



บริษัท ปลุกผักเพราะรักแม่ จำกัด (มหาชน) (สำนักงานใหญ่)

PLUK PHAK PRAW RAK MAE PUBLIC COMPANY LIMITED (HEAD OFFICE)

411 หมู่ 2 ตำบลหนองจ่อม อำเภอสันทราย จังหวัดเชียงใหม่ 50210

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เลขประจำตัวผู้เสียภาษี 0107567000104

Minutes of the 2025 Annual General Meeting of Shareholders

of

Pluk Phak Praw Rak Mae Public Company Limited

The 2025 Annual General Meeting of Shareholders (the “**Meeting**”) of Pluk Phak Praw Rak Mae Public Company Limited (the “**Company**”), via electronic means only and livestreamed from The rice Tower, Tower, 1467/8 Phaholyothin Road, 9th Floor, Room 904, Phayathai District, Phayathai, Bangkok, on Wednesday, April 2, 2025, at 14.00 hrs.

All 7 Directors participated in the Meeting (representing of 100% of the total number of directors).

Directors presented at the Meeting venue

- | | | |
|----|--|---|
| 1. | Associate Professor
Dr. Somsak Chaovitsaree | Independent Director, Chairman of the
Board, Audit Committee |
| 2. | Mr. Udomsak Rojviboonchai | Independent Director, Chairman of the
Audit Committee, Nomination and
Remuneration Committee |
| 3. | Dr. Chanon Chingchayanurak | Independent Director, Chairman of the
Nomination and Remuneration Committee,
Audit Committee |
| 4. | Mr. Chalakon Eakchaipatanakul | Director, Nomination and Remuneration
Committee, Chairman of Executive,
Chief Executive Officer |
| 5. | Mr. Woradet Suchaibunsiri | Director, Executive Committee,
Chief Supply Chain Management Officer |
| 6. | Mr. Sira Srisuksai | Director |

Directors attended the Meeting via electronic media

- | | | |
|----|--------------------------|---|
| 1. | Mr. Jirayuth Puwapoonpol | Director, Executive Committee,
Chief Agri-Intelligence Officer |
|----|--------------------------|---|

Directors absent from the Meeting - None -



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Executive presented at the Meeting venue

1. Miss Benyapa Techamaneesathit Executive Committee,
Chief Operation Officer
2. Miss Phavitpen Hlaorattanapaiboon Executive Committee, Chief Financial Officer

Auditor from EY Office Company Limited., presented at the Meeting venue, namely:

Mr. Kittiphun Kiatsomphob Certified Public Accountant (CPA) Registration No.8050

Representative from KPMG Phoomchai Audit Ltd., being witness and vote-counting auditor during the voting process, presented at the Meeting venue, namely:

Miss Naphasorn Tantisangwarakun

Representative from IFF LEGAL CO., LTD. being witness and vote-counting auditor during the voting process, via electronic media, namely: Miss Premrudee Prasobchoksomboon and Miss Nattacha Ngamsane

Starting the Meeting

Miss Anchana Mahawongtikul, the Company Secretary, welcomed the shareholders and proxies to the 2025 Annual General Meeting of Shareholders via electronic media. and informed that the Shareholders' meeting for the year 2025 was held via electronic media, in accordance with the Emergency Decree on Electronic Means Meeting B.E. 2563 (2020) and the announcement of the Ministry of Digital Economy and Society RE:Standards for maintaining security of meetings via electronic means B.E. 2563 (2020), as well as other relevant laws and regulations. The company has invited representatives from the auditors and external legal firms to be a witness and vote-counting auditor to ensure transparency, legally, compliance to the company regulations and good corporate governance.

The Board of Directors approved the organization of the 2025 Annual General Meeting of Shareholders via electronic means only, of which the shareholders were notified through the SET Portal on February 6, 2025, and the Record Date was set for February 20, 2025. For the meeting invitation and related documents, the company published them on its website and notified the Stock Exchange of Thailand on February 27, 2025, at least 28 days prior to the meeting. The invitation



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and meeting documents were also mailed to shareholders on March 6, 2025, at least 21 days before the meeting.

introduced to the Meeting the Directors, Executives, Auditor from EY Office Company Limited.

The Company Secretary then introduced the members of the Board of Directors, the executives present in the meeting room, and director attending the meeting via electronic media, auditors from EY Office Company Limited and the representatives of the auditors, as well as the legal consulting firm, being witness and vote-counting auditor during the voting process. including the Shareholders' right protection volunteer, from Thai Investors Association, Miss Chanathip Wittayakul, who attended to observe the meeting along with the shareholders.

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

1. The Meeting via electronic means will be conducted through a system that has standards and has been certified and passed a self-assessment of compliance from the Electronic Transactions Development Agency (ETDA) as follows:

- **Zoom Meeting Electronic Meeting Control System**, which has been certified and complies with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020) and Information Security Standards of Meetings Control Systems.

- **Inventech Connect Voting System**, which has passed a self-assessment and complies with the Recommendation on the Standard For Electronic Voting Systems.

The Meeting system is controlled by Inventech Systems (Thailand) Co., Ltd., whereby the shareholders could attend via computer. laptop. tablet. or smartphone.

2. At this meeting, the Company will collect, use, and disclose personal Information, including photos, audios, and videos, of shareholders or proxies who were entitled to attend the meeting (the "Attendees") attending the Meeting for the purpose of recording and preparing minutes of the Meeting, as well as for management of the Meeting.



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3. The Attendees had to authenticate their identity to obtain a username and password, in accordance with the method specified by the Company, which the Company has provided such details in the meeting invitation letter. The Attendees have agreed to follow the attendance rules for the electronic meeting format. By pressing the "Login" button, it was assumed that the Attendees had already registered to attend the Meeting, and the number of shares held by the shareholders will be counted toward a quorum.

4. The Meeting would proceed the agenda in the order specified in the Meeting invitation letter. Information on each agenda item would be presented and shareholders would be given the opportunity to ask questions first. Then a resolution would be voted and the voting results would be announced to the Meeting after the vote counting for that agenda had been completed respectively.

5. For voting, all shareholders have one vote per share. A shareholder may cast his or her vote to either approve, disapprove, or abstain from voting, except for the case of custodian, voting be separated. Voting in the proxy form delivered to the Company which were filled in with more than one mark or that casts with a vote expressing a conflict of intent, should be considered as invalid ballot.

6. In voting, the shareholders had to select the agenda item they wish to vote on. The shareholders could press for voting which were Approve, Disapprove, and Abstain. The shareholders could press the voting button as per their wishes. In the case that shareholders or proxy holders received proxies from many shareholders, the system would display all names of the grantors and the voting would be separated for each user account. In case of voting cancellation, the shareholders would press "Cancel the vote" button. For any shareholders who did not vote within the specified period, the Company would assume that the shareholders agreed on that agenda item.

7. In the case that shareholders registered to leave the Meeting before the vote on any agenda item had been closed, votes of the shareholders would not be counted as part of the quorum for that agenda item and their votes would not be counted for such agenda item and the remaining agenda item. However, leaving the Meeting on any agenda item did not preclude shareholders or proxies from returning to the Meeting and voting in the system the agenda item which is not proceed.



