



บริษัท ปลูกผักเพราะรักแม่ จำกัด (มหาชน) (สำนักงานใหญ่)

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

411 หมู่ 2 ตำบลหนองจ่อม อำเภอสันทราย จังหวัดเชียงใหม่ 50210

411 MOO 2, NONG CHOM, SAN SAI, CHIANG MAI, 50210

เลขประจำตัวผู้เสียภาษี 0107567000104

Minutes of the 2026 Annual General Meeting of Shareholders

of

Pluk Phak Praw Rak Mae Public Company Limited

The 2026 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 Friday, April 3, 2026, 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. Kraipit Premmani | Director |
| 5. | Mr. Chalakon Eakchaipatanakul | Director, Nomination and Remuneration Committee, Chairman of Executive, Chief Executive Officer |
| 6. | Mr. Woradet Suchaibunsiri | Director, Executive Committee, Chief Supply Chain Management Officer |
| 7. | Mr. Jirayuth Puwapoonpol | Director, Executive Committee, Chief Agri-Intelligence Officer |

Directors absent from the Meeting - None -

Executive presented at the Meeting venue



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

Auditor from EY Office Company Limited., via electronic media, namely:

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

Representative from EY Office Company Limited., being witness and vote-counting auditor during the voting process, via electronic media, namely:

Miss Duangkeao Thila

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 Sujira Itsaralux, the Company Secretary, welcomed the shareholders and proxies to the 2026 Annual General Meeting of Shareholders via electronic media. and informed that the Shareholders' meeting for the year 2026 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 2026 Annual General Meeting of Shareholders via electronic means only, of which the shareholders were notified through the SET Portal on February 6, 2026, and the Record Date was set for February 20, 2026. For the meeting invitation and related documents, the company published them on its website and notified the Stock Exchange of Thailand on March 6, 2026, at least 28 days prior to the meeting. The invitation and meeting documents were also mailed to shareholders on March 5, 2025, at least 28 days before the meeting.



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The Company Secretary then introduced the members of the Board of Directors, the executives present in the meeting room, 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, Mr. Suvit Chanamporn, 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.

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.



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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 agenda item which is not proceed.

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



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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 of the 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 require 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.
- 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.



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- 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 was 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 02-460-9227

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:

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:



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- 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.

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.



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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 1 October 2025 to 30 November 2025, but it appeared that no shareholder proposed the agenda to the Company.

Then, the Company Secretary informed the meeting that there were 20 shareholders attending the meeting in person, holding a total of 299,232,271 shares, and 16 proxy shareholders, holding a total of 169,625,490 shares. In total, 36 shareholders, both attending in person and by proxy, participated in the meeting, holding a total of 468,857,761 shares, which accounted for 76.9881% 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 Chaovitsaree, the Chairman of the Board ("The Chairman"), welcomed all shareholders and proxy holders to the Annual General Meeting of Shareholders for the year 2026 of Pluk Phak Praw Rak Mae Public Company Limited. The Chairman expressed his gratitude to all shareholders for their continued trust and support, which have contributed to the Company's stable and ongoing growth as it enters its 16th year of operations. The Chairman also expressed his gratitude to the shareholders for their attendance at the Meeting. Thereafter, the Chairman declared the Meeting duly convened and opened.

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

Agenda 1 To acknowledge the operating results for the year 2025

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



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Mr. Chalakon Eakchaipatanakul informed the Meeting that, the Company had prepared the Board of Directors' report on the company's performance for the year 2025, as detailed in the 2025 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 2025.

Then Mr. Chalakon Eakchaipatanakul informed the Meeting that, the Company operates an integrated business covering the entire value chain from upstream to downstream.

The Company is committed to producing and distributing high-quality organic products in order to promote consumers' well-being. The Company cultivates organic vegetables on its farms in Chiang Mai Province, which have been certified to international standards, for use as raw materials in restaurants under the Company's various brands. As of the end of 2025, the Company had 5 organic farms with a total area of over 380 rai and a combined production capacity of more than 850,000 kilograms per year, which is sufficient to support the continuously growing market demand.

