The Minutes of 2026 Annual General Meeting of Shareholders
MC GROUP Public Company Limited
Via electronic media (E-meeting) with a place to control the meeting system for live broadcasting
at the Studio Room of MC GROUP Public Company Limited
4, Sukhaphiban 2 Road, Soi 7, Prawet, Bangkok on Wednesday, October 28, 2026 at 2.00 p.m.

Mrs. Kaisri Nuengsigkapian, Chairman of the meeting ("the Chairman")

Mr. Pongsak Tanthanapipat, Secretary to the Board of Directors and Company Secretary ("the Secretary"), welcomed the Chairman of the Board, the directors, and shareholders who attended the 2026 Annual General Meeting of Shareholders, which was conducted exclusively in an electronic meeting (E-Meeting) format. The Board of Directors' meeting on August 28, 2026, approved to schedule the 2026 Annual General Meeting of Shareholders only via electronic media.

For this meeting, the Company utilized the electronic meeting system provided by OJ International Co., Ltd., a service provider that meets the standards of the Electronic Transactions Development Agency (ETDA). The meeting was conducted in accordance with the Company's personal data protection policy, and a video recording of the entire meeting was made.

The Secretary then informed the meeting that there were 15 shareholders attending the E-Meeting in person, representing a total of 416,302,583 shares, and 35 shareholders represented by proxy, totalling 41,653,986 shares. This made a total of 50 shareholders attending the meeting, representing 457,956,569 shares, which is 57.82% of the total 792,000,000 issued shares. This met the quorum required by law and the Company's regulations. The Secretary then invited the Chairman to give a welcome address and officially open the meeting.

The Chairman welcomed the shareholders who attended the 2026 Annual General Meeting of Shareholders in the form of E-Meeting. The meeting was held in accordance with the rules stipulated in the law relating to meeting via electronic media. The meeting was constituted as a quorum in accordance with the Company's Articles of Association. The Chairman then opened the meeting to consider the matters according to the agenda by requesting the Secretary informed the directors and related persons attending the meeting today.

Then the Secretary informed the meeting that in this meeting there were directors, executives and the auditor from Deloitte Touche Tohmatsu Jaiyos Company Limited attended the meeting to answer questions, including the auditor's representative who acted as a witness in the vote counting in each agenda as follows:

<u>The Company's directors consisted of 8 people, 8 attending the meeting (accounted for 100% of the total number of directors) as follows:</u>

1. Mrs. Kaisri Nuengsigkapian	Chairman of the Board of Director
2. Ms. Sunee Seripanu	Vice Chairman / Chairman of the Nomination and Remuneration Committee / Chairman of the Executive Committee / Member of Risk Management and Sustainable Development Committee

3. Mr. Lucksananoi Punkrasamee	Independent Director / Chairman of the Audit Committee / Member of the Nomination and Remuneration Committee
4. Mr. Virach Seripanu	Director / Executive Director / Chief Business Officer / Acting Chief Financial Officer
5. Mr. Kris Chantanotoke	Independent Director
6. Mrs. Usara Yongpiyakul	Independent Director / Member of the Audit Committee / Member of the Risk Management and Sustainable Development Committee
7. Mr. Siwat Chawareewong	Independent Director / Member of the Audit Committee / Chairman of the Risk Management and Sustainable Development Committee
8. Mr. Niran Pravithana	Independent Director / Member of the Nomination and Remuneration Committee

Executive Present at the Meeting

1. Mr. Matthew Kichodhan	Chief Executive Officer
2. Ms.Kulwadee Oranphansuk	Chief Operation Officer
3. Mr. Nopadol Tangdenchai	Chief Information Technology Officer
4. Mr. Sakesan Serksiri	Chief Supply Chain Officer
5. Ms. Pornsiri Prompattanapakdee	Deputy Chief Financial Officer