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8. The shareholders could amend their votes at any time until the voting for such agenda item was closed in the system to collect votes and announced the voting results of that agenda item to the Meeting. After the voting was closed, the shareholders could not vote for such agenda item anymore.

9. The Company provided at least 1 minute for voting in the system for each agenda item. Except for Agenda Item 4, which related to the election of directors to replace those who are retired by rotation, the shareholders were requested to cast their votes on this agenda item by voting for each nominated candidate separately, thus, the Company provided at least 1 minute for voting for each nominated candidate.

10. In counting votes, the Company will deduct the votes of disapprove, abstain and invalid ballot from all of the votes of the shareholders attended the Meeting and had the right to vote, and the rest votes would be counted as "approved".

11. For the shareholders who had appointed proxies to attend the Meeting and cast their votes in advance according to the shareholders wishes, the Company will included such votes in all votes for each agenda item.

12. In the case that shareholders or proxy holders received proxies from many shareholders by using the same email address and telephone number to verify their identities for proxy, the system would combine the names of shareholders in the same user account. In the case of using different email addresses and phone numbers to verify identity, the system would not combine the names of shareholders but would separate user accounts. Therefore, if the proxy would like to access another user account, pressing to select the menu "User Account", then the "Change Account" button to access the account of other shareholders. By doing the Change Account, the system would not take the votes out of the vote base.

13. For counting votes:

- The Meeting's resolutions of agenda Items 2, 3, 4 and 6 requires a majority vote of the shareholders attending the Meeting and casting their votes for approval, whereby the votes shall be counted by only accumulating the votes of approval, disapproval and invalid ballots cast by the shareholders who cast their vote. The votes of abstention shall be excluded.



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- Agenda Item 5, it requires votes of not less than two-thirds of the total votes of the shareholders present at the Meeting for approval, whereby the votes shall be counted by accumulating all votes of approval, disapproval, abstention and invalid ballots.
- For Agenda Item 4, the shareholders were requested to cast their votes on this agenda item by voting for each nominated candidate separately.
- For Agenda Item 1, this agenda item is for acknowledgment and there will be no casting of votes.

14. The shareholders had to vote on each agenda item prior to the vote being closed for casting the votes in the particular agenda item. If the shareholders would like to register to leave the quorum before the vote on any agenda item had been closed, the shareholders would press "Account" menu, then "Register to leave the quorum" button. The system would notify to confirm to leave the Meeting. If the shareholders wished to leave the Meeting, such shareholders would press "Confirm" button. In this regard, votes of the shareholders who registered to leave the quorum before the vote on such agenda item had been closed would not be counted as part of the quorum for that agenda item and their votes would not be counted for such agenda item and the rest. However, using the "Register to leave the quorum" option on any agenda item did not preclude from returning to the Meeting and voting in the system on the next agenda item. Also would not affect the vote of the shareholders in the agenda item that the vote has been completed.

15. In case the shareholders or proxies who attended the Meeting unintentionally exit the meeting room before the vote on any agenda item had been closed, such shareholder were still counted as part of the quorum in such agenda item and their votes were counted for such agenda item.

16. In the event that the shareholders encounter problems in entering the Meeting system or voting system, please study and follow the instructions as provided with the invitation to this Meeting or select "Help" menu in the system. And may contact Inventech Call 02-460-9226

17. If there is a system failure during the Meeting, the shareholders shall receive the email for returning to the Meeting through the backup system.

The Company Secretary then informed the Meeting with regard to question submission and expressing opinion, as follows:



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1. Before voting on each agenda item, the Company shall give the Attendees an opportunity to ask questions and express opinion regarding issues related to such agenda as appropriate, with 1 minutes for each agenda item, For asking questions, the shareholders shall select the agenda that would like to ask or express opinion, then press the "Question" button. The questions and opinions would be submitted through 2 channels as follow:

- Via message by typing your questions or opinion as wished, then press "Send Question" button. The Company will read and answer the questions related to that agenda to the meeting. In the event that a large number of questions are sent into the system, the Company reserve the right to consider in selecting the questions as appropriate.

- Via VDO Conference by pressing "Inquire by VDO Conference" button, after that press "OK" button to confirm the reservation. The Facilitator would provide the first and last names of the Attendees who are entitled to ask questions : Please keep the camera and microphone on. When receiving the signal from staff to ask the questions or express opinion, kindly inform your name, surname and status (shareholder or proxy) before asking question or expressing opinion every time so that the Company can record in the minutes of the Meeting accurately and completely.

2. The Company asks for cooperation to send the questions during the period that the Company provides the opportunity only and the shareholders shall submit the questions related to the agenda being considered. If the shareholder has questions or opinions in addition to the agenda item being considered, kindly ask or express opinions in other matters agenda item at the end of the Meeting.

3. In the event that a large number of questions related to such agenda are sent into the system, the Company would consider in selecting the questions as appropriate. This includes the cases where shareholders ask a large number of question through audio-visual in the system. To keep time of the Meeting, shareholders are requested to ask questions via text message so that the Company's officer can answer them or take the shareholders' questions to answer at the end of the Meeting.

4. With regard to any questions not responded to during the Meeting, the Company would summarize these questions and provide responses in an attachment to the minutes of the Meeting.



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5. In addition, the Company requested that the shareholders concisely express their opinions and concisely submit their questions. In this regard, the Company reserved the right to cut off the images and sounds of the Shareholders who asked the questions or expressed impolite comments or defamation of others or violating any laws, including the violation of the right of others or disturbing the Meeting or causing any troubles to other Attendees.

In this regard, to promote good corporate governance and treat all shareholders equally, the Company provides the opportunity to the Company's shareholders to propose the agenda for the Annual General Meeting of Shareholders in accordance with the criteria specified by the Company on the Company's website between 15 October 2024 to 30 November 2024, but it appeared that no shareholder proposed the agenda to the Company.

Then, the Company Secretary informed the meeting that there were 42 shareholders attending the meeting in person, holding a total of 302,152,054 shares, and 45 proxy shareholders, holding a total of 141,686,701 shares. In total, 87 shareholders, both attending in person and by proxy, participated in the meeting, holding a total of 443,838,755 shares, which accounted for 72.8799% of the total shares issued by the company. Therefore, the meeting was considered to have a quorum in accordance with the Articles of Association of the Company, Article 39, which states that there must be at least 25 shareholders and proxies present, and the total shares represented must be at least one-third of the total issued shares.

Mr. Somsak Chaovisitsaree, the Chairman of the Board ("The Chairman"), opened the meeting and informed the attendees about the disruption caused by the earthquake disaster on March 28, 2025. The Board of Directors' Special Meeting No. 1/2025 resolved to postpone the Annual General Meeting of Shareholders for the year 2025 from the original date of March 28, 2025, at 14:00 to April 2, 2025, at 14:00.