In addition, as of the end of 2025, the Company had a total network of 77 health-focused food and beverage outlets across 4 regions of Thailand, namely the Northern, Northeastern, Central, and Eastern regions. The key details are as follows:

1. Ohkajhu brand

The Company expanded the Ohkajhu brand by 4 additional branches. The brand offers and distributes healthy food and beverages through various channels, including full-service restaurants (FSR), delivery and kiosk formats, trading sales channels such as Café Amazon and Thai Airways, as well as supermarkets. As of the end of 2025, the brand had a total of 45 net branches.

2. Oh! Juice brand

The Company expanded the Oh! Juice brand by 11 additional branches. The brand offers healthy smoothies made from fresh fruits and organic vegetables, free from sugar and



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additives, and enriched with nutrients essential to the body. As of the end of 2025, the brand had a total of 26 net branches.

3. Joe Wings brand

The Company launched a new brand, “Joe Wings,” comprising 5 healthier fried chicken branches. The brand was developed from the fried chicken menu previously sold at Ohkajhu restaurants and enhanced into a healthier alternative, such as the use of chicken free from growth hormones and antibiotics, pressure-frying technology to reduce fat content, and flavor development inspired by popular dishes from around the world.

4. Ohkajhu Wrap and Roll brand

This quick-service restaurant (QSR) brand offers healthy Grab & Go menu items in response to consumers’ fast-paced lifestyles and demand for convenient yet healthy meals. At present, the brand has 1 net branch.

Key operations and developments during 2025

- April

The Company expanded into a new business by opening the first branch of its Thai healthier fried chicken brand, “Joe Wings,” at Siam Paragon. This was an extension of Ohkajhu’s popular fried chicken menu and was further developed into a healthier alternative. The brand has since expanded to PTT service stations, and as of the end of 2025, there were a total of 5 branches.

- May

The Ohkajhu brand began adopting a collaboration strategy with well-known restaurants such as Phed Phed and other partners to co-create new menu items, increase variety, and deliver new experiences to consumers.

- June

The Company was selected as one of the “ESG Emerging List” companies by Thaipat Institute



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and was also included in the ESG100 list for 2025. In addition, the Company launched a new menu item, “Araya Mood Matcha,” co-created with the Admirer brand by Chompoo Araya, using premium Okumidori Matcha Ceremonial Grade from Shizuoka.

- July

The Company collaborated with Thai Airways International Public Company Limited to offer four (4) flavors of Ohkajhu chicken wraps on outbound domestic flights and outbound routes to CLMV countries.

- August

The Company launched a new menu item, “Funky Wrap,” which features strong nutritional value, providing up to 36 grams of protein and 5 grams of dietary fiber, together with organic vegetables and chemical-free chicken.

- September

The Company launched the “Single Balance” menu, which was priced accessibly, offered a variety of choices, and responded to the needs of consumers whether dining alone or sharing with others.

- October

The Company launched the “Root Rare Real The Organic Project” in collaboration with Taamoo Tofu, featuring century-old traditional tofu from Nakhon Pathom Province.

- November

The Company continued the “Root Rare Real The Organic Project” in collaboration with the producer of Sapodilla (Lamut) Ice Cream, a 100-year-old local business from Ban Mai, Phra Nakhon Si Ayutthaya Province, to present products made from traditional Thai fruits grown naturally and free from chemicals.

- December

The Company launched the “All I Want Grace Kanklao X Oh! Juice” campaign and co-created two special beverages: “Toffee Kissed Strawberry” and “Santy’s Strawberry Tea.”



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Summary of operating results for 2025

The Company reported sales revenue for 2025 of THB 2,726.5 million, an increase of THB 305.4 million, or 12.6 percent, from the previous year. The main drivers were the expansion of 4 Ohkajhu branches, 11 Oh! Juice branches, and the launch of 5 new Joe Wings branches, as well as sales growth from the Oh! Juice brand and new sales channels.

However, same-store sales growth (SSSG) for 29 Ohkajhu branches was negative 21.6 percent, mainly due to lower sales at branches in urban areas and highly competitive locations, coupled with a high base effect from the previous year, as well as the impact of the rainy season and the economic slowdown.

