

No. MCG-OCS-2569-052

29 September 2026

Subject: Invitation to attend the 2026 Annual General Meeting of Shareholders**To** Shareholders

Attachments

1. 2026 Annual Report (QR Code) and Notification of Meeting
2. Profiles of the Nominated Candidates for the Election of Directors in Replacement of Those who Retired by Rotation
3. Profiles of the Nominated Auditors for 2027
4. Company's Articles of Association Relating to the General Meeting of Shareholders
5. Acceptance form for the invitation of online meeting
6. Procedures for attending the shareholders' meeting via electronic media (E-MEETING)
7. Profiles of the Independent Directors Nominated by the Company to Act as Proxy for Shareholders
8. Instruction for Downloading 2026 Annual Report by Scanning QR Code
9. Proxy Form A, B, C as specified by Department of Business Development, Ministry of Commerce
10. Advance Question Submission Form for 2026 Annual General Meeting of Shareholders
11. Privacy Notice Pursuant to the Personal Data Protection Act B.E. 2562 (2019)
12. Contact Information

The Board of Directors Meeting on August 28, 2026, resolved that the 2026 Annual General Meeting of Shareholders shall be held on Wednesday, October 28, 2026 at 14:00 hours via electronic media (E-Meeting) only, in compliance with the rules and regulations specified by the law relating to meetings via electronic media (E-Meeting) and that the meeting control system for live broadcasting will be at The MC GROUP Public Company Limited, studio room, 4 Sukhaphiban 2 Soi 7, Prawet District, Bangkok, to consider matters according to the agenda together with the Board of Directors' opinions as follows:

Agenda 1 To acknowledge the Company's performance for the year 2026

Objective and Rationale: The summary of the Company's operating performance for the year 2026 is shown in the Annual Report for the year 2026 which can be downloaded via QR Code in the invitation letter which has been sent together in Attachment No.1

Board of Directors' opinion: After due consideration, the Board requests the Shareholder's Meeting to acknowledge the Company's operating performance of the year 2026

Vote required: This agenda item is for acknowledgement; no voting is required

Agenda 2 **To consider and approve the financial statements for the year ended 30 June 2026 and the auditor's report**

Objective and Rationale: In compliance with the Public Limited Companies Act B.E. 2535 (1992), section 112 and clause 46-47 of the Company's Articles of Association, the Company shall prepare its financial statements of the fiscal year ended 30 June 2026 and arrange for audit and certification by Deloitte Touché Tohmatsu Jaiyos Co., Ltd. Details are shown in "Financial Statements" section of the 2026 Annual Report in QR code format, which provided here in Attachment No. 1.

Board of Directors' opinion: The Board requests the Shareholder's Meeting to consider and approve the financial statements for the year 2026 and the auditor's report that has been audited and certified by Deloitte Touché Tohmatsu Jaiyos Co.,Ltd and has been approved by the Audit Committee

Voting Requirement: Majority votes of shareholders attending the Meeting and casting their votes.

Agenda 3 **To consider and approve the appropriation of net profits and the payment of dividend for the year 2026**

Objective and Rationale: Pursuant to the Public Limited Companies Act B.E. 2535 (1992), section 115 and clause 52 of the Company's Articles of Association, the Company can pay dividends from profits only. However, the Annual Dividend Payment must be approved by the Shareholders Meeting, except for interim dividend payments. The Board of Directors may approve the payment of interim dividends from time to time when it considers that the Company has sufficient profits to do so and shall report such interim dividend payment to the next Shareholders' Meeting.

The Company has a dividend payment policy of not less than 50% of the remaining net profit after deducting all types of reserves as required by law and the Company's Articles of Association, by considering the net profit according to the Company's consolidated financial statements. Nevertheless, such dividends are subject to future investment plans, necessities appropriateness and other considerations as the Board of Directors deems appropriate.

For fiscal year 2026, the Company reported a net profit for the year of 701,007,244 Baht, and had retained earnings for allocation of dividends to the shareholders.