The Chairman then proceeded with the Meeting in accordance with the following 7 agenda item:



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Agenda 1 To acknowledge the operating results for the year 2024

The Chairman invited and assigned Mr. Chalakon Eakchaipatanakul, Director and Chief Executive Officer, to present the details of this agenda to the Meeting.

Mr. Chalakon Eakchaipatanakul informed the Meeting that, the Company had prepared the Board of Directors' report on the company's performance for the year 2024, as detailed in the 2024 Annual Report, which had been sent to the shareholders along with the meeting invitation, then requested to present the company's video to the meeting before presenting the summary of the performance results for the year 2024.

Then Mr. Chalakon Eakchaipatanakul informed the Meeting that, the Company operates with the vision of committing to the path of organic agriculture, which is beneficial to both ourselves and society, and with the mission of delivering organic vegetables from farms, selecting chemical-free ingredients, and offering a healthy meal experience for everyone. The company also aims to provide care and hospitality as if welcoming family members, while continuing to support like-minded partners in the organic movement.

Brand Values

1. Local: Passionate about organic farming, believing it to be the best way to practice agriculture and ensure sustainable growth for the company.
2. Generous: Confident in the strong bonds of family, the unity of living together in one place for one purpose, which is love. The company treats everyone as if they were family, offering the best from the heart.
3. Progressive: Committed to continuous growth and development without stopping.

The Company operates its business from upstream to downstream.

The Company is committed to producing and distributing high-quality organic products for the health and well-being of consumers. It cultivates organic vegetables in certified international standard farms in Chiang Mai, which are used in various brands under the company. The Company



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has a total of 5 farms, covering more than 380 rai, with a total production capacity of over 850,000 kilograms per year. This enables the company to produce a large quantity of organic vegetables to meet the continuously growing market demand.

As of the end of 2024, the Company has the following health food and beverage outlets: 41 branches of Ohkajhu restaurants; 15 branches of Oh! Juice smoothie healthy; and 1 branch of Ohkajhu Wrap and Roll.

Key Operations and Developments in the Year 2024

March

- Conversion from a limited company to a public company limited and changed name to "Pluk Phak Praw Rak Mae Public Company Limited"
- The Company adjusted the par value of its shares from 100.0 baht per share to 0.5 baht per share.
- The Company increased its registered capital by 79.5 million baht, from the existing 225.0 million baht to 304.5 million baht by issuing up to 159.0 million new ordinary shares at 0.5 baht par value for Initial Public Offering (IPO), including offerings to related persons such as directors, executives, and/or employees of the Company as well as key business partners.

In April, the Company expanded its business by opening the first Ohkajhu Wrap & Roll branch at Emsphere shopping mall, extending the menu items from Ohkajhu restaurants to serve working professionals seeking convenient and quick meals.

In May, the Company launched a new business with the opening of Oh! Juice's first branch at Central Ladprao shopping mall

In November, the Company began expanding its branches to key provinces in the northeastern region, opening 1 branch of Ohkajhu restaurant and 1 branch of Oh! Juice shop in Khon Kaen province.

In December, the Company expanded its Ohkajhu restaurant chain by opening 1 additional branch in the northeastern region, in Nakhon Ratchasima province.



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Summary of the 2024 Performance

The Company achieved strong revenue growth from sales, reaching 2,421.1 million baht, an increase of 41.4% from the previous year. This growth was driven by the expansion of 8 branches of Ohkajhu restaurants, 15 branches of Oh! Juice stores, and 1 branch of Ohkajhu Wrap and Roll, meeting the company's targets. At the same time, the same-store sales growth (SSSG) also increased by 7.7%.

The Company's gross profit amounted to 1,077.8 million baht, an increase of 39.4% from the previous year, in line with the higher sales. The Company's earnings before interest, taxes, depreciation, and amortization (EBITDA) were 445.4 million baht, 33.2% increase from the previous year, reflecting improved performance. As a result, the company achieved a net profit of 201.7 million baht, an increase of 43.4% from the previous year, and a net profit excluding one-time special items of 223.2 million baht, an increase of 58.7%.

Corporate Governance Operations

Key developments and actions in 2024 related to anti-corruption efforts are as follows:

1. In 2024, the Board of Directors approved the Code of Conduct, Corporate Governance Policy, the Anti-Corruption Policy, the Conflict of Interest Policy, Whistleblowing Policy, and Insider Information Policy, among others.
2. The Audit Committee and internal auditors reviewed and ensured that the company conducted its operations in compliance with securities and stock market laws, the regulations of the Stock Exchange of Thailand, and other laws relevant to the company's business, as well as adhering to the Articles of Association of the Company.
3. In accordance with the anti-corruption policy, communication was made to ensure that all executives and employees refrained from accepting or giving any gifts related to their duties with customers, business partners, and stakeholders during the New Year festival or any other occasion.
4. The company provided an opportunity for the public to file complaints if they encounter any inappropriate behavior by directors, executives, or employees, or any violations of the company's business ethics, or any matters that may cause harm to the company, through the designated whistleblowing channels.



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The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

As there were no questions or comments from shareholders, the Chairman informed the meeting to acknowledge the operating results for the year 2024, as proposed in all respects.

The Meeting acknowledge the operating results for the year 2024

Agenda Item 2 To consider and approve the financial statement for the year ended December 31, 2024

The Chairman invited and assigned Mr. Chalakon Eakchaipatanakul, Director and Chief Executive Officer, to present the details of this agenda to the Meeting.

Mr. Chalakon Eakchaipatanakul informed the Meeting that, The Public Limited Companies Act B.E. 2535 (as amended), Section 112, and the Articles of Association of the Company, Article 46, the Board of Directors is required to prepare a balance sheet and a statement of profit and loss as at the end of the fiscal year of the Company for submission to the Annual General Meeting of Shareholders for consideration and approval. The Board of Directors must also ensure that such financial statements are audited by the auditor prior to submission to the shareholders' meeting. In this regard, the Company has prepared its financial statements for the fiscal year ended 31 December 2024, as detailed in Section 3 - Financial Statements of the Annual Registration Statement / Annual Report (Form 56-1 One Report), which has been made available to shareholders and can be accessed via the QR Code attached to this invitation. The key financial details are as follows:

In 2024, the company had total assets of 2,690,762,538 baht, total liabilities of 951,739,398 baht, and shareholders' equity of 1,739,023,140 baht. The paid-up capital was 304,500,000 baht, with total revenue of 2,444,127,562 baht and a net profit of 201,687,858 baht. The basic earnings per share were 0.41 baht per share.

Then, Mr. Chalakon Eakchaipatanakul proposed that the shareholders consider approve the financial statement for the year ended December 31, 2024, which have been audited by the auditor



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and reviewed by the Audit Committee. The financial statements are presented in the 2024 Annual Report or Form 56-1 One Report, which has been sent to the shareholders.

The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

As there were no questions or comments from shareholders, the Chairman proposed that the meeting consider the approve of the financial statement for the year ended December 31, 2024, as proposed in all respects.

The Meeting considered and cast their votes as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,779,505	100.0000
Disapprove	0	0.0000
Abstain	0	-
Invalid ballots	0	0.0000

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, to approve the financial statement for the year ended December 31, 2024, as proposed in all respects.