The Company reported gross profit of THB 1,179.0 million, an increase of 9.4 percent from the previous year, while gross profit margin was 43.2 percent, lower than the previous year as a result of promotional activities. Selling expenses amounted to THB 922.2 million, up 35.2 percent, and administrative expenses amounted to THB 169.4 million, up 13.4 percent, in line with outlet expansion and other operating expenses.

For 2025, the Company reported net profit of THB 70.4 million, a decrease of 65.1 percent from the previous year. The decline was mainly attributable to higher fixed costs and certain special expenses. Excluding one-time special items, the Company's net profit would have been THB 87.4 million.

Corporate governance performance

The Company has continuously operated its business in a transparent, ethical, and lawful manner in compliance with applicable laws, regulations, and relevant requirements. The key matters are summarized as follows:

1. The Board of Directors approved and reviewed key policies relating to good corporate governance to be used as guidelines for the Company's business operations, including the Code of Conduct and Work Practices, Good Corporate Governance policy, Anti-Corruption policy, Conflict of Interest Prevention policy, Whistleblowing policy, and policy on prevention of the use of inside information.



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2. The Audit Committee and internal auditor performed their duties in reviewing and supervising the Company's operations to ensure compliance with the securities and exchange laws, the regulations of the Stock Exchange of Thailand, and other laws relevant to the Company's business.
3. The Company disclosed material information accurately, completely, in a timely manner, and transparently, and established an investor relations function to serve as the representative in communicating with shareholders, institutional investors, analysts, and relevant government agencies.
4. The Company provided channels for members of the public to report clues or file complaints upon discovering any inappropriate conduct by directors, executives, or employees, any violation of the Company's code of business conduct, or any other act that may cause damage to the Company, through the whistleblowing channels established by the Company, so that such matters may be investigated and handled appropriately.

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.

Proxy

Mr. Suvit Chanamporn (Proxy) inquired about same-store sales. According to the One Report, Ohkajhu's same-store sales growth (SSSG) declined by 21.6% in 2025. He asked management to elaborate on the key drivers behind this decline—such as consumer purchasing power, location, competition, or pricing strategy—and when the Company expects SSSG to return to positive growth.

Chief Executive Officer : The primary factors were intensified competition from both existing restaurants offering promotions and new market entrants, as well as more cautious consumer spending and increased consumption alternatives. In addition, during 4Q2025, the government's co-payment scheme ("Khon La Khrueng"), which applied only to small merchants, had a certain level of impact.



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: Nevertheless, the Company believes that Ohkajhu remains a trusted brand for health-conscious, high-quality, and diverse offerings, with strong customer confidence in its carefully selected ingredients and organic vegetables. To better meet consumer needs, the Company has adjusted its strategy to improve accessibility in terms of pricing, portion size, and product novelty, while maintaining quality and value perception. For example, the launch of the “Single Balance” menu in late 2025 received a positive response, driving both customer traffic and order volume.

: Based on these strategic adjustments, the Company expects SSSG to improve and turn positive compared to the prior year by 3Q2026.

Proxy

Mr. Suvit Chanamporn (Proxy) asked about the significant decline in net profit despite revenue growth in 2025. He requested clarification on which factors are temporary versus structural, to better assess the earnings outlook for 2026.

Chief Executive Officer : The key factor affecting performance was the decline in revenue, which the Company expects to improve following strategic adjustments, with performance likely turning positive compared to the prior year. In addition, the Company has invested in a new central kitchen, increasing production capacity for bakery lines and upcoming new products, which is expected to support profit improvement.

: The main ongoing challenge lies in managing fixed costs—such as rent, depreciation, and labor—to ensure sufficient revenue coverage. The Company continues to closely monitor these expenses.

Proxy

Mr. Suvit Chanamporn (Proxy) asked about the new central kitchen investment and its returns. Given the short-term pressure on expenses and profit, he asked when the investment is expected to generate clear returns and what KPIs are used to evaluate its effectiveness.

