



Minutes of the 2026 Annual General Meeting of Shareholders
of
MK Restaurant Group Public Company Limited

The Meeting was held on April 28, 2026 at 14.00 hours, via Electronic Meeting.

Mr. Rit Thirakomen, Chairman of the Board of Directors and CEO, was the Chairman of the Meeting.

The Chairman welcomed the shareholders who attended the Meeting and informed the Meeting that there were 12 shareholders who attended the Meeting in person and 149 shareholders who were attended the Meeting by proxies, thus totaling 161 attendants, holding altogether 648,467,656 shares, representing 71.7627% of the total outstanding shares of the Company, exceeding one-third of all outstanding shares. A quorum was thereby constituted pursuant to the Articles of Association of the Company. The Chairman then declared the Meeting open.

Mr. Pasakorn Lila, the Meeting's moderator, introduced the directors, the management and the auditors as follows:

Directors attending the Meeting in the conference room

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| 1. Mr. Rit Thirakomen | Chairman of the Board of Directors and Chief Executive Officer |
| 2. Dr. Annop Tanlamai | Independent Director and Chairman of Audit Committee |
| 3. Mrs. Vilai Chattanrassamee | Independent Director, Member of Audit Committee and Member of Corporate Governance, Sustainability, Nominating and Compensation Committee |
| 4. Dr. Katiya Greigarn | Independent Director and Chairman of Corporate Governance, Sustainability, Nominating and Compensation Committee |
| 5. Mr. Pravit Tantiwasinchai | Independent Director and Member of Audit Committee |
| 6. Mr. Sujint Chumponkanjana | Independent Director |
| 7. Mrs. Yupin Thirakomen | Director |
| 8. Mr. Somchai Pipitvijitkorn | Director and Member of Corporate Governance, Sustainability, Nominating and Compensation Committee |
| 9. Mr. Thanong Chotisorayuth | Independent Director |

Directors attending the Meeting via Electronic channel

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| 10. Mr. Somchai Hanjirkasem | Director |
| 11. Prof. Dr. Prasit Watanapa | Independent Director |

There were 11 directors out of 11 directors attending the Meeting, equivalent to 100% of total Board members.

Management attending the Meeting via Electronic channel

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| 1. Ms. Tantawan Thirakomen | President |
| 2. Mr. Tee Thirakomen | President |

Management attending the Meeting in the conference room

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| 3. Mrs. Sudarut Patvivatsiri | Chief Financial Officer |
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Auditors attending the Meeting via Electronic channel

1. Ms. Kamontip Lertwitworatep EY Office Limited
2. Ms. Sirimon Chockkanchitchai EY Office Limited

Before proceeding to considering each agenda of the Meeting, the Chairman requested Mr. Pasakorn Lila to explain the vote casting and counting procedures as follows:

1. A shareholder has one vote for each share. Each shareholder may cast his or her vote to approve, disapprove, or abstain from voting. Split votes in other ways are disallowed. Exceptions are made for proxy holders for foreign investors who appoint custodians in Thailand to safe keep their clients' securities.
2. Shareholders who do not vote in any agenda will be deemed as voting in approval.
3. Proxies appointed under proxy form in which shareholders have cast their votes may no longer vote as the Company has already recorded such votes.
4. To pass a resolution, a simple majority vote of the shareholders who attend the Meeting and cast their votes is required, unless specified otherwise by laws.

In this Meeting, the Company has engaged OJ International Co., Ltd. to manage the electronics meeting. The system used complied with the standards set by the Electronic Transactions Development Agency (ETDA), including the electronic meeting control system (Zoom Meeting), which is certified according to the information security standards for meeting control systems, and the electronic voting system, which has undergone a self-assessment to ensure compliance with the standards for electronic voting systems. These systems are in accordance with the conditions and procedures specified in the Royal Decree on Electronic Meetings B.E. 2563 (2020) and the Ministry of Digital Economy and Society's Announcement B.E. 2563 (2020) regarding security standards for electronic meetings, as well as other applicable laws, regulations, or relevant criteria.

Additionally, the Meeting was recorded in form of video in order to comply with the relevant laws regarding the e-meeting.