Agenda Item 3 To consider and approve the allocation of the net profit as a legal reserve and dividend payment from the operating results for the year 2024

The Chairman invited and assigned Mr. Chalakon Eakchaipatanakul, Director and Chief Executive Officer, to present the details of this agenda to the Meeting.

Mr. Chalakon Eakchaipatanakul informed the Meeting that, The Public Limited Companies Act, Section 115, and the Association of the Company, Article 51, no dividends shall be paid other than out of profits. If the Company has accumulated losses, dividends shall not be distributed. The dividend payment shall be made in proportion to the number of shares, on a per-share basis, and must be approved by the shareholders' meeting.



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The Public Limited Companies Act, Section 116, and the Association of the Company, Article 53, the Company must appropriate at least five (5) per cent of its annual net profit, after deducting accumulated losses (if any), as a legal reserve until such reserve reaches at least ten (10) per cent of the registered capital and;

The Company has a dividend payment policy of distributing at least forty (40) per cent of its net profit from its separate financial statements, after deducting corporate income tax and allocations to all required reserves under the applicable laws and the Company's Articles of Association. However, the dividend payout may be lower than this threshold, subject to various factors such as economic conditions, the Company's financial performance and financial position, cash flow, working capital, investment and business expansion plans, outstanding liabilities, restrictions under loan agreements, and other relevant considerations. The Board of Directors will carefully evaluate these factors before making any dividend recommendations.

The dividend payment details based on the operating results for the year 2024 are as follows:

Details of Dividend Payment	2024 (As currently proposed)	2023
Net profit from separate financial statements (Baht)	201,687,858	140,647,983
Number of shares (shares)	609,000,000	2,250,000
Allocation to legal reserve (Baht)	17,200,000	2,000,000
Dividend payment rate (Baht per share)	0.16	35.00
Total dividend payment (Baht)	97,440,000	78,750,000
Dividend payout ratio (%)	48.31	55.99

According to the Company's performance for the year ending December 31, 2024, the company has reported a net profit in its separate financial statements amounting to 201,687,858 Baht. In accordance with the Company's dividend policy, the company is required to pay dividends at least forty (40) per cent of the net profit after corporate income tax from the separate financial statements and after deducting any reserves as stipulated in the Company's Articles of Association and by law. The Company will consider various factors when determining dividend payments, such



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as economic conditions, the Company's financial performance and financial position, cash flow, working capital, investment and business expansion plans, outstanding liabilities, restrictions under loan agreements, and other relevant considerations. The Board of Directors will carefully evaluate these factors before making any dividend recommendations.

The Board of Directors has considered the performance for the year 2024, which shows a net profit, and therefore proposes to approve the allocation of the net profit for the year 2024 as a legal reserve at a rate of no less than 5%, amounting to 17,200,000 Baht, and the payment of dividends for the year 2024 at 0.16 Baht per share, totaling 97,440,000 Baht. The dividend payment rate is in accordance with the Company's established dividend policy. The Company will make the dividend payment to shareholders that are entitled to receive dividends according to the list of names as it appears at the Record Date on February 20, 2025, and the dividend will be paid on April 25, 2025.

The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

As there were no questions or comments from shareholders, the Chairman proposed that the meeting consider the approve of the allocation of the net profit as a legal reserve and dividend payment from the operating results for the year 2024, as proposed in all respects.

The Meeting considered and cast their votes as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,780,606	100.0000
Disapprove	0	0.0000
Abstain	0	-
Invalid ballots	0	0.0000

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, to approve the allocation of the net profit as a legal reserve and dividend payment from the operating results for the year 2024, as proposed in all respects.



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Agenda Item 4 To consider and approve the election of directors to replace those who are due to retire by rotation

The Company secretary informed the meeting that, to comply with the principles of good corporate governance and to ensure transparency, the three directors whose terms are expiring, namely: 1) Mr. Somsak Chaovisitsaree, 2) Mr. Chalakon Eakchaipatanakul, and 3) Mr. Jirayuth Puwapoonpol, are requested to leave the meeting before the consideration of this agenda item. After the discussion on this agenda item is concluded, the three directors will be invited to attend the meeting

The chairman of the Audit Committee, Mr. Udomsak Rojviboonchai, was then invited to preside over this agenda item.

The Chairman invited and assigned Dr. Chanon Chingchayanurak, Chairman of the Nomination and Remuneration Committee, to present the details of this agenda to the Meeting.

Dr. Chanon Chingchayanurak informed the Meeting that, The Public Limited Companies Act, Section 71, and the Association of the Company, Article 21, at every annual general meeting of shareholders, one-third (1/3) of the directors shall retire from office This year, three directors are retiring by rotation, namely:

- | | |
|----------------------------------|----------------------|
| 1. Mr. Somsak Chaovisitsaree | Independent Director |
| 2. Mr. Chalakon Eakchaipatanakul | Director |
| 3. Mr. Jirayuth Puwapoonpol | Director |

The Company has announced on the Company's website and via the Stock Exchange of Thailand's system to give shareholders the opportunity to nominate persons to be elected as the Company's directors at the Annual General Meeting of Shareholders for the Year 2025 between October 15, 2024, and November 30, 2024, in accordance with the principles of good corporate governance of listed companies. However, when the specified period had lapsed, no shareholders had nominated any persons to be considered as directors of the Company.

The Nomination and Remuneration Committee (excluding directors with vested interests) has opined that the three directors possess qualifications suitable for the company's business



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operations, in accordance with the criteria and process for the nomination of directors. The retiring directors have the right to be re-elected for another term. The company has attached the brief biographies of the three directors in the document accompanying the meeting invitation. I therefore request the meeting to consider and vote for the re-election of each retiring director individually, in line with the recommendations of the Securities and Exchange Commission (SEC), which aims to ensure transparency in the voting process for the election of directors.

Dr. Chanon Chingchayanurak then the meeting to consider the qualifications of each of the three directors, namely: 1) Mr. Somsak Chaovitsaree, 2) Mr. Chalakon Eakchaipatanakul, and 3) Mr. Jirayuth Puwapoonpol, based on the brief biographies displayed on the screen.

The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

As there were no questions or comments from shareholders, the Chairman proposed that the meeting consider the approve of the election of directors to replace those who are due to retire by rotation, as proposed in all respects. In the consideration of the election of directors, the meeting was requested to vote for each director individually, allowing shareholders to exercise their discretion in thoroughly considering the qualifications of each nominee for the position of director of the Company.

The Meeting considered and cast their votes as follows:

1. Mr. Somsak Chaovitsaree Holding the position of Independent Director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,784,406	99.9984
Disapprove	7,200	0.0015
Abstain	100	-
Invalid ballots	0	0.0000



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2. Mr. Chalakon Eakchaipatanakul Holding the position of Director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,791,606	100.0000
Disapprove	0	0.0000
Abstain	100	-
Invalid ballots	0	0.0000

3. Mr. Jirayuth Puwapoonpol Holding the position of Director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,791,606	100.0000
Disapprove	0	0.0000
Abstain	100	-
Invalid ballots	0	0.0000

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, the election of directors to replace those who are due to retire by rotation of the three retiring directors, as proposed in all respects.