Board of Directors' opinion The Board requests the Meeting to consider and approve the profit allocation for fiscal year 2026 for dividend payment at the rate of 0.88 Baht per share or 696,960,000 Baht, accounting for 99.42 percent of the consolidated net profit for the year, which is consistent with the Company's dividend payment policy. The Company has already paid an interim dividend at the rate of 0.52 Baht per share on March 12, 2026 and will pay the final dividend at the rate of 0.36 Baht per share, totaling 792,000,000 shares totaling 285,120,000 Baht. The following table shows the comparison of dividend payment rates between 2024-2026:

Details of Dividend Payment	2026 (1 Jul 25 - 30 Jun 26)	2025 (1 Jul 24 - 30 Jun 25)	2024 (1 Jul 23 - 30 Jun 24)
1. Net Profit (million Baht)	701,007,244	760,415,253	713,163,734
2. Number of Shares (shares)	792,000,000	792,000,000	792,000,000
3. Par Value (Baht/share)	0.50	0.50	0.50
4. Dividend (Baht/share)	0.88	0.96	0.90
• Interim Dividend (Baht/share)	0.52	0.55	0.50
• Final Dividend (Baht/share)	0.36	0.41	0.40
5. Total Final Dividend Payment (Baht)	285,120,000	324,720,000	316,800,000
6. Total Amount Dividend Payment (Baht)	696,960,000	760,320,000	712,800,000
7. Dividend Payout Ratio (%)	99.42	99.99	99.95

The said dividend distribution shall be payable to the shareholders entitled to receive dividend in accordance with the Company's Articles of Association, as of record date of Thursday, November 5, 2026 (The Stock Exchange of Thailand shall post the "XD" sign on the date which the buyers of securities shall have no rights to receive dividend on Wednesday, November 4, 2026). The dividend shall be payable on Wednesday, November 25, 2026

Vote required: Majority votes of shareholders attending the Meeting and casting their votes

Agenda 4 **To consider and approve the Auditors appointment and determination of audit fee for the year 2027**

Objective and Rationale: Pursuant to the Public Limited Companies Act B.E. 2535 (1992), section 120 and clause 44 of the Company's Articles of Association, the Annual General Meeting is required to resolve on the appointment of the auditor and the audit fee for that year. In appointing the auditor, the same auditor may be reappointed.

For the fiscal year 2027 (accounting period from July 1, 2026 to June 30, 2027), the Audit Committee considered and selected Deloitte Touché Tohmatsu Jaiyos Company Limited ("DELOITTE") to be the audit firm for the Company and its subsidiary for the year 2027 due to its reputation, capability, professional standards, experience and expertise in auditing as well as excellent past performance. And appropriate audited fee proposed by DELOITTE that would yield maximum benefit to the Company.

Board of Directors' opinion The Board agrees with the Audit Committee's proposal on the selected audit firm and proposed audit fee and recommends the 2026 Annual General Meeting of Shareholders to consider and approve the appointment of the auditors and audit fee for the fiscal year 2027 (accounting period from July 1, 2026 to June 30, 2027) as follows.

- 1) The appointment of Deloitte Touché Tohmatsu Jaiyos Company Limited as audit firm of the Company for the year 2027 (accounting period from July 1, 2026 to June 30, 2027), with the name list of auditors and audit fee as follows.

Name of Auditor		CPA Registration No.	Number of years certified the Company's financial statements.
Ms. Wilasinee	Krishnamra	7098	0
Ms. Waraporn	Kriengsuntornkij	5033	0
Ms. Kornthong	Luangvilai	7210	0
Ms. Lasita	Magut	9039	0

Deloitte Touché Tohmatsu Jaiyos Company Limited and appointed auditors have no conflict of interests with the Company, its subsidiaries, joint venture company, management, major shareholders, or any key stakeholders and will be nominated as the auditor for the year 2027 of the Company's subsidiaries and associates. The auditor's record and information on the independence of the nominated auditors are shown in Attachment No. 3.