Furthermore, for equitable treatment of shareholders, the Company offered the right for minor shareholders to propose a meeting agenda and nominate the qualified director candidates in advance for 2026 AGM on the Company's website from October 8 – December 30, 2025. After the due date, there was neither proposal of AGM agenda nor director nomination.

The Chairman then requested the Meeting to consider the matters in accordance with the following agenda:

Agenda 1 To acknowledge the Report of the Board of Directors for the year 2025

The Chairman informed the Meeting that the Company had prepared the Board of Directors' report on the Company's performance in 2025, as detailed in the 2025 Annual Report, which had been sent to all shareholders together with the notice of this Meeting. The summary was as follows:

The year 2025 marked another challenging period for the restaurant industry amid a volatile economic environment, high raw material and labor costs, and consumer purchasing power that has yet to fully recover, alongside rapidly shifting consumer behaviors. Nevertheless, Thailand's restaurant market continues to demonstrate strong recovery potential, supported by domestic consumption, a rebounding tourism sector, and growing demand for value, quality, and unique dining experiences.

Amid these circumstances, 2025 became a year of strategic adaptation and strengthened resilience across all dimensions of our business. The Company has placed great emphasis on effective cost management and the continuous development of store formats and menus to better meet the diverse needs of various consumer segments. We have also accelerated the integration of digital technology to enhance operational efficiency across branch management, supply chains, and customer engagement. These efforts aim to maintain our competitive edge and ensure sustainable growth despite the current market constraints.

Furthermore, in 2025, the Company achieved significant developments that will serve as key drivers for long-term business growth as follows:

- The launch of the new brand "Bonus Suki", a buffet-style suki restaurant offering over 60 menu items, including a variety of meats, appetizers, and beverages at an affordable price point to cater to a broad consumer base. In 2025, the Company successfully opened a total of 15 new branches under this brand.
- The launch of MK "Koom Gern Koom" buffet promotion, featuring over 29 items at a price of Baht 299 to target value-conscious customers. This campaign received an excellent response and significantly strengthened the brand's market position.

The financial performance of the Company for the year 2025 may be summarized as follows: the Company's revenue from sales and services was Baht 15,109 million, a decrease of 2.0 percent from the previous year. The net income for the year 2025 was Baht 838 million, a decline of 41.9 percent from the previous year. As a result, the earnings per share decreased from Baht 1.57 per share in 2024 to Baht 0.93 per share in 2025.

For the year 2025, in order to sustain its long-term growth, the Company continued to expand its restaurant branch network by opening 24 new restaurant outlets consisting of 2 MK restaurants, 2 Yayoi Japanese restaurants, 15 Bonus Suki restaurants, 3 Laem Charoen Seafood restaurants, 1 Hikiniku To Come restaurant and 1 Multi brand restaurant. Thus, the total number of outlets at the end of the year 2025 was 720 branches, 689 of which were in Thailand and 31 were in abroad.

In addition, the Company has pledged under the Declaration on Thailand's Private Sector Collective Action Coalition against Corruption since September 23, 2014. The Company has certified to be a member of Thailand's Private Sector Collective Action Coalition against Corruption on August 18, 2017. In 2023, the Company was certified to renew a membership of Thailand's Private Sector Collective Action Coalition against Corruption for another term and the certification is valid for 3 years.

The Chairman then opened session for shareholders to ask questions or comments.

There were no questions or comments from the shareholders.

This agenda was for the Meeting's acknowledgement. Therefore, the shareholders were not required to vote. The Chairman concluded that the Meeting acknowledged the Report of the Board of Directors for the year 2025.

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

The Chairman requested Mrs. Sudarut Patvivatsiri, Chief Financial Officer, to inform this agenda to the Meeting.