The Company secretary invited the three directors to attend the meeting.

Agenda Item 5 To consider and approve the directors' remuneration and the subcommittee member for the year 2025

The Chairman invited and assigned Dr. Chanon Chingchayanurak, Chairman of the Nomination and Remuneration Committee, to present the details of this agenda to the Meeting.

Dr. Chanon Chingchayanurak informed the Meeting that, The Board of Directors, after appropriate review by the Nomination and Remuneration Committee, has considered the criteria for determining the remuneration for the Company's directors, considering various factors, including the company's performance, the directors' work performance, and the duties and responsibilities



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assigned. The remuneration is set at a level that is appropriate and comparable to businesses and industries of similar nature, as well as benchmarked against the average remuneration for directors of listed companies based on the survey report by the Thai Institute of Directors Association. Therefore, it is deemed appropriate to propose maintaining the same remuneration rates for all items as those in 2024, with the following details:

Remuneration Component	2025 (As currently proposed)	2024
Board of Directors		
Monthly Remuneration (Baht/person)		
• Chairman	42,000	42,000
• Director	30,000	30,000
Meeting Allowance (Baht/person/time) (for those in attendance only)		
• Chairman	10,000	10,000
• Director	10,000	10,000
Sub-committees		
1. <u>Audit Committee</u> (*meetings to be held at least once per quarter)		
Monthly Remuneration (Baht/person)		
• Chairman	20,000	20,000
• Director	10,000	10,000
Meeting Allowance (Baht/person/time) (for those in attendance only)	None	None
2. <u>Nomination and Remuneration Committee, and other subcommittees which may be appointed by the Board of Directors as deemed appropriate in the future</u>		
• Monthly Remuneration (Baht/person)	None	None
• Meeting Allowance (Baht/person/time) (for those in attendance only)	10,000	10,000
3. Remuneration for Executive Directors	None	



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Other benefits - None-

The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

As there were no questions or comments from shareholders, the Chairman proposed that the meeting consider the approve of the directors' remuneration and the subcommittee member for the year 2025, as proposed in all respects.

The Meeting considered and cast their votes as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,791,706	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Invalid ballots	0	0.0000

Resolution: The Meeting resolved, by votes of not less than two-thirds (2/3) of the total number of votes of the shareholders present at the meeting, to approve the directors' remuneration and the subcommittee member for the year 2025, as proposed in all aspects.

Agenda Item 6 To consider and approve the appointment of auditors and the determination of audit fees for the year 2025

The Chairman invited and assigned Mr. Udomsak Rojviboonchai, Chairman of the Audit Committee, to present the details of this agenda to the Meeting.

Mr. Udomsak Rojviboonchai informed the Meeting that, The Public Limited Companies Act, Section 120, and the Association of the Company, Article 43, the Annual General Meeting of Shareholders is required to appoint the Company's auditors and determine the audit fees on an annual basis.

In the consideration of the appointment of the auditor and the determination of the audit fee for the year 2025, the proposal has been reviewed by the Audit Committee and the Board of



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Directors. The committee has selected EY Office Limited as the company's auditor for the year 2025, a firm that has been approved by the Securities and Exchange Commission (SEC). EY has internationally recognized standards of practice, expertise in auditing, and has performed its duties excellently in the past, ensuring that the company's audits are of high quality and reliable. Additionally, when comparing the workload and audit fees of other companies of similar size, it is determined that the audit fees of EY Office Limited are appropriate. The list of auditors is as follows:

1. Mr. Kittiphun Kiatsomphob CPA Registration No. 8050; and/or
2. Miss Kessirin Pinpuvadol CPA Registration No. 7325; and/or
3. Mr. Vorapoj Amnauypanit CPA Registration No. 4640

The above-mentioned auditors have no relationships or vested interests with the company, its executives, major shareholders, or any parties related to such individuals. It is determined that one of the auditors listed above will perform the audit and express an opinion on the company's financial statements. In the event that the three auditors are unable to perform their duties, EY Office Limited will provide an alternative licensed auditor from its firm to conduct the audit and express an opinion on the company's financial statements instead. The Board of Directors will ensure that the financial statements are prepared on time and is confident that EY Office Limited will be able to provide audit services within the required timeframe, as it is a large auditing firm with sufficient and appropriately allocated teams, as well as a well-organized audit plan.

For the audit fee in 2025, EY Office Limited has proposed a fee of 2,200,000 Baht.

The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

Mr. Chairat Ngambunanan, a shareholder, submitted a question via message as follows:

Would you like to compare the market price with other firms because there is a 10% price increase this year?



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Mr. Udomsak Rojviboonchai, Chairman of the Audit Committee informed that, in the consideration of selecting the auditor, the company sent invitations to three auditing firms, all of which are large firms or part of the Big Four. One of these firms proposed a higher fee than EY, while another did not submit a price proposal, possibly due to insufficient auditors or staff. Finally, EY submitted a proposal with a fee of 2,200,000 Baht, an increase of 200,000 Baht from the previous year. The company has already negotiated the price. The reasons for the price adjustment include the increased complexity of accounting standards, the expansion of the company's branches, the addition of new brands, and the diversity of transactions, all of which have resulted in increased workload and the number of hours auditors need to dedicate. However, the company did not consider price alone but also assessed the expertise and preparedness of the auditing firm.

In the absence of further queries and comment, the Chairman proposed that the meeting consider the approve of the appointment of auditors and the determination of audit fees for the year 2025, as proposed in all respects.

The Meeting considered and cast their votes as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	465,784,306	99.9984
Disapprove	7,200	0.0015
Abstain	200	-
Invalid ballots	0	0.0000

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, to approve the appointment of auditors and the determination of audit fees for the year 2025, as proposed in all respects.

Agenda Item 7 Other matter (if any)

The Chairman informed the Meeting that if shareholders or proxies wish to propose matters other than those on the Meeting agenda items, they shall receive votes not less than one-third of the total number of shares sold, or not less than 203,000,000 shares, in order to be included as an agenda item for the Meeting to consider.



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It is appeared that there are no additional agenda items proposed by the shareholders for consideration. The Chairman offered the opportunity for participants to ask questions or make comments, with 2 channels for inquiry: 1) Asking questions via messages, and 2) Asking questions via VDO Conference.

Mr. Chairat Ngambunanan, a shareholder, submitted a question via message as follows:

In the upcoming quarters (Q2, Q3, and Q4), there will be gradual openings of new Ohkajhu branches. How does the company plan to manage pre-opening costs?

Mr. Chalakon Eakchaipatanakul informed that, in 2025, the company plans to open new branches every quarter. Based on last year's experience, the company accelerated the opening of Oh! Juice branches due to the positive response, which led to higher pre-opening costs. However, this year, the openings will be more spread out. The focus for OOKAJO will be on opening smaller branches in Bangkok, compared to the larger XL branches previously opened in Khon Kaen and Nakhon Ratchasima. While there is a plan to expand to one additional branch in the northeastern region at the end of the year, this will help improve the efficiency of the company's logistics cost management this year.