Auditor from Deloitte Touche Tohmatsu Jaiyos Company Limited

1. Mr. Bardin Laprangsirat	
2. Ms. Wilasinee Krishnamra	
3. Ms. Tanyaporn Sinvisoot	Act as a witness to count the votes

The Supervisors at the Meeting

Mrs. Somporn U-In	Vice President - Internal Audit

The Legal Advisor

Mr. Yuttapong Pooprakum	Assistant Vice President - Legal

The Corporate Secretary

Mr. Pongsak Tanthanapipat	Corporate Secretary

Shareholders' Rights Protection Volunteer

Ms. Katharat Sribenjakul	Thai Investors Association

Before proceeding with the meeting agenda, the Chairman assigned the Secretary control the shareholders' meeting system via electronic media in order to comply with the law, and asked to inform the details of the meeting quorum, voting procedures, vote counting process, notification of voting results, and questioning in the meeting as follows:

Voting procedure, Vote counting process, and Notification of voting results

1. The Company's Articles of Association stipulate that voting in each agenda shall be equal to the number of shares held and the shares granted by proxy, with one share equal to one vote. Any shareholder who has a special interest in the relevant agenda item will not have the right to vote in that agenda.
2. Voting shall be done openly, the Chairman will propose to the shareholders to consider and vote in each agenda by asking the shareholders or proxies to go to the E-Voting tab to vote according to the wishes of the shareholders or proxies via the OJ International system for 1.30 minutes per agenda, when pressing to select a vote, the system will have a pop-up asking again whether to confirm the vote or not, press OK to confirm the vote. If the agenda has been closed, the shareholders will not be able to vote or vote change. When the vote is completed, please return to the E-meeting window (zoom program) to continue watching the video and audio of the meeting.

   In voting, the shareholders had to choose the agenda they wish to vote for. Then, the system will show three options for voting, which are 1. Approve 2. Disapprove 3. Abstain by allowing shareholders or proxies to vote according to only one opinion (unless it is a Custodian's vote that in the proxy allows splitting of votes).

   * If you do not press any option, which means that you do not wish to take any action, the system will transfer the vote to the “Agree” vote result. Voting can be changed until that agenda is closed for voting results.
3. In the case of being a proxy from multiple shareholders, you must click the link according to the list received in the e-mail, then log in to the system to cast votes and complete all the proxy holders. For shareholders who appoint a director or independent director, the Company will vote for approval, disapproval or abstain according to the wishes of the shareholders.
4. In counting votes process, the system will use the method of deducting disapproval, abstain votes from the total number of votes attending the meeting in that agenda, the remainder shall be deemed to approve votes. In considering such votes, the votes received by the shareholders appointing proxies will also be taken into account in the proxy form.
5. The total number of shareholders or proxy holders and the casting votes on each agenda might vary from item to item since shareholders or proxy holders might leave the meeting or later enter the meeting.
6. The system will process the votes of the shareholders in accordance with the voting procedure for each agenda, then inform the vote counting results for every agenda before the meeting close.

Questioning at the Meeting

1. Before voting on each agenda item, the Company will give shareholders or proxies an opportunity to ask questions or express opinions on issues related to that agenda as appropriate.
2. Shareholders or proxies who wish to ask questions or express opinions on any agenda are require to type their questions in the Q&A with their first and last names in the system through the Q&A menu in the Zoom program and press the Enter button to send messages to the system, or inquire via the Video Conference system by pressing the Reactions menu below and pressing the Raise hand button and turn on your devices when

prompted to ask a question. Shareholders or proxies are requested to state their first and last names before asking questions every time and in the event that shareholders cannot speak through the mic. (Within 1 minute), please type your questions via the Q&A channel instead in order to the Secretary shall be read the questions to the meeting on your behalf.

3. In the event that a large number of questions related to that agenda are sent into the system, the Company will consider and select the appropriate questions, the other questions or suggestions were not answered at the meeting shall be summarized as an attachment to the Minutes of the shareholders' meeting which will be disclosed through the SET's information dissemination system and the Company's website within 14 days from the date of the meeting closed.

The shareholders acknowledged and have no other opinion on the voting method, vote counting, notification of the results of the vote counting, and the procedures for asking questions at the meeting as detailed above. Then the Chairman asked the Secretary to propose to the meeting to consider and vote in each agenda as well as inform how many votes required for each agenda and then proceeded to the meeting according to the following agenda.