Mrs. Sudarut Patvivatsiri informed the Meeting that the Company had prepared the Audited Consolidated Financial Statements of the Company for the year ended December 31, 2025, which had been duly audited and certified by the Company's auditors of EY Office Limited and were also reviewed by the Audit Committee. The summary was as follows:

- Total assets were Baht 19,024 million, decreased Baht 348 million or a decrease of 1.8% as compared to last year due mainly to the decrease of other financial assets amounted Baht 727 million, cash and cash equivalents amounted Baht 79 million and right-of-use assets amounted Baht 48 million. However, there were the increase of property, plant and equipment amounted Baht 289 million, inventories amounted Baht 187 million and investment in joint ventures amounted Baht 42 million.
- Total liabilities were Baht 5,742 million increased Baht 170 million or an increase of 3.1% from the prior year due primarily to the increase of trade and other payables amounted Baht 205 million and provision for long-term employee benefits amounted Baht 47 million while there were the decrease of income tax payable amounted Baht 49 million and lease liabilities amounted Baht 38 million.
- Revenues from sales and services were Baht 15,109 million, decreased by Baht 309 million or a decrease of 2.0% as compared to last year. This was the result of the weakness of purchasing power due to the rising cost of living and higher household debt, as well as the intense competition in the restaurant industry.
- Total revenues were Baht 15,421 million, decreased by Baht 389 million or a decrease of 2.5% from the previous year due primarily to a decrease of revenues from sales and services.
- Net profit was Baht 838 million, decreased by Baht 604 million or a decrease of 41.9%.
- Earnings per share were Baht 0.93 per share, decreased by Baht 0.64 per share from the previous year.

The Chairman then opened session for shareholders to ask questions or comments.

The shareholder (Mr. Poonperm Eawpittayakul) asked the questions as follows:

- What were the reasons for revising the branch expansion target for the Bonus Suki from 60 branches to 50 branches?

Mrs. Sudarut Patvivatsiri, Chief Financial Officer (CFO), informed that as of the end of 2025, the Company had a total of 15 branches. In 2026, the Company aims to expand by approximately 40-50 branches, which will result in a total of around 60 branches by the end of 2026.

- How does the Company plan to manage rising costs, and within how many months is Bonus Suki expected to achieve branch-level profitability?

The Chairman explained that due to rising oil prices, which have impacted product costs, the Company has already locked in prices for certain items. As a result, there will be no significant impact over the next 3–4 months. Nevertheless, the Company continues to closely monitor the ongoing conflict situation, as a prolonged situation may affect raw material costs in the future.

As for the Bonus Suki brand, although it is a newly launched business, it has received a strong positive response from customers. The Company is currently implementing measures to enhance management efficiency and continuously control expenses. It is expected that the brand will begin to achieve overall profitability in the second half of 2026.

The shareholder (Mr. Sahapoomvit Trirongwattana) inquired about the trend of adjusting the service model to allow customers to serve themselves, similar to other brands in the industry. He asked for the Company's view on the advantages and disadvantages, as well as the feasibility of reducing operating costs.

The Chairman explained that the Company is currently studying and assessing the feasibility of adopting such a service model, taking into consideration both cost reduction and customer satisfaction in parallel.

There were no further questions or comments from the shareholders.

The Chairman then proposed the Meeting to consider and approve the financial statements for the year ended December 31, 2025.

Resolution: The Meeting considered and approved the financial statements for the year ended December 31, 2025 as proposed. The resolution was passed by a majority vote of the shareholders who attended the Meeting and casted their votes, as follows:

Approve	649,151,801	votes	or	100.0000%
Disapprove	0	votes	or	0.0000%
Abstain	0	votes		

Agenda 3 To consider and approve the appropriation of profit and dividend payment for the year 2025

The Chairman informed the Meeting that the Company had the dividend payment policy as follows:

It is the Company's policy to pay dividends to shareholders at least 50 percent of its net profit after appropriation for legal reserve. However, the Company may change its dividend policy if necessary in order to meet the changing conditions and requirements of the Company such as the operating result, financial position, liquidity, and the need for funds to support the future business expansion of the Company and its subsidiaries.

In 2025, the Company recorded a consolidated net profit of Baht 838 million and is eligible to pay dividend according to Section 115 of the Public Limited Companies Act B.E.2535 which stated that dividend shall not be paid other than out of profits.