Mr. Suwit Sriwilairit, a shareholder, submitted a question via message as follows:

The company has methods to assure customers that every vegetable served in the restaurant is organic and not sourced from elsewhere?

Mr. Chalakon Eakchaipatanakul informed that the Company grows its own organic salad greens and is certified by USDA, IFOAM, and EU Organic standards, with certification renewed every year. Additionally, the company supports farmers and collaborates with Maejo University, where it inspects farmers' cultivation fields and conducts random soil checks every quarter. The Company also performs random checks on every batch of produce brought in. Currently, the Company is developing an in-house lab to be able to inspect every batch of produce directly, rather than relying solely on random sampling. This will help ensure customers that the company's products are 100% truly organic.

Mr. Chat Nakhonchai, a shareholder, submitted a question via message as follows:

1. How has the recent earthquake affected the company's assets and sales?



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2. Does the company plan to open Ohkajhu branch in the southern region, and if so, when will they open?

3. The products sold in Amazon Coffee stores look great. After expanding the central kitchen, does the company plan to supply products to how many Amazon Coffee branches next year? From observation, most of the company's products are ready-to-eat food with a short shelf life. I would like to know if the company handles the distribution to each branch, or is this the responsibility of OR?

4. Some customers have complained that the drinks at Oh! Juice takes too long to prepare. What solutions does the company have to address this?

5. Why are the Oh! Juice branches at Major Ratchayothin and Mega Bangna are larger than the previous locations?

Mr. Chalakon Eakchaipatanakul informed the meeting that he would like to clarify each of the questions as follows:

1. The Company has insurance coverage for all locations, including branch stores, offices, and vegetable farms. Regarding the earthquake, there was no significant structural damage. However, on the day of the event, there was some impact on revenue as customers left the stores for safety reasons. Nevertheless, this was only a short-term impact.

2. The Company is currently studying the feasibility of opening branches in the southern region, considering both the location and logistics systems. The Company intends to expand into the southern region in the future.

3. The Company supplies products directly to OR and is developing a new central kitchen, which is expected to be completed by the end of Q3 or the beginning of Q4 this year. This will allow for an increase in production capacity by 2-3 times, from the current 400-500 branches to 800-1,000 branches. For ready-to-eat food products with a short shelf life, the company has developed the products to be more suitable and has informed Amazon accordingly.

4. The Company found that the issue was caused by two main factors: the skill level of the staff, which the Company is addressing through training and development to improve efficiency, and the peak time when customers order simultaneously. To solve this, the Company has increased



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delivery channels and coordinated with partners to ensure sufficient riders during peak times, allowing for faster service.

5. The first branches were usually located in malls or city centers, where space was limited and the branches were smaller. However, after receiving positive customer feedback, the company expanded the space in branches with potential to accommodate more customers and also to provide delivery services. The company has worked with partners to offer promotions to better meet customer needs.

The Chairman thanked to all shareholders and proxy holders for spending their time in attending the Meeting and apologized if there was any interruption during the meeting, as well as accept any comments and suggestions from shareholders and proxy holders in order to improve in the next meeting. For the questions that were not answered during the meeting, will be summarized in a document attached to the meeting minutes and then declared the Meeting adjourned.

The Meeting was adjourned at 15.40 hrs.

Sign _____ - Associate Professor Dr. Somsak Chaovitsaree - _____ Chairman of the Meeting

(Associate Professor Dr. Somsak Chaovitsaree)

Chairman of the Board

Sign _____ - Mr. Chalakon Eakchaipatanakul - _____

(Mr. Chalakon Eakchaipatanakul)

Chief Executive Officer

Attachment

Summary of Questions, Answers, and Suggestions from the 2025 Annual General Meeting of Shareholders

Agenda Item 7: Other Matters (if any)

Question Mr. Chairat Ngamboonanan (Shareholder) asked why the Oh! Juice branch at Major Ratchayothin has as many as 17 staff members and 8–9 blenders.

Answer The branch is currently in its initial setup phase, which typically requires a higher staffing level to support the increased customer demand during the opening period. In addition, many of the staff are new, leading to a higher turnover rate in the early stages. To prevent operational disruptions, the company hires approximately 10% more staff than the standard requirement. Moreover, a newly opened store receives support from a setup team and a training team that closely coaches and monitors operations. Therefore, the staff count includes these support teams. In summary, staff planning at each branch is based on projected sales and aligned labor cost targets, which are monitored on a daily, weekly, and monthly basis.

Question Mr. Chairat Ngamboonanan (Shareholder) inquired why the Oh! Juice branch at Mega Bangna has such a large space and whether the rent, calculated as a percentage of gross profit, comes with a high sales guarantee due to the larger area.

Answer The company recognizes the strong purchasing power and high customer traffic in that area, similar to other malls where branches have been successfully opened. The larger space is deemed appropriate to support delivery and takeaway orders. As for the gross profit percentage and sales guarantees, these are in line with other branches. The company considers the space at Mega Bangna suitable based on sales potential and demand in the area, and views it as a strategic location for expansion.

Question Mr. Chairat Ngamboonanan (Shareholder) asked about the SSSG (Same Store Sales Growth) in March and the outlook for 1Q.

Answer SSSG in March showed a decline compared to January. The 1Q25 trend remains flat, primarily due to weakened consumer purchasing power from the economic slowdown and the impact of the natural disaster that occurred on 28 March 2025.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether there are any concerns regarding raw material trends and how the company plans to maintain gross profit margin (GP%) without a drop similar to 4Q.

Answer Currently, the prices of meat products remain stable as the company has locked in prices 6–12 months in advance, depending on the type of meat. Meanwhile, the supply of vegetables and fruits tends to increase during the summer season, resulting in lower prices. To maintain gross profit margins, the company manages costs through various methods, such as product mix optimization, sourcing alternative suppliers offering the same quality at better prices, and leveraging economies of scale through branch expansion for better price negotiations. Additionally, the company incorporates technology to enhance cost efficiency across farms, the central kitchen, and the distribution center.

Question Mr. Chairat Ngambunanan (Shareholder) asked what the major challenges this year that could be might cause the company to miss its 20–30% target.

Answer External factors beyond control, such as weather conditions, natural disasters, political uncertainties, and a sluggish economy, could impact consumer purchasing power. Other challenges include unpredictable consumer behavior and intensified market competition. However, the company is always prepared to adapt and places strong emphasis on maintaining quality—both in raw materials and service. We grow our own organic salad vegetables and utilize an "Always-on Feed" marketing strategy to consistently build brand awareness. We also continuously develop new menu items to engage with target customers regularly and foster ongoing customer interaction.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether the average daily cups sold per Oh! Juice branch still remains at 500, and what the average price per cup or bill is.

Answer Oh! Juice continues to sell approximately 400–500 cups per day per branch, with an average bill size of around THB 200.

Question Mr. Chairat Ngambunanan (Shareholder) asked about the current level of competition and popularity of Ohkajhu, especially as many restaurants have started offering promotions to attract customers.