Agenda 1 **To Acknowledge the Company's Performance for the year 2026**

The Chairman assigned Mr. Matthew Kichodhan, Chief Executive Officer informed the meeting.

Mr. Matthew Kichodhan informed to the meeting that the Company's performance in details is disclosed in the topic "Management Discussion and Analysis: MD&A" in the 2026 Annual Report in QR code format, which has been delivered to the shareholders together with the Notice. In this agenda, the presentation of the operating information and financial information for the year 2026 is done via video clip to the meeting for acknowledgment as follows:

Since 1975, Mc Jeans has been committed to developing high-quality apparel to meet customers' needs, guided by its vision to become Thailand's leading apparel and lifestyle products company and its mission that places importance on customers, employees, and investors alike. Today, Mc Group proudly celebrates its 51st anniversary and remains committed to moving forward in every dimension.

Mc Group has a team of highly creative and experienced designers who pay close attention to every detail throughout the design process. The Company operates an integrated manufacturing process with an annual production capacity of more than 2 million pieces, delivering products of world-class quality at affordable prices. The Company also operates the modern Mc Fulfilment Center, covering an area of more than 10,000 square meters and capable of accommodating over 2.8 million pieces of merchandise, thereby enhancing operational and inventory management efficiency to its full potential. In addition, Mc Group has more than 560 offline points of sale nationwide, covering a total retail area of over 44,000 square meters. These locations cater to a wide range of shopping lifestyles, including free-standing shops, counters in department stores and modern trade outlets,

as well as Mc Outlets located at service stations, enabling the Company to reach a broader range of target customers.

The Company also offers a convenient online shopping experience through mcshop.com and leading marketplace platforms, where it has established a leading position in online sales, achieving strong growth and an online sales contribution of 26% of total revenue. Its achievements have been recognized through the “Top Strategic Partner” award from Shopee at the Shopee Summit 2025. Furthermore, Mc Jeans ranked as the top-selling brand in the Fashion Apparel – Men's Clothing category on TikTok. At the TikTok Shop Awards 2026, the Company received the awards for the highest sales on TikTok Shop Mall and the highest sales generated through product-tagged content on TikTok Shop Mall for 2025.

The Company has also established a fully equipped livestreaming studio at its fulfilment center to support livestreaming activities by employees and affiliates. In addition, a livestreaming studio has been established at the Muang Thong Thani branch, making Mc Jeans the first fashion brand to collaborate with TikTok in developing a LIVE-based studio. The Company continues to enhance its omnichannel services, allowing customers to shop seamlessly across offline and online channels. Customers can purchase products online and have them delivered to a store, place online orders at a store for home delivery, or exchange and return products purchased online at physical stores. The Company also connects with customers seamlessly through social commerce and provides convenient access to exclusive privileges for more than 1.9 million Mc Club members through its CRM system.

Mc Jeans continues to reinforce its leadership in the denim market through campaigns featuring denim products that appeal to consumers across all generations. The journey began with “The LEGEND Lives On” campaign, which conveyed the legendary heritage of the brand through its hero product, “Mc JEANS THE LEGEND No.3109.” This was followed by “The Denim Series” collection, featuring a wide variety of denim items in response to the growing role of jeans as an essential part of younger generations’ lifestyles. Denim has become a versatile choice for mixing and matching outfits and creating individual styles without limitations. The Company also introduced the “Color Denim Series,” featuring denim in seven colors that reflect individuality by connecting different personalities and styles with the colors of jeans.

Beyond denim products, Mc Jeans continues to create a diverse range of non-denim products. The “Mc Resort Collection” is another important summer campaign, featuring resort-style shirts that are not limited to summer wear but can be styled in various ways throughout the year. The collection has consistently been one of the Company's highlight collections and has continued to receive positive customer responses.

Another important winter campaign is the “Mc Journey Collection,” featuring outerwear, shirts, and trousers designed with functionality in mind to meet the needs of an outgoing lifestyle.