Based on the operating result for the year 2025, strong financial position, high liquidity, and adequate funds available for future business expansions, the Meeting of the Board of Directors no. 1/2026 on February 26, 2026 resolved to propose to the 2026 Annual General Meeting of Shareholders for approval of a dividend payment of Baht 1.00 per share for the year 2025. The total dividend payment will amount to Baht 903.62 million representing a dividend payout ratio of 108 percent of the consolidated net profit of the Company which is in line with the Company's dividend policy as mentioned above. As an interim dividend of Baht 0.50 per share totaling Baht 451.80 million was paid by the Company on September 11, 2025, the final dividend of Baht 0.50 per share totaling Baht 451.81 million will be paid by the Company on May 26, 2026.

In this regard, the Company sets the date for determining the names of shareholders who shall be entitled to receive the dividend (Record Date) on May 12, 2026.

The Chairman then opened session for shareholders to ask questions or comments.

There were no questions or comments from the shareholders.

The Chairman then requested the Meeting to consider and approve the appropriation of profit and dividend payment for the year 2025 as proposed.

Resolution: The Meeting considered and approved the appropriation of profit and dividend payment for the year 2025 as proposed. The resolution was passed by a majority vote of the shareholders who attended the Meeting and casted their votes, as follows:

Approve	649,152,201	votes	or	100.0000%
Disapprove	0	votes	or	0.0000%
Abstain	0	votes		

Agenda 4 To elect directors in place of those retiring by rotation

The Chairman requested Mr. Katiya Greigarn, Independent Director and Chairman of Corporate Governance, Sustainability, Nominating and Compensation Committee to inform this agenda to the Meeting and asked all retiring directors who had the conflict of interest in this agenda leaving the Meeting.

Mr. Katiya Greigarn informed the Meeting that regarding to the Article 18 of the Company's Articles of Association stipulates that at every annual general meeting of shareholders, one-third of the directors shall vacate in proportion. The director who has held office longest shall vacate and a director who vacates office may be re-elected. In this 2026 Annual General Meeting of Shareholders, four directors are due to retire by rotation, namely:

1. Mr. Rit Thirakomen Chairman and Chief Executive Officer
2. Mr. Somchai Hanjtkasem Director
3. Mr. Thanong Chotisorayuth Independent Director
4. Prof. Dr. Prasit Watanapa Independent Director

The Company had provided an opportunity for the shareholders to nominate qualified persons to be elected as directors of the Company. However, no shareholder nominated any person for consideration as candidate for directorship.

In respect of the nomination of qualified persons to replace the directors retiring by rotation, the Corporate Governance, Sustainability, Nominating and Compensation Committee recommended that the retiring directors namely, Mr. Rit Thirakomen, Mr. Somchai Hanjtkasem, Mr. Thanong Chotisorayuth and Prof. Dr. Prasit Watanapa, be reappointed as the directors of the Company for another term because they meet the required qualifications, attended Board meetings regularly, and were able to provide constructive and useful recommendations to the meetings.

Based on the recommendations of the Corporate Governance, Sustainability, Nominating and Compensation Committee, the Board of Directors, excluding the directors having conflict of interest, recommend that the four retiring directors namely, Mr. Rit Thirakomen, Mr. Somchai Hanjtkasem, Mr. Thanong Chotisorayuth and Prof. Dr. Prasit Watanapa, be re-appointed as the directors of the Company for another term.

The Chairman then opened session for shareholders to ask questions or comments.

There were no questions or comments from the shareholders.

The Chairman then requested the Meeting to consider and elect the directors as proposed.

Resolution: The Meeting considered and re-elected Mr. Rit Thirakomen, Mr. Somchai Hanjitkasem, Mr. Thanong Chotisorayuth and Prof. Dr. Prasit Watanapa to serve as directors for another term. The resolution was passed for each individual director by a majority vote of the shareholders who attended the Meeting and casted their votes, as follows:

1. Mr. Rit Thirakomen	Chairman and Chief Executive Officer
Approve	646,389,601 votes or 99.5744%
Disapprove	2,762,600 votes or 0.4256%
Abstain	0 votes
2. Mr. Somchai Hanjitkasem	Director
Approve	648,856,601 votes or 99.9545%
Disapprove	295,600 votes or 0.0455%
Abstain	0 votes
3. Mr. Thanong Chotisorayuth	Independent Director
Approve	628,962,601 votes or 96.8899%
Disapprove	20,189,600 votes or 3.1101%
Abstain	0 votes
4. Prof. Dr. Prasit Watanapa	Independent Director
Approve	648,856,601 votes or 99.9545%
Disapprove	295,600 votes or 0.0455%
Abstain	0 votes

Agenda 5 To consider and approve the remuneration of directors

The Chairman requested Mr. Katiya Greigarn, Independent Director and Chairman of Corporate Governance, Sustainability, Nominating and Compensation Committee to inform this agenda to the Meeting.