Answer While competition has become more intense, the company views this as an opportunity. Heightened competition drives us to continuously improve. Every brand has its own strengths—ours begin with the source of our raw materials. We grow our own organic salad vegetables, maintain a central kitchen that ensures consistent quality and flavor, and deliver food and beverages to our customers across all branches. Through ongoing menu innovation and effective communication with customers, we aim to deliver high-quality products and excellent dining experiences. Our goal is to become a "Top-of-Mind" brand, which is what customers immediately think of when they want safe, healthy, and eco-friendly food. We also implement an "Always-on Feed" marketing strategy to consistently increase brand awareness and customer engagement.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether the fried chicken restaurant has a better gross profit (GP) margin than Ohkajhu, whether raw material prices are more volatile, and whether branch expansion can be carried out more quickly.

Answer The raw materials for the fried chicken brand are integrated with Ohkajhu's supply chain, utilizing ingredients from the same farms and shared resources. The company also leverages increased volume from expansion to negotiate better pricing. In terms of gross profit margin, the targeted GP for the fried chicken brand is expected to be higher than that of Ohkajhu over the medium term. As for expansion, the first branch is currently in a pilot phase to study the market and consumer behavior. If feedback is positive, the company plans to expand to five branches in 2025.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether the fried chicken restaurant might cannibalize sales from Ohkajhu, since some customers visit Ohkajhu specifically for fried chicken dishes.

Answer The company has positioned the two brands quite distinctly. Ohkajhu focuses on healthy cuisine with a wide variety of main dishes, particularly salads. The fried chicken brand, on the other hand, is designed to stand out from current market competitors by offering healthier options, unique flavors, and menu variety. The concept revolves around three core principles: better oil, better chicken, and better batter. Moreover, the two brands share the same supply chain and resources, including raw materials sourced from the same farms.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether the company has considered a partnership model for co-developing restaurant brands, similar to the Thong Smith model, where the company holds a major stake.

Answer The company is currently exploring this approach as part of its brand development pipeline. Any progress will be disclosed in due course.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether management is considering a partnership model involving minority shareholding to create synergies or establish new joint venture restaurants together, given that traditional M&A in the restaurant industry often fails.

Answer The company is currently exploring this approach as part of its brand development pipeline. Any progress will be disclosed in due course.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether the Ohkajhu branches planned for this year are in secondary locations, and whether this may result in lower sales per square meter compared to existing branches.

Answer The company has several criteria when selecting new locations, with primary consideration given to foot traffic in busy areas such as shopping centers, office zones, and community hubs. The company believes there are still many high-potential locations where it has not yet expanded.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether some branches, such as Ohkajhu Crystal Park (Ekkamai-Ramintra), might be too large, noting that certain outdoor pavilion areas appear unused and are often used by staff as rest areas.

Answer Thank you for the valuable feedback. The company places great importance on optimizing store space for maximum efficiency and will take this suggestion into consideration to adjust store sizes appropriately based on each location.

Question Mr. Chairat Ngambunanan (Shareholder) suggested that certain branches may not be optimally sized for the customer base and that reducing the size of some stores could potentially increase profitability.

Answer Thank you for the suggestion. The company places high importance on maximizing the efficiency of store space. We will take this feedback into consideration when reviewing and adjusting the store size to better suit each location.

Question Mr. Chairat Ngambunanan (Shareholder) asked whether certain branches may be located too close to each other, such as Design Center Kaset-Nawamin and Crystal Park, while other high-traffic areas such as Fashion Island or Promenade currently have no branches.

Answer The company considers customer behavior and lifestyle in determining store locations, with the goal of providing coverage that meets customer needs as broadly as possible. Nonetheless, we appreciate the feedback. The company is committed to optimizing store space and location strategy. For 2025, we plan to open a new Ohkajhu branch at Fashion Island during the fourth quarter.

Question Mr. Suwit Srivilairit (Shareholder) asked the management to share their experience during the COVID-19 crisis — how the company survived and how it supported employees, partners, and its network of farmers.

Answer During the government-mandated closure of dine-in services and shopping centers, the company and its team immediately organized meetings to implement a delivery model, which was launched within 10 days. This allowed the company to continue generating revenue, albeit at more than 50% below normal levels. When restrictions were slightly eased to allow sales without dine-in, we were able to reopen additional branches under the delivery-only model.

Prior to the pandemic, the company already had some presence on delivery platforms, although not significantly. This early presence enabled a quick transition without waiting for the 7–14 day application period required by delivery services. We also encouraged employees with motorcycles to help with delivery within a 10 km radius to meet rising demand, as many of our delivery partners were facing rider shortages.

Employees were consulted regarding their willingness to work. Those unable or unwilling to work could opt to take leave and receive benefits from the Social Security Office. For those who volunteered, we implemented a rotation schedule, though working days were fewer than usual. Employees with motorcycles were encouraged to assist in deliveries, and all delivery fees were paid directly to them.

When dine-in services resumed, more employees returned to work. The company maintained strict health and safety protocols during and after the pandemic, including regular RT-PCR testing for all staff before shifts, mandatory mask-wearing, and quarantine measures when customers tested positive. Entire teams were rotated out if exposure was suspected.

In terms of our farmer network, the company continued to support them to the extent possible, based on its purchasing capacity and cost management at the time.

Question Mr. Suwit Srivilairit (Shareholder) asked how the company currently utilizes member data analytics to understand and analyze customer behavior.

Answer The company uses member data to analyze popular menu items, customer behavior by age group, and basket size. This information is utilized to design and optimize our Loyalty Program.

Question Mr. Suwit Srivilairit (Shareholder) asked the management to describe the organizational culture at Ohkajhu and what makes it unique.

Answer We are committed to fostering a positive working environment and strong core values for our employees. We promote expected behaviors through the concept “O H K A J H U,” which represents the following:

O = Onward (Continuous Improvement): Employees are instilled with a strong drive for personal development and continuous improvement in their work, striving toward both individual growth and organizational success.

H = Heart (Service from the Heart): All employees undergo training to deliver exceptional customer service. We foster a culture that emphasizes attentive, prompt, and heartfelt service, with strong attention to detail.

K = Knowledge (Lifelong Learning): We continually invest in developing our employees' skills and knowledge through structured training programs, enhancing their capabilities and potential.

A = Activity (Giving Back to Society): We emphasize participation in organizational and community activities, promoting social responsibility, departmental collaboration, and teamwork under the motto: "One Team, One Vision, One Goal."

J = Joy (Joyful Work Environment): We create a happy and engaging workplace where employees enjoy their work and deliver excellent service to customers with enthusiasm.

H = High Quality (Uncompromising Quality): We are dedicated to delivering the highest quality food and service, with careful attention to every step—from sourcing ingredients to final presentation—ensuring maximum customer satisfaction and trust.

U = Unity (Strong Team Unity): We prioritize activities that build teamwork and harmony. At Ohkajhu, we believe that collaboration is essential to success. Our teams coordinate and support each other to ensure smooth operations across all departments.