Chief Executive Officer : The new central kitchen was established to enhance production capacity, particularly for ready-to-eat products, including exclusive items sold at Café



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Amazon and in-flight meals for Thai Airways. The Company is currently in discussions regarding new SKUs and expanded distribution with both partners, as well as supplying raw materials for restaurant operations and healthy snack bakery products. The Company believes this segment has strong growth potential, enabling expansion into multiple distribution channels, including its own retail network.

: The investment is expected to generate returns within 3 years. Key KPIs include achieving at least 1.5x sales growth in bakery and trading product lines, with incremental gross profit sufficient to cover additional depreciation and utility costs. The new central kitchen will also serve as a key enabler for future projects and new brands.

Proxy

Mr. Suvit Chanamporn (Proxy) asked about the Company's reliance on the Ohkajhu brand and plans to diversify revenue from other brands such as Oh! Juice, Joe Wings, and Wrap & Roll.

Chief Executive Officer : The Company has expanded new brands including Oh! Juice, Joe Wings, and Wrap & Roll in a QSR format, which allows for easier customer access and faster, more flexible expansion compared to Ohkajhu due to smaller space requirements.

: Oh! Juice and Joe Wings have already been expanded, while Wrap & Roll shows strong potential. The Company is targeting expansion into office buildings and hospitals and is currently negotiating locations, with potential openings in 2026.

Proxy

Mr. Suvit Chanamporn (Proxy) asked about the Company's growth strategy for 2026, given high competition and fragile consumer purchasing power—whether the focus will be on new store expansion or improving existing store performance, and what criteria will be used for new store openings.

Chief Executive Officer : In the current environment, the Company has shifted from a “growth-first” approach to “quality growth,” balancing both same-store optimization and disciplined expansion.



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1. Short-term plan (2026): The Company will prioritize improving existing store performance (same-store optimization) to restore SSSG and profitability, such as Increasing traffic and frequency through loyalty programs, Increasing basket size via cross-brand synergy (Ohkajhu / Oh! Juice / Joe Wings), Optimizing product mix and pricing. At the same time, new store expansion will continue selectively rather than aggressively.

2. Disciplined Expansion in 2026 under “ROI-driven expansion” driven by:

(1) Clear unit economics, with payback period within target and EBITDA margin comparable to or better than average stores

(2) High-quality locations with proven demand, supported by deep data analysis

(3) Cannibalization control, focusing on market expansion rather than share dilution

(4) Flexible formats with lean investment (smaller footprint / hybrid dine-in and delivery)

Overall, the Company views SSSG as a key indicator of business quality, while new store expansion serves as a growth accelerator when economics are strong.

In 2026, the Company expects to see a gradual recovery in same-store performance, alongside the opening of new branches in high-quality locations, which will support growth in the medium to long term.

Shareholder

Miss. Supeeranut Kaveewat (Shareholder) asked about the ROI of Grab & Go or small-format Ohkajhu stores compared to full-service outlets.

Chief Executive Officer : These formats require lower investment, enabling faster payback periods, with lower rental and utility costs.

Shareholder

Miss. Supeeranut Kaveewat (Shareholder) asked about criteria for closing or adjusting underperforming stores given high fixed costs and negative SSSG.

Chief Executive Officer : The Company is not focusing on expanding Ohkajhu stores this year but instead on strategy adjustments. Future expansion will focus on upcountry



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locations such as Udon Thani. Southern regions also show potential, but expansion will depend on economic conditions and investment considerations.

Shareholder

Miss. Supeeranut Kaveewat (Shareholder) asked about strategies to address brand fatigue and intense competition in Bangkok, and whether expansion to provinces like Udon Thani and Phuket can offset declining demand in Bangkok.

Chief Executive Officer : Expansion to Udon Thani and Phuket is expected to drive sales from high-potential customer segments, particularly international customers in Phuket. Brand fatigue will be addressed through marketing strategies, including new products, promotions, and customer engagement initiatives.

Shareholder

Miss. Supeeranut Kaveewat (Shareholder) asked whether one-time items in 2025 (e.g., asset write-offs and central kitchen relocation) have been fully completed, and whether similar impacts are expected in 2026.

Chief Executive Officer : All one-time items were completed in 2025, and no similar impacts are expected in 2026.