Mr. Katiya Greigarn informed the Meeting that the Board of Directors assigned the Corporate Governance, Sustainability, Nominating and Compensation Committee to consider the directors' remunerations in accordance with the following principles and guidelines:

1. The remuneration of directors should commensurate with the duties and responsibilities of each director. In addition, the remuneration of directors should be comparable to that of other companies with good corporate governance and having similar size.
2. The compensation which is paid to directors in accordance with the annual performance of the Company, such as directors' annual bonus, should be linked to the payment of dividends to shareholders.
3. Executives of the Company who also serve as directors of the Company shall not be paid any additional compensation in their capacity as the directors of the Company.
4. Remuneration of directors should be reviewed annually to ensure that it remains appropriate.

After careful deliberation, the Corporate Governance, Sustainability, Nominating and Compensation Committee recommended that the directors' remuneration for the year 2026 and the directors' annual bonus for the year 2025 be as follows:

1. The current monthly retaining fee for the Company's directors and the attendance fee for the members of the audit committee and other sub-committees were still appropriate.
2. The annual bonus for the Company's directors for the year 2025 should vary proportionally to the change of the annual dividend for the year 2025.

Based on the recommendations of the Corporate Governance, Sustainability, Nominating and Compensation Committee, the Board of Directors is of the opinion that the 2026 Annual General Meeting of Shareholders should approve the directors' remuneration for the year 2026 and the directors' annual bonus for the year 2025 as follows:

Directors' bonus

Position	For the year 2025	For the year 2024	Change from Y2024
Chairman of the Board	467,000 Baht	700,500 Baht	-233,500 Baht
Director	311,000 Baht	466,500 Baht	-155,500 Baht

Monthly retaining fee

Position	Y2026	Y2025	Change from Y2025
Chairman of the Board	37,500 Baht	37,500 Baht	-
Director	25,000 Baht	25,000 Baht	-

Attendance fee for members of the Audit Committee

Position	Y2026	Y2025	Change from Y2025
Chairman	27,000 Baht	27,000 Baht	-
Director	18,000 Baht	18,000 Baht	-

Attendance fee for members of the Board's sub-committees

Position	Y2026	Y2025	Change from Y2025
Chairman	22,500 Baht	22,500 Baht	-
Director	15,000 Baht	15,000 Baht	-

Note that Directors who are executives of the Company are not entitled to receive any compensation in their capacity as the directors of the Company.

The Chairman then opened session for shareholders to ask questions or comments.

There were no questions or comments from the shareholders.

The Chairman then proposed the Meeting to consider and approve the remuneration of directors.

Resolution: The Meeting considered and approved the remuneration of directors as proposed. The resolution was passed by a vote of not less than two-thirds of the total shares held by the shareholders who attended the Meeting as follows:

Approve	649,152,201	votes	or	100.0000%
Disapprove	0	votes	or	0.0000%

Abstain 0 votes or 0.0000%

Agenda 6 To appoint the auditor and fix the audit fee for the year 2026

The Chairman requested Mr. Annop Tanlamai, Independent Director and Chairman of Audit Committee to inform this agenda to the Meeting.

Mr. Annop Tanlamai informed the Meeting that according to the Public Limited Companies Act, the Annual General Meeting of Shareholders shall appoint an auditor and determine the auditing fee of the company every year. In appointing the auditor, the former auditor may be re-appointed. Thus, the 2026 Annual General Meeting of Shareholders of the Company is required to appoint the auditor and determine the audit fee of the Company for the year 2026. In selecting the appropriate auditor to be appointed as the auditor of the Company for the year 2026, the Audit Committee has recommended to appoint the auditors from EY Office Limited as the Company's auditors for the year 2026 as following:

1. Ms. Kamontip Lertwitworatep Certified Public Accountant registration No. 4377 and/or
2. Ms. Siriwan Surathepin Certified Public Accountant registration No. 4604 and/or
3. Ms. Satida Ratananurak Certified Public Accountant registration No. 4753

The audit fee as quoted by the auditor for the audit services of the Company for the year 2026 is Baht 2,600,000, increased Baht 110,000 from the previous year due to the increasing complexity of the Company's operations and the tightening of financial reporting standards.