The Company also offers a wide selection of T-shirts that are easy to wear, made from quality fabrics, comfortable, and available in various fits. T-shirts remain another highly popular product category. In addition, the Company offers a range of must-have accessories, including hats, bags, belts, and shoes, to meet customers' diverse needs. At the same time, the Company continues to develop Online Exclusive products, providing customers who prefer online shopping with special merchandise available exclusively through online channels.

Another significant milestone is the creation of the MCJ brand, designed to meet the needs of younger generations. MCJ offers a diverse product portfolio that complements every aspect of their lifestyles, ranging from denim and non-denim apparel, sport casual wear, and underwear to accessories and fragrances produced by a leading international fragrance manufacturer.

In terms of collaboration, Mc Jeans recognizes opportunities to connect with younger consumers who have their own distinctive styles and ways of expressing themselves. The Company therefore provides opportunities for emerging artists and creators to participate in developing creative works by combining the strength of the Mc Jeans brand with contemporary artistic perspectives, creativity, and visual expression. This approach aims to create products that reflect the artists' identities while reaching new target customer groups.

This led to the creation of the collaboration collection "Mc JEANS x ALANLERT: Memory in the Rain," developed in partnership with ALANLERT, an emerging artist and illustrator. The collection conveys the artist's stories, memories, and perspectives through fashion pieces that seamlessly blend the worlds of illustration art and fashion.

Mc Group places great importance on continuous progress and is equipped with the capabilities to drive its business forward rapidly and efficiently. Under the "Fast Forward" concept, the Company has integrated artificial intelligence (AI) into its operations, including data collection, analysis, and evaluation, as well as automated activation to reach specific target customer segments more effectively.

In terms of customer experience, the Company utilizes AI tools in planning store layouts, with the aim of enhancing both merchandise display efficiency and customer experience. The focus is on creating a customer journey that allows customers to browse products seamlessly, reflects the brand's identity, and naturally encourages purchasing decisions. This approach helps maximize sales potential within each retail space and is applied across different types of points of sale and regions.

In terms of customer loyalty and engagement, the Company utilizes AI-assisted marketing automation tools to communicate with its CRM customer base in a personalized manner and strengthen customer engagement under the concept of "Right Member, Right Time, Right Benefit."

With regard to sustainability, Mc Group places great importance on sustainable development and growth, recognizing the cultivation of environmental, social, and governance (ESG) awareness as a

key factor. The Company therefore continuously provides ESG-related training and knowledge to employees and encourages their ongoing participation in ESG activities. The Company has implemented the “No Bag Campaign,” discontinuing the provision of plastic bags to customers at all branches and replacing them with recyclable paper bags. Since the launch of the campaign in February 2025, the Company has reduced plastic bag consumption by more than 1.5 million bags. In addition, the Company emphasizes the development of environmentally friendly products by progressively increasing the use of environmentally responsible materials and components. During the past year, environmentally friendly products accounted for 10.5% of the Company's product portfolio. Building on its progress in adopting environmentally friendly materials and components, the Company has collaborated with its business partner, YKK, with plans to incorporate environmentally friendly components into all jeans models during the year.

The Company has also collaborated with SC Grand, a materials manufacturing partner, to develop T-shirts made from fabric scraps remaining from the production process. These materials are recycled and given new value, resulting in comfortable, high-quality products at affordable prices, which are available for sale at Mc Outlets. The Company's environmental considerations extend beyond product materials to the use of packaging that is readily biodegradable and environmentally friendly. Furthermore, the Company promotes the use of clean energy through the installation of solar rooftop systems at its headquarters, the Mc Fulfilment Center, and Mc Outlet stores. Installation at the factory is also underway, with the objective of increasing renewable energy consumption and reducing greenhouse gas emissions.

In terms of social responsibility, Mc Group has continuously undertaken projects and activities that benefit the environment, society, and its stakeholders. The Company received an “AAA” rating in the SET ESG Ratings assessment conducted by the Stock Exchange of Thailand. It was also recognized with the “Commended Sustainability Awards” under the Sustainability Excellence category at the SET Awards 2025, organized by the Stock Exchange of Thailand. In addition, the Company received an “Excellent” rating in the Corporate Governance Report of Thai Listed Companies (CGR) assessment conducted by the Thai Institute of Directors Association for the seventh consecutive year. The Company also achieved the highest possible score of 100 points in the “AGM Checklist 2025” assessment of the quality of its Annual General Meeting of Shareholders, conducted by the Thai Investors Association. Furthermore, the Company has continued to obtain renewal certification of its membership in Thailand's Private Sector Collective Action Against Corruption (CAC).