Shareholder

Miss. Supeeranut Kaveewat (Shareholder) requested an update on the upcoming new restaurant brand.

Chief Executive Officer : The Company plans to launch one new restaurant brand in May 2026 under the concept of “healthy, tasty, and variety,” as part of its ecosystem expansion strategy. The new brand will address broader consumption occasions, expand the customer base, and strengthen the Company’s portfolio across pricing and formats. The Company will adopt a test–learn–scale approach, similar to Oh! Juice and Joe Wings, to validate product–market fit and unit economics before scaling.

As there were no questions or comments from shareholders, the Chairman informed the meeting to acknowledge the operating results for the year 2025, as proposed in all respects.

The Meeting acknowledge the operating results for the year 2025



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Agenda Item 2 To consider and approve the financial statement for the year ended December 31, 2025

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 2025, 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 the invitation. The key financial details are as follows:

In 2025, the company had total assets of 2,447,807,634 baht, total liabilities of 735,814,229 baht, and shareholders' equity of 1,711,993,405 baht. The paid-up capital was 304,500,000 baht, with total revenue of 2,726,450,653 baht and a net profit of 70,407,641 baht. The basic earnings per share were 0.12 baht per share.

Then, Mr. Chalakon Eakchaipatanakul proposed that the shareholders consider approve the financial statement for the year ended December 31, 2025, which have been audited by the auditor and reviewed by the Audit Committee. The financial statements are presented in the 2025 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.



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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, 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	468,879,361	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, 2025, 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 2025

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.

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



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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 2025 are as follows:

Details of Dividend Payment	2025 (As currently proposed)	2024
Net profit from separate financial statements (Baht)	70,407,641	201,687,858
Number of shares (shares)	609,000,000	609,000,000
Allocation to legal reserve (Baht)	-	17,200,000
Dividend payment rate (Baht per share)	0.07	0.16
Total dividend payment (Baht)	42,630,000	97,440,000
Dividend payout ratio (%)	60.55	48.31

According to the Company's performance for the year ending December 31, 2025, the company has reported a net profit in its separate financial statements amounting to 70,407,641 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 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 2025, which shows a net profit, and therefore proposes to approve the payment of dividends for the year 2025 at 0.07



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Baht per share, totaling 42,630,000 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, 2026, and the dividend will be paid on April 29, 2026. In addition, the Company has fully appropriated the legal reserve in an amount of not less than 10 percent of the registered capital, as required by law, with the legal reserve amounting to THB 30,500,000 out of the registered capital of THB 304,500,000. Therefore, no additional legal reserve appropriation is required.

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 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	468,879,361	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 no additional appropriation of the net profit as legal reserve, as the Company has fully appropriated the legal reserve as required by law, and to approve the dividend payment for the operating results of the year 2025 in all respects as proposed.

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



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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. Udomsak Rojviboonchai, 2) Mr. Kraipit Premmani, and 3) Mr. Woradet Suchaibunsiri, 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 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.Udomsak Rojviboonchai | Independent Director |
| 2. Mr. Kraipit Premmani | Director |
| 3. Mr. Woradet Suchaibunsiri | 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 2026 between October 1, 2025, and November 30, 2025, 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 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.



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Dr. Chanon Chingchayanurak then proposed the meeting to consider the qualifications of each of the three directors, namely: 1) Mr. Udomsak Rojviboonchai, 2) Mr. Kraipit Premmani, and 3) Mr. Woradet Suchaibunsiri, as 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. Udomsak Rojviboonchai 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	468,181,561	100.00
Disapprove	0	0.00
Abstain	2,500	-
Invalid ballots	0	0.00

2. Mr. Kraipit Premmani 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	468,181,561	100.00
Disapprove	0	0.00
Abstain	2,500	-
Invalid ballots	0	0.00



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3. Mr. Woradet Suchaibunsiri 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	437,731,561	100.00
Disapprove	0	0.00
Abstain	2,500	-
Invalid ballots	0	0.00
Not Entitled to vote	30,450,000	-

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 2026

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 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 2025, with the following details:



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Remuneration Component	2026 (As currently proposed)	2025
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	

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.