- 2) The approval of the authorization of the Board of Directors to consider and approve if Deloitte Touche Tohmatsu Jaiyos Audit Company Limited has to assign another certified public accountant in the event that the above auditors are unable to perform their duties.
- 3) The approval of the Company's audit fee for fiscal year 2027 (accounting period from July 1, 2026 to June 30, 2027) in the amount of Baht 2,305,000, unchanged from fiscal year 2026, and the fee for the audit of compliance with the conditions of the investment promotion certificate (BOI Special Audit) in the amount of Baht 200,000, bringing the total amount proposed for approval to Baht 2,505,000; and to acknowledge the audit fees for the subsidiaries' financial statements in the amount of Baht 660,000, with details as follows:

	2027 (1 Jul 26 - 30 Jun 27)	2026 (1 Jul 25 - 30 Jun 26)	2025 (1 Jul 24 - 30 Jun 25)
Mc Group's Audit Fee	2,305,000	2,305,000	2,205,000
BOI Special Audit Fee	200,000	-	-
Total audited fee proposed for approval	2,505,000	2,305,000	2,205,000
Subsidiaries Audit Fee (for acknowledgement)	660,000	805,000	945,000

Voting Requirement: Majority votes of shareholders attending the Meeting and casting their votes.

Agenda 5 To consider and approve the appointment of directors who retired by rotation

Objective and Rationale: Pursuant to the Public Limited Companies Act B.E. 2535 (1992) (and revised version), section 71 and clause 21 of the Company's Articles of Association, at every annual general shareholder meeting, one third of the directors shall retire from office at such time.

If the number of directors is not a multiple of three, the number of directors closest to one-third shall retire. A director who vacates office under the rotation may be re-elected. For the 2026 Annual General Meeting of Shareholders, there are 3 directors who will retire by rotation, namely

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|----|-----------------------------|--|
| 1) | Mr. Lucksananoi Punkrasamee | Independent Director / Chairman of the Audit Committee / Member of the Nomination and Remuneration Committee |
| 2) | Mr. Kris Chantanotoke | Independent Director |
| 3) | Ms. Sunee Seripanu | Vice Chairman / Chairman of the Nomination and Remuneration Committee / Chairman of the Executive Director / Member of Risk Management and Sustainable Development Committee |

The Company also encouraged shareholders to propose nominated directors during 1 April 2026 to 30 June 2026; however, there is no shareholder proposed nominated directors to the Company. The Nomination and Remuneration Committee (excluding the directors who are due to retire by rotation at the 2026 Annual General Meeting of Shareholders) proposed the Board of Directors Meeting to consider the list of qualified candidates for the election of directors in replacement of those who are due to retire by rotation at the 2026 Annual General Meeting of Shareholders in accordance with the nomination guidelines agreed upon by the Board of Directors which instructed that The Nomination and Remuneration Committee to nominate qualified persons for directorship of the Company from qualified individuals and experts which included individuals who were competent to be directors in listed companies and must be fully qualified in accordance with related laws and the Company's Articles of Association including the Company's Corporate Governance Principle, Corporate Governance Code recommended by the Office of the Securities and Exchange Commission (SEC), and the selection guidelines on candidates for directorship recommended by Thai Institute of Directors (IOD). The candidates must be equipped with knowledge, professional skills, experience and expertise for the Company's line of business, possessed requisite attributes of leadership, vision, good morals and ethical principles, as well as clear and unblemished career records, making decisions based on facts and reasons, and capable of giving opinions independently. Moreover, the Nomination and Remuneration Committee took into account the diversity of the Board of Directors and the composition of knowledge and particular professional skills as deemed essential to the Board of Directors.

Board of Directors' opinion The Board of Directors, excluding the directors who are due to retire by rotation at the 2026 Annual General Meeting of Shareholders, had extensively discussed and carefully considered the list of all nominated candidates as well as the qualifications of each candidate with all due circumspection as presented by the Nomination and Remuneration Committee and deemed that the nominated candidates are qualified and knowledgeable while possessing requisite attributes of leadership, broad vision, good morals and ethical principles, as well as clear and unblemished career records, and experiences. Moreover, the nominated directors must be able to devote time and talent to develop the company with efficiency and effectiveness, considering the performance of each director's position and duties. as well as qualifications of independence of the nominated person. Consequently, it was unanimously resolved to propose to the shareholders' meeting to approve the appointment of 3 former directors to be considered as the Company's directors for another term with the following name list:

- 1) Mr. Lucksananoi Punkrasamee
- 2) Mr. Kris Chantanotoke
- 3) Ms. Sunee Seripanu

The Board of Directors has considered and found that Mr. Lucksananoi Punkrasamee and Mr. Kris Chantanotoke are independent directors who capable of expressing independent opinions and complying with relevant criteria. Regarding the reappointment of Mr. Lucksananoi as a director for another term, this would result in holding the position of an independent director for more than 9 consecutive years. The Board of Directors opines that it is appropriate to reappoint him as a director for another term due to Mr. Lucksananoi's role as an audit committee member, possessing knowledge and expertise in accounting, capable of examining the credibility of the company's financial statements, and having a good understanding of the company's operations. Furthermore, over the past period, Mr. Lucksananoi has been able to provide various independent recommendations regarding the company's operations, which have proven highly beneficial to the company.

