phli District, Samut Prakan Province	4621	3	3	86	775,600
			4622	5	1	25	
			37577	10	2	62	
			42154	2	2	0	
			48435	13	0	20	
			48436	18	0	0	