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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 2026, 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	468,181,561	99.9994
Disapprove	2,500	0.0005
Abstain	0	0.00
Invalid ballots	0	0.00

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 2026, 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 2026

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 2026, the proposal has been reviewed by the Audit Committee and the Board of 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.



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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. Pornanun Kitnawanchai CPA Registration No. 7792

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 2026, 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.

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 2026, 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	468,181,561	100.00



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Disapprove	0	0.00
Abstain	2,500	-
Invalid ballots	0	0.00

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 2026, as proposed in all respects.

Agenda Item 7 Other matter (if any)

The Chairman informed the Meeting that this agenda item concerned other matters and that the Company had no additional items to propose for consideration. The Chairman further informed the Meeting that the Company had provided shareholders with an opportunity to propose agenda items for inclusion in this Annual General Meeting of Shareholders during the period from 1 October 2025 to 30 November 2025 via the Company's website. Upon the expiration of such period, no shareholders had proposed any agenda items to the Company. As no shareholders proposed any additional matters for consideration under Agenda Item 7, the Meeting was deemed to have considered all agenda items in full.

The Chairman then 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.

Proxy Mr. Suvit Chanamporn (Proxy) asked whether rising oil prices and geopolitical tensions would impact the Company's plans.

Chief Executive Officer : The Company has established a dedicated team to monitor fuel and logistics costs and improve efficiency through lean operations. Rising oil prices may impact consumer purchasing behavior in terms of frequency and average ticket size.

: The Company is also leveraging volume to negotiate with suppliers and has contingency plans for packaging adjustments due to potential raw material impacts.



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: Additionally, smaller “Baby Size” menu items were introduced in March 2025 to enhance affordability and increase visit frequency.

: A cross-brand loyalty program is expected to launch by 3Q2026 to strengthen the Company’s ecosystem.

Proxy

Mr. Suvit Chanamporn (Proxy) asked whether the Chairman could inform the shareholders about the Company’s plan to participate in the Jump+ project, including how the plan is being organized, and whether the next Annual General Meeting of Shareholders is planned to be conducted in a hybrid format.

The Chairman

: The Company will consider the matter in terms of policy and operational appropriateness. Once a conclusion or progress is reached, the Company will inform the shareholders accordingly.

Shareholder

Mr. Pitichai Dejprasertsri (Shareholder) asked about KPIs and systems for improving customer experience.

Chief Executive Officer The Company has established KPIs including:

1. Speed of service (varying by format: dine-in, QSR, delivery), monitored via KDS systems
2. Quality control tracking in real time and benchmarking across branches
3. Mystery shopper programs to evaluate service standards, food quality, and preparation time

Data is consolidated and reviewed in weekly operations meetings. The Company emphasizes that “a good customer experience must be measurable, trackable, and actionable,” with systems linking Data → Insight → Action → Result at the branch level.

The Company Secretary informed the Meeting that all agenda items had now been considered and that the questions raised by shareholders had been addressed to an appropriate extent. The Meeting was further informed of the procedures for preparing the minutes of the Meeting in accordance with good corporate governance practices. Upon the conclusion of the Meeting, the Company would disclose the resolutions of the Meeting through the SET information disclosure



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system on the following business day. The minutes of the Meeting would be prepared within 14 days from the Meeting date, submitted to the Stock Exchange of Thailand through its information disclosure system, and published on the Company's website, to ensure that shareholders are informed of the Meeting's outcomes and are able to verify the accuracy thereof. The Company Secretary then invited the Chairman to declare the Meeting closed.

The Chairman thanked to all shareholders and proxy holders for spending their time in attending the Meeting and apologized for any shortcoming that may have occurred during the meeting, as well as welcomed 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 15.49 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



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Attachment

Summary of Questions, Answers, and Suggestions from the 2026 Annual General Meeting of Shareholders

Agenda Item 1: To Acknowledge the Operating Results for the Year 2025

Question 1.1. Mr. Suvit Chanamporn (Proxy) inquired about same-store sales. According to the One Report, Ohkajhu’s same-store sales growth (SSSG) declined by 21.6% in 2025. He asked management to elaborate on the key drivers behind this decline—such as consumer purchasing power, location, competition, or pricing strategy—and when the Company expects SSSG to return to positive growth.