In addition, all of the aforementioned auditors have the required qualifications in respect of the rotating of the auditor as stipulated in the Notification of the Securities and Exchange Commission because none of them has conducted the review or audit and expressed an opinion on the financial statements of the Company for the last 7 consecutive years. Furthermore, neither the audit firm of EY Office Limited nor the aforementioned auditors have any relationship or conflict of interest with the Company or its subsidiaries or executives or major shareholders or persons related to such parties.

The Chairman then opened session for shareholders to ask questions or comments.

There were no questions or comments from the shareholders.

The Chairman then requested the Meeting to consider and approve the appointment of auditors of the Company and fix the audit fee as proposed.

Resolution: The Meeting considered and approved the appointment of auditors and fixed the audit fee for the year 2026 as proposed. The resolution was passed by a majority vote of the shareholders who attended the Meeting and casted their votes, as follows:

Approve	649,154,401	votes	or	100.0000%
Disapprove	0	votes	or	0.0000%
Abstain	0	votes		

Agenda 7 Other businesses

The Chairman informed the Meeting that regarding to the Public Limited Company Act, B.E.2535, Section 105 stated that "the shareholders holding shares amounting not less than one-third of the total number of shares sold may request the Meeting to consider matters other than those indicated in the notice of the

Meeting”, there was no any agenda proposed, thus there would be no agenda to consider and vote for this agenda.

The Chairman then opened session for shareholders to ask further questions and share their comments, the key points of which can be summarized as follows:

The shareholder (Mr. Sahapoomvit Trirongwattana) asked the questions as follows:

- What is the gross profit margin and the level of food waste for the Bonus Suki brand?

The Chairman explained that, as the business has only recently commenced operations, the current figures remain subject to change; however, they show a gradual improving trend. The net profit margin is projected to be no more than 10%, as the Company focuses on maintaining affordable pricing alongside the use of high-quality ingredients.

As for food waste, it currently averages around 5–10%, depending on the product category. The Company is actively working to enhance operational efficiency in order to minimize such losses as much as possible.

- Given the strong positive response to the Bonus Suki’s boat noodle soup, is there a possibility of developing it into a new brand?

The Chairman explained that there is potential in the future. However, in the short term, there are no specific plans to spin off a separate brand, as the target customer segments for the two products are different.

- Has the adjustment of closing hours to 2.00 am., together with appropriate workforce management, enabled each Bonus Suki brand to achieve profitability?

The Chairman explained that adjusting the closing time to 2:00 a.m. has helped improve cost control efficiency, particularly in terms of labor and utility expenses. However, the Company continues to use breakeven criteria as the primary basis for determining operating hours. As such, some branches still remain open until 5:00 a.m. to meet customer demand and maximize revenue.

- In the second quarter of 2026, amid an economic slowdown and a significant increase in energy costs which has had a ripple effect on other operating expenses—along with weakened purchasing power, a decline in tourist numbers, and intense competition in the food industry, will these factors result in operating losses?

The Chairman explained that, under such circumstances, it is not expected to impact the Company to the extent of incurring losses. However, profit margins may fluctuate in line with market conditions, which will need to be closely monitored. Despite the pressures facing the restaurant industry, including intense competition and rising costs such as rent and labor, the Company remains confident in its ability to manage these challenges, given its extensive experience in the business. The Company also continues to place the highest priority on food safety and hygiene standards in order to maintain consumer confidence.

- Does the Company have plans to reduce its selling and administrative expenses, which are currently at 58%, to a lower level?

The Chairman explained that the Company has a policy to enhance operational efficiency by adopting technology and AI systems across various functions, with a focus on optimizing cost management to achieve maximum efficiency.