Overall Performance of the Company for 2026

For fiscal year 2026, the Company recorded total sales revenue of Baht 4,402 million, an increase of Baht 250 million, or 6.0%, from the same period of the previous year, driven by continued growth in revenue from online channels. As a result, online sales accounted for 26% of total sales. The Company maintained a gross profit margin of 63.8%, close to that of the previous year. As of the end of the reporting period, the Company maintained cash and short-term investments of approximately Baht 2,000 million and continued to have no interest-bearing debt.

The gross profit amounted to Baht 2,810 million, an increase of Baht 155 million, or 5.8%, with a gross profit margin of 63.8%. The Company continued to emphasize strategic and ongoing sales promotion planning to stimulate sales amid the slow economic recovery. Selling and administrative expenses increased by Baht 184 million, or 10.4%, mainly due to higher selling expenses associated with online channels and increases in service fees charged by various platforms.

Earnings before interest and tax (EBIT) amounted to Baht 915 million, a decrease of Baht 51 million, or 5.2%, with an EBIT margin of 20.6%. As a result, the Company recorded net profit of Baht 701 million, a decrease of Baht 59 million, or 7.8%, with a net profit margin of 15.7%.

The Company's financial position showed total assets of Baht 5,516 million, total liabilities of Baht 1,820 million, and shareholders' equity of Baht 3,696 million. The Company had cash and short-term investments of Baht 1,983 million and continued to have no debt with financial institutions.

Inventories amounted to Baht 1,053 million, while the inventory turnover period improved to 8.1 months from 9.5 months in the same period of the previous year, driven by higher sales and continuous improvements in inventory management. The Company's return on assets (ROA) remained at the same level as the previous year at 17%, while its return on equity (ROE) stood at 19%.

The Company's dividend policy is to pay dividends of no less than 50% of net profit. Historically, the Company has maintained a dividend payout ratio of more than 80%, with a dividend yield ranging from 5% to 10%. For the past year, the dividend yield was 7.59%.

In addition to focusing on managing operational performance as mentioned, the Company also prioritizes management based on good corporate governance principles for sustainable growth, including anti-corruption efforts. In 2026, the Company received a renewed membership certificate from the CAC, reaffirming its commitment to anti-corruption in all forms, and the Company has reviewed and implemented an anti-corruption policy, which is reviewed annually and published on the Company's website. Internal control processes have been continuously improved to enhance effectiveness, and employees are regularly trained and informed about the policy and proper anti-corruption practices. This commitment underscores the Company's dedication to transparency in

corporate governance, sustainable development, and responsible management of society and the environment, aligning with its ESG-based business strategy to build trust with all stakeholders. Additionally, the Company has implemented a complaint policy and established a whistleblowing system.

As this agenda item was for acknowledgment, no voting was required.

The Company Secretary then provided shareholders with an opportunity to raise questions through the Video Conference and Q&A channels.

The Company Secretary informed the Meeting that the Company had invited shareholders to submit questions in advance of the 2026 Annual General Meeting of Shareholders, commencing on 1 April 2026, and that the following questions had been received:

Ms. Katharat Sribenjakul, Shareholders' Rights Protection Volunteer and proxy holder representing the Thai Investors Association, raised the following questions:

1. According to the Company's financial information, revenue from online sales grew significantly to Baht 1,151.90 million, accounting for 26.2% of total revenue. However, the Company's net profit declined to Baht 701.01 million. Management stated in the 2026 Form 56-1 One Report that profitability had been pressured by increases in online platform fees. This raises concerns that continued growth in online sales could be offset by rising platform fees and commissions, potentially affecting the Company's net profit margin over the long term. In this regard, what proactive strategies has management adopted to manage fees charged by third-party online platforms? Does the Company have plans to accelerate sales through its own online channel (mcshop.com) and expand its own live commerce activities? If so, how does the Company intend to implement these plans?