Answer : The primary factors were intensified competition from both existing restaurants offering promotions and new market entrants, as well as more cautious consumer spending and increased consumption alternatives. In addition, during 4Q2025, the government’s co-payment scheme (“Khon La Khrueng”), which applied only to small merchants, had a certain level of impact.

: Nevertheless, the Company believes that Ohkajhu remains a trusted brand for health-conscious, high-quality, and diverse offerings, with strong customer confidence in its carefully selected ingredients and organic vegetables. To better meet consumer needs, the Company has adjusted its strategy to improve accessibility in terms of pricing, portion size, and product novelty, while maintaining quality and value perception. For example, the launch of the “Single Balance” menu in late 2025 received a positive response, driving both customer traffic and order volume.

: Based on these strategic adjustments, the Company expects SSSG to improve and turn positive compared to the prior year by 3Q2026.

Question 1.2. Mr. Suvit Chanamporn (Proxy) asked about the significant decline in net profit despite revenue growth in 2025. He requested clarification on which factors are temporary versus structural, to better assess the earnings outlook for 2026.

Answer : The key factor affecting performance was the decline in revenue, which the Company expects to improve following strategic adjustments, with performance likely turning positive compared to the prior year. In addition, the Company has invested in a new central kitchen, increasing production capacity for bakery lines and upcoming new products, which is expected to support profit improvement.

: The main ongoing challenge lies in managing fixed costs—such as rent, depreciation, and labor—to ensure sufficient revenue coverage. The Company continues to closely monitor these expenses.



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Question 1.3. Mr. Suvit Chanamporn (Proxy) asked about the new central kitchen investment and its returns. Given the short-term pressure on expenses and profit, he asked when the investment is expected to generate clear returns and what KPIs are used to evaluate its effectiveness.

Answer : The new central kitchen was established to enhance production capacity, particularly for ready-to-eat products, including exclusive items sold at Café Amazon and in-flight meals for Thai Airways. The Company is currently in discussions regarding new SKUs and expanded distribution with both partners, as well as supplying raw materials for restaurant operations and healthy snack bakery products. The Company believes this segment has strong growth potential, enabling expansion into multiple distribution channels, including its own retail network.

: The investment is expected to generate returns within 3 years. Key KPIs include achieving at least 1.5x sales growth in bakery and trading product lines, with incremental gross profit sufficient to cover additional depreciation and utility costs. The new central kitchen will also serve as a key enabler for future projects and new brands.

Question 1.4. Mr. Suvit Chanamporn (Proxy) asked about the Company's reliance on the Ohkajhu brand and plans to diversify revenue from other brands such as Oh! Juice, Joe Wings, and Wrap & Roll.

Answer : The Company has expanded new brands including Oh! Juice, Joe Wings, and Wrap & Roll in a QSR format, which allows for easier customer access and faster, more flexible expansion compared to Ohkajhu due to smaller space requirements.

: Oh! Juice and Joe Wings have already been expanded, while Wrap & Roll shows strong potential. The Company is targeting expansion into office buildings and hospitals and is currently negotiating locations, with potential openings in 2026.

Question 1.5. Mr. Suvit Chanamporn (Proxy) asked about the Company's growth strategy for 2026, given high competition and fragile consumer purchasing power—whether the focus will be on new store expansion or improving existing store performance, and what criteria will be used for new store openings.

Answer : In the current environment, the Company has shifted from a “growth-first” approach to “quality growth,” balancing both same-store optimization and disciplined expansion.

1. Short-term plan (2026): The Company will prioritize improving existing store performance (same-store optimization) to restore SSSG and profitability, such as Increasing traffic and frequency through loyalty programs, Increasing basket size via cross-brand synergy (Ohkajhu / Oh! Juice / Joe
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Wings), Optimizing product mix and pricing. At the same time, new store expansion will continue selectively rather than aggressively.