- How feasible is it to deploy humanoid robots to support in-branch staff operations, such as clearing tables?

The Chairman explained that, at present, humanoid robot technology still has limitations in terms of precision and reliability in performing certain tasks, such as clearing tables. As a result, it is not yet feasible for practical use at this stage. It is necessary to wait for further technological advancements to effectively meet the operational needs of our restaurants.

- In which quarter of 2026 is the Bonus Suki brand expected to begin generating profit and achieve payback?

The Chairman explained that the Company expects the Bonus Suki brand to begin generating profits in the second half of 2026, driven by ongoing improvements in operational processes and cost-reduction strategies currently being implemented.

The shareholder (Mr. Sathaporn Koteeranurak) asked the questions as follows:

- How does the Company plan to manage rising raw material and labor costs in order to maintain its targeted growth in operating performance, and how is the ratio of selling and administrative expenses to total revenue expected to change in the current year compared to the previous year?

The Chairman explained that the Company's first-quarter performance is still in the preparation stage and has not yet been officially disclosed. However, sales are expected to show stronger growth compared to the same period last year. For the following quarter, the Company will continue to closely monitor and assess the situation.

- What factors led to the impairment of goodwill, and what policies or measures does the Company have in place to mitigate the risk of such impairment in the future?

Mrs. Sudarut Patvivatsiri, Chief Financial Officer, explained that the impairment provision for the goodwill of the Laem Charoen Seafood brand was primarily due to performance falling short of expectations in the post-COVID-19 period. In particular, the recovery of Chinese tourist arrivals has not returned to previous levels. In addition, relatively high food prices have affected consumer purchasing decisions. The Company has therefore formulated strategic adjustments for the current year, focusing on expanding its customer base and improving access to target customer segments more effectively.

- How do sales promotion activities aimed at stimulating revenue impact the Company's gross profit margin, and what strategies does the Company have in 2026 to retain its customer base without relying on price competition?

The Chairman explained that the MK buffet promotion, while resulting in a lower gross profit margin, is primarily aimed at expanding the customer base and encouraging repeat visits. In addition, the Company focuses on maintaining relationships with existing customers through its Customer Relationship Management (CRM) system, alongside diversifying its product offerings to reach new customer segments such as MK Premium Buffet and MK Paradise in order to elevate the brand and cater to premium market segments.

The proxy (Ms. Tisakorn Youngmode) asked in which areas the Company has adopted new technologies.

The Chairman explained that the Company is currently leveraging technology to drive operations across multiple functions, such as enhancing efficiency in accounting processes and improving warehouse and

logistics management. The Company also reaffirmed its commitment to continuously exploring and adopting new innovations to further enhance operational efficiency.

The shareholder (Mr. Puttiporn Hongsurakun) inquired about the long-term revenue contribution for Bonus Suki brand.

The Chairman explained that the Company aims to position the Bonus Suki brand as the second-largest brand in its portfolio, with a projected revenue contribution of approximately 30%–40% of total revenue in the future.

The shareholder (Mr. Suppravit Jirajoenying) asked the questions as follows:

- How many branches can the Hikiniku To Come restaurant expand to, and despite the strong positive response, are there any factors or constraints preventing the Company from accelerating its expansion further?

The Chairman explained that, despite the brand receiving an excellent response, the Company expects to expand to no more than 10 branches in Thailand. This is because it is a premium brand, and the Company aims to maintain a balance between customer volume and the highest standards of food quality in line with the brand's identity.

- How has the Company been affected by the new electricity tariff restructuring, and if the electricity rate increases to 5 baht per unit, what impact would this have on the Company's operating performance?

The Chairman explained that if the electricity tariff increases to 5 baht per unit, it would have an impact on net profit of approximately 0.8%. The Company has mitigation measures in place, focusing on improving energy efficiency at its branches in order to keep energy costs at an appropriate level.

There were no further comments or suggestions from the shareholders.

The Chairman declared the Meeting closed and expressed his appreciation to all shareholders for attending the Meeting and sharing their valuable views with the Company.

The Meeting was adjourned at 15.40 hours.

Signed.....Chairman

(Mr. Rit Thirakomen)