Question Ms. Amornrat Thomwaree (Shareholder) asked whether the company has any one-time expenses from incidents in the past year that would be recorded in the 2025 financial statements and could materially affect net profit.

Answer There are no one-time expenses from past incidents recorded in the 2025 financial statements that would have a material impact on the company's net profit.

Question Mr. Chatch Nakornchai (Shareholder) expressed appreciation for the company's commitment to equal information disclosure and suggested that future analyst meetings be held as earnings calls, with real-time online broadcasts for retail investors. He mentioned this could be done in collaboration with the Stock Exchange of Thailand or the Thai Investors Association.

Answer Thank you for your kind words and valuable suggestions. The company acknowledges the proposal regarding organizing earnings calls and online broadcasts for retail investors. Our team will carefully consider the feasibility of implementing this initiative in the future.

Question Mr. Chatch Nakornchai (Shareholder) offered words of encouragement to the management team, expressing his confidence in their dedication and commitment to building a sustainable business. He acknowledged their continuous efforts to deliver long-term value to customers, society, and shareholders. He encouraged the team to remain true to their vision, and not to be overly concerned with investors or analysts who focus solely on short-term profits. He also supported necessary long-term investments, even if they may temporarily alarm certain investors.

Answer Thank you sincerely for your encouragement and the confidence you have in our management team. The company remains committed to building a sustainable business that benefits our customers, society, and shareholders over the long term. While we are mindful of short-term expectations, we place great importance on making necessary investments that strengthen our foundation for the future. We firmly believe that these strategic decisions will generate long-term value. Once again, thank you for your continued support—your words have been a source of motivation and positivity for our entire team, and we will move forward with confidence.

Question Mr. Suwit Srivilairit (Shareholder) asked about the current proportion of vegetables sourced from the company's own farms versus those from the agricultural network. He also inquired whether the existing farm areas can support future branch expansions, and whether the company has plans to invest in expanding its cultivation areas or promote the growth of typically scarce vegetables such as avocados.

Answer Currently, approximately 70% of our vegetables are sourced from the company's own farms, while 30% come from our network of partner farmers. Our current cultivation capacity is sufficient to support our long-term expansion plans, particularly with the increasing adoption of industrial-scale agriculture practices. As for avocados, the company is able to promote their cultivation; however, this may only be feasible in certain seasons due to the different harvesting periods of various avocado varieties. We are currently evaluating potential plans for further investment and development in this area.

Question Mr. Suwit Srivilairit (Shareholder) asked whether the initial expansion into new regional markets may lead to unprofitable logistics costs. He inquired whether it would be possible to leverage the nationwide logistics network of partners such as OR in the early stages, and then invest in an in-house logistics system once there is a sufficient number of branches in that region to justify the investment.

Answer At present, the Company engages professional and experienced third-party logistics and warehousing service providers. However, due to the nature of the Company's products—which require freshness and strict quality control—our logistics operations primarily rely on a cold chain system. This requirement differentiates our operations from those of OR, whose logistics model does not focus on temperature-controlled transportation. Consequently, combining our logistics with non-temperature-controlled systems would not yield cost efficiencies. As for the investment in our own warehousing and logistics infrastructure, the Company will consider such investment once the number of branches in a given region reaches a scale that justifies the associated costs compared to outsourcing to third-party providers.

Question Mr. Ditsawanan Denpaisan (Shareholder) asked how the recent earthquake incident affected the Company's sales performance.

Answer There was no significant damage to the Company's assets. Some branches experienced minor surface cracks; however, these did not affect the structural integrity and all locations were able to resume operations as usual. Moreover, all branches are fully insured. The Company's farm production was unaffected by the earthquake as our cultivation is based on flat terrain. In terms of sales, the incident led to a temporary drop of over 50% in daily revenue on the day of the earthquake, primarily due to branch closures in accordance with each establishment's safety protocols. Following the event, customer concerns regarding potential aftershocks resulted in a noticeable decline in foot traffic at several branches. Nevertheless, the Company views this as an unforeseen incident with only a short-term impact.

Question Mr. Chawachit Porntharukcharoen (Shareholder) asked about the trend in raw material costs this year—whether they are expected to increase or decrease.

Answer Currently, the prices of key raw materials, including meats, remain stable as the Company has secured price agreements (price locking) for periods ranging from 6 to 12 months, depending on the type of meat. Meanwhile, summer fruits have seen an increase in supply, resulting in lower prices. Additionally, the Company optimizes its sourcing through product mix strategies—procuring equivalent-quality ingredients from more cost-effective suppliers—and leverages economies of scale from branch expansion to negotiate better pricing.

Question Mrs. Sujinda Angkanapiwat (Shareholder) asked to what extent the Company's agricultural output was affected by the earthquake.

Answer The Company's agricultural output was not affected by the earthquake, as our farms are located on flat terrain.

Question Mr. Chawachit Porntharukcharoen (Shareholder) asked how the earthquake affected both the Company's farms and its retail branches.

Answer There was no significant damage to Company property. Some branches sustained minor surface cracks, which did not affect structural safety, allowing normal operations to resume. All branches are covered by insurance. Sales were impacted on the day of the earthquake due to branch closures following individual site safety protocols, causing daily revenue to decline by more than 50%. In the days following the incident, customer concerns about potential aftershocks resulted in visibly reduced foot traffic in many branches. Nonetheless, the Company considers this to be a short-term impact from an unexpected event.

Question Ms. Pawana Thongrattana (Shareholder) asked whether the lower purchasing power in upcountry provinces compared to Bangkok would affect the Company's future expansion plans.

Answer Consumer trends show increasing interest in organic and health-conscious food choices. While overall purchasing power in upcountry areas may be lower than in Bangkok, the potential for brand expansion depends largely on selecting strategic locations—such as provincial capitals or high-potential cities where consumers demonstrate adequate purchasing power.

Question Ms. Pawana Thongrattana (Advance Question) asked whether the lower purchasing power in upcountry provinces compared to Bangkok would limit the Company's long-term expansion into those areas.

Answer Currently, there is a growing trend among consumers toward organic and health-conscious food choices. While purchasing power in provincial areas may be lower than in Bangkok overall, the potential for brand expansion largely depends on selecting suitable locations—such as key provincial cities with high potential and consumers with sufficient purchasing power.

Question Mr. Ditsawanan Denpaisan (Shareholder) inquired about the investment cost per branch in the Northeastern region, where the branches appear to be relatively large, and asked for the rationale behind making such significant investments, as well as why the branches were not opened within shopping malls.

Answer Nakhon Ratchasima (Korat) and Khon Kaen are among the largest economic hubs in the Northeastern region, with strong customer bases and satisfactory purchasing power. The stores are standalone locations, and the landlords have partially subsidized the construction costs while also offering attractive rental terms. The reason for the relatively large store sizes is to accommodate both local and international customers from those provinces and neighboring areas. The “Ohkajhu” branches in Khon Kaen and Korat are approximately 550–600 square meters in size, with an investment of THB 25–30 million each. Additionally, the “Oh! Juice” branch in Khon Kaen is around 50 square meters in size and required an investment of approximately THB 2 million.