2. Disciplined Expansion in 2026 under “ROI-driven expansion” driven by:

(1) Clear unit economics, with payback period within target and EBITDA margin comparable to or better than average stores

(2) High-quality locations with proven demand, supported by deep data analysis

(3) Cannibalization control, focusing on market expansion rather than share dilution

(4) Flexible formats with lean investment (smaller footprint / hybrid dine-in and delivery)

Overall, the Company views SSSG as a key indicator of business quality, while new store expansion serves as a growth accelerator when economics are strong.

In 2026, the Company expects to see a gradual recovery in same-store performance, alongside the opening of new branches in high-quality locations, which will support growth in the medium to long term.

Question 2.1. Miss. Supeeranut Kaveewat (Shareholder) asked about the ROI of Grab & Go or small-format Ohkajhu stores compared to full-service outlets.

Answer : These formats require lower investment, enabling faster payback periods, with lower rental and utility costs.

Question 2.2. Miss. Supeeranut Kaveewat (Shareholder) asked about criteria for closing or adjusting underperforming stores given high fixed costs and negative SSSG.

Answer : The Company is not focusing on expanding Ohkajhu stores this year but instead on strategy adjustments. Future expansion will focus on upcountry locations such as Udon Thani. Southern regions also show potential, but expansion will depend on economic conditions and investment considerations.

Question 2.3. Miss. Supeeranut Kaveewat (Shareholder) asked about strategies to address brand fatigue and intense competition in Bangkok, and whether expansion to provinces like Udon Thani and Phuket can offset declining demand in Bangkok.

Answer : Expansion to Udon Thani and Phuket is expected to drive sales from high-potential customer segments, particularly international customers in Phuket. Brand fatigue will be addressed through marketing strategies, including new products, promotions, and customer engagement initiatives.



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Question 2.4. Miss. Supeeranut Kaveewat (Shareholder) asked whether one-time items in 2025 (e.g., asset write-offs and central kitchen relocation) have been fully completed, and whether similar impacts are expected in 2026.

Answer : All one-time items were completed in 2025, and no similar impacts are expected in 2026.

Question 2.5. Miss. Supeeranut Kaveewat (Shareholder) requested an update on the upcoming new restaurant brand.

Answer : The Company plans to launch one new restaurant brand in May 2026 under the concept of “healthy, tasty, and variety,” as part of its ecosystem expansion strategy. The new brand will address broader consumption occasions, expand the customer base, and strengthen the Company’s portfolio across pricing and formats. The Company will adopt a test–learn–scale approach, similar to Oh! Juice and Joe Wings, to validate product–market fit and unit economics before scaling.

Agenda Item 7: Other Matters (if any)

Question 1. Mr. Suvit Chanamporn (Proxy) asked whether rising oil prices and geopolitical tensions would impact the Company’s plans.

Answer : The Company has established a dedicated team to monitor fuel and logistics costs and improve efficiency through lean operations. Rising oil prices may impact consumer purchasing behavior in terms of frequency and average ticket size.

: The Company is also leveraging volume to negotiate with suppliers and has contingency plans for packaging adjustments due to potential raw material impacts.

: Additionally, smaller “Baby Size” menu items were introduced in March 2025 to enhance affordability and increase visit frequency.

: A cross-brand loyalty program is expected to launch by 3Q2026 to strengthen the Company’s ecosystem.

Question 2. Mr. Suvit Chanamporn (Proxy) asked about participation in the Jump+ program.

Answer The Company currently has no plans to participate but continues to monitor such initiatives and will consider them in alignment with long-term strategy.

Question 3. Mr. Suvit Chanamporn (Proxy) asked whether the next AGM will be held in a hybrid format.

Answer The Company is currently evaluating the most appropriate meeting format, taking into account shareholder convenience and meeting efficiency, and will consider shareholder feedback.



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Question 4. Mr. Pitichai Dejprasertsri (Shareholder) asked about KPIs and systems for improving customer experience.

Answer The Company has established KPIs including:

1. Speed of service (varying by format: dine-in, QSR, delivery), monitored via KDS systems
2. Quality control tracking in real time and benchmarking across branches
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