The brief biographies of all 3 persons who have retired by rotation and have been nominated for another term are shown in Attachment no.2

Vote required for election of directors: Persons receiving the highest number of votes in descending order shall be appointed as directors until all of the director positions for such election are filled.

Agenda 6 To consider and approve the directors' remuneration for the year 2027

Objective and Rationale: Pursuant to the Public Limited Companies Act B.E.2535 (1992), section 90 and clause 27 of the Company's Articles of Association, A director is entitled to receive the remuneration from the Company in any forms as stipulated in the regulations of the Company or the consideration of the meeting of shareholders and has the resolution not less than two-thirds (2/3) of all votes of the shareholders present at the meeting. Such remuneration may be at fixed amount or specified from time to time or let it being enforced unless otherwise approved by the meeting of shareholders. Moreover, the director is also entitled to a per diem allowance and any fringe benefit according to the regulations of the Company.

The Nomination and Remuneration Committee, under the criteria and guidelines for suitable and fair remuneration agreed upon by the Board of Directors, considered the remuneration based on the roles and responsibilities of the Board of Directors and the Sub-committees as well as other relevant factors to wit the Company's operating result for fiscal year 2026, business expansion, and current economic conditions. After comparing such remuneration with the remuneration payments of other listed companies of similar size in the same industry, The Nomination and Remuneration Committee then unanimously resolved to propose the review of criteria and rates of remuneration payment for the Board of Directors and the Sub-committees for 2027 to the Board of Directors for consideration as well as the acknowledgement of the amount of remuneration paid to the Board of Directors and the Sub-committees for fiscal year 2026 (1 July 2025 – 30 June 2026) as follows:

1. The maintenance of criteria and rates for financial remunerations of the Board of Directors (monthly remuneration, meeting allowances and bonus), the remunerations (meeting allowances) of the Audit Committee, Risk Management and Sustainable Development Committee, Nomination and Remuneration Committee, and Executive Committee and including non-financial remuneration at the same rate as per approval from 2025 General Shareholders Meeting.
2. The acknowledgement of the actual remuneration paid to the Board of Directors (monthly remuneration, meeting allowances and bonus) and the meeting allowances of the Audit Committee, Risk Management Committee, Nomination and Remuneration Committee and Corporate Governance and Sustainable Development Committee in accordance with their attendance at the meetings during fiscal year 2026 (1 July 2025 - 30 June 2026), totaling 8,605,000 Baht (without any non-financial remuneration) in consistent with the criteria approved by the 2025 Annual General Meeting of Shareholders.

Board of Directors' opinion The Board of Directors agrees with the recommendation of the Nomination and Remuneration Committee and proposes to the 2026 General Shareholders Meeting to consider and approve the remunerations of the Board of Directors, Audit Committee, Risk Management and

Sustainable Development Committee, Nomination and Remuneration Committee, and Executive Committee for fiscal year 2027 (1 July 2026 – 30 June 2027) at the same rate as fiscal year 2026. The Board also acknowledged the amount of remunerations paid to the Board of Directors and the Sub-committees during fiscal year 2026 as per above mentioned. Subject to the approval of the 2027 Annual General Meeting of Shareholders upon the aforementioned proposals, the remuneration of the Board of Directors and the Sub-committees for 2027 would be as follows:

(1) Financial Remuneration:

Remuneration for the Board and Sub-Committee	FY2027 (Proposal) (July 2026 – June 2027)		FY2026 (July 2025 – June 2026)	
	Monthly Remuneration (Baht/person/month)	Meeting Allowance (Baht/person/time)	Monthly Remuneration (Baht/person/month)	Meeting Allowance (Baht/person/time)
1. Board of Directors				
● Chairman	20,000	80,000	20,000	80,000
● Member	10,000	50,000	10,000	50,000
● Bonus	Maximum at Baht 5,000,000 per year (The Board will allocate bonus in accordance with the achievement of key performance indicators)		Maximum at Baht 5,000,000 per year (The Board will allocate bonus in accordance with the achievement of key performance indicators)	
2. Audit Committee				
● Chairman	-	40,000	-	40,000
● Member	-	30,000	-	30,000
3. Risk Management and Sustainable Development Committee (previously Risk Management Committee)				
● Chairman	-	30,000	-	30,000
● Member	-	25,000	-	25,000
4. The Nomination and Remuneration Committee				
● Chairman	-	30,000	-	30,000
● Member	-	25,000	-	25,000
5. The Executive Committee (paid to only the ones who do not receive any other remunerations from the Company)				
● Chairman	-	30,000	-	30,000
● Member	-	25,000	-	25,000

(2) Non-Financial Remuneration

Remuneration for the Board and Sub-Committee	FY2027 (July 2026 – June 2027) (Proposed)	FY2026 (July 2025 – June 2026)
Non-Financial Remuneration	-None-	-None-

Voting Requirement: Not less than two-thirds of the shareholders who attend the meeting.

Agenda 7 To consider other businesses (if any)

Board of Directors' opinion: The Board has opinion that the agenda “to consider other businesses (if any)” should be included in every shareholders' meeting for shareholders to ask questions, discuss and/or provide suggestions to the Board

All shareholders are cordially invited to attend the 2026 Annual General Meeting of Shareholders **via electronic media (E-Meeting) on October 28, 2026 at 14.00 hr.** The shareholders can click the link to join the meeting on October 28, 2026 from 12.00 p.m. onwards.

Shareholders who wish to attend the meeting can attend the meeting in person or appoint another person to attend and vote on their behalf at the meeting. In this case, shareholders are required to verify their identity as detailed in the conditions and procedures for registering to attend the shareholders' meeting via electronic media (E-AGM), proxy, and voting. (Details in Attachment 6) which can be done from September 29, 2026 at 8.30 a.m. onwards. After the Company checked the eligibility of the shareholders that were entitled to attend the 2026 Annual General Meeting of Shareholders as the Company had set “Record Date” on Monday 14 September 2026, the Company will send the link for accessing the shareholders' meeting via electronic media (E-Meeting) to shareholders via email notified to the Company.

In case that the shareholders wish to appoint an independent director of the company to attend and vote on their behalf in the meeting, please fill in your details and sign in the proxy form in **attachment No. 9**. The details of the independent directors who are the proxy representatives at the 2026 Annual General Meeting of are shown in **attachment No. 7**. Uploading of documents for shareholder registration can be done via web link or QR code. Please also submit the original proxy form together with all supporting documents by addressing the envelope to Company Secretary Office by Wednesday 21 October 2026.

The Company would like to thank you all shareholders for your understanding and looking forward to receiving your cooperation.

Yours faithfully,

MC GROUP Public Company Limited



(Mrs. Kaisri Nuengsigkapien)

Chairman of the Board of Directors

Remark :

- The Company has published the invitation to the meeting along with accompanying documents, including Proxy Forms A, B, and C, on the website www.mcgroupnet.com. Shareholders may request hard copies of the proxy forms and supporting documents via email at corpsecretary@mcgroupnet.com or by calling 02-117-9999 extensions 1126 or 2502 by October 14, 2026.

- If any shareholders have questions that would like the Company to clarify, questions can be sent in advance to corpsecretary@mcgroupnet.com or call 02-117-9999 ext. 1126 / 2502 or fax 02-117-9998 or mail to the office of company secretary, Mc Group Public Company Limited, No. 2, Sukhapiban 2 Road, Soi 5, Prawet District, Prawet Sub-District, Bangkok 10250 (Advance Question Submission Form as Attachment no.10). Please specify your address or contact information clearly so that the company can contact you back. The Company will collect questions and answer the questions that are related to the agenda at the meeting. For other questions and suggestions, the Company will summarize and clarify in the minutes of the shareholders' meeting which will be disseminated through the SET's information dissemination system and the Company's website within 14 days after the meeting.

E-AGM Flowchart