   Mr. Matthew Kichodhan, Chief Executive Officer (CEO), responded as follows:

   The online market continues to grow rapidly in line with changing consumer behavior, particularly among younger generations who increasingly prefer shopping through online channels. However, intense promotional competition and rising marketplace fees have increased operating costs for businesses. In the past fiscal year, the Company's selling, general and administrative (SG&A) expenses increased by 10.4%, of which approximately 8% was attributable to marketplace fees.

   The Company recognizes these challenges and has adjusted its strategies to manage costs and maintain profitability in its online business. The key initiatives are as follows:

   1. ***Development of Online Exclusive Products:*** *The Company offers selected products exclusively through online channels, with careful consideration of product costs and assortments appropriate for each sales channel. This strategy aims to minimize sales cannibalization between online and*

offline channels while maintaining profitability across both. In the past fiscal year, Online Exclusive products accounted for nearly 20% of all products sold through online channels.

2. **Management of Discounts and Promotions:** *The Company has reduced its own discounts and seller-funded coupons (Seller Coupons) offered through online channels, placing greater emphasis on promotions and discounts supported by marketplace platforms. This approach helps reduce promotional costs and protect profit margins.*

3. **Driving Sales through mcshop.com:** *The Company continues to develop its own online sales platform, mcshop.com, which is not subject to marketplace fees. By integrating online and offline channels through an Online-to-Offline (O2O) model, customers can choose either home delivery or in-store pickup at Mc stores. This initiative is expected to create additional sales opportunities while reducing the Company's reliance on external marketplace platforms.*

4. **Management of Commission Costs:** *The Company is developing its own Creator and Affiliate teams while encouraging in-store sales personnel (PCs) to participate in online selling activities. This initiative aims to enhance sales effectiveness and reduce reliance on celebrities for livestream selling, thereby enabling the Company to better control commission costs and manage profit margins.*

The Company's objective is to achieve sustainable and profitable growth in its online business, with the long-term aim of generating competitive profit margins comparable to those of its offline channels.

2. The launch of the Company's new brands, MCJ and WYN, which together generated approximately Baht 22 million in sales, comes at a time when the Company is facing cost and expense pressures, with net profit declining to Baht 701 million, as disclosed in the 2026 Form 56-1 One Report. This raises concerns that investments in expanding the Company's brand portfolio could result in excessive selling and administrative expenses without generating the expected returns. In this regard, what break-even sales targets has the Company established for each of the two brands, MCJ and WYN, and when does management expect each brand to reach its break-even point?

Mr. Matthew Kichodhan, Chief Executive Officer (CEO), responded as follows:

The Company has operated under the Mc Jeans brand for more than 51 years. Currently, its core customer base consists primarily of Gen X and Gen Y consumers, who account for approximately 74% of its total customers. The Company therefore sees opportunities to expand its customer base to younger generations through the development of new brands, namely MCJ, which targets Gen Y and Gen Z consumers, and WYN, an online-exclusive brand designed to meet the needs of Gen Z and Gen Alpha consumers.

Regarding the MCJ brand, it is currently in the soft launch phase, with its official launch scheduled for November 2026. The Company has already established sales targets for the fiscal year 2027 and places strong emphasis on cost management and appropriate product pricing to maintain the profitability of its new product lines, while continuing to develop products that align with current consumer needs and preferences.

Since there were no additional questions from shareholders, the meeting acknowledged the Company's operating results for the year 2026.

Agenda 2 **To Consider and Approve the Financial Statement for the year ended June 30, 2026 and Auditor's Report**

The Chairman assigned Ms. Pornsiri Prompattanapakdee, Deputy Chief Financial Officer informed the meeting.

Deputy Chief Financial Officer informed the meeting that in order to comply with the Public Limited Companies Act B.E. 2535, Section 112 and the Company's Articles of Association Section 46 and Section 47 require shareholders to approve the Company's financial statements. Therefore, the Company has prepared the financial statements for the year ended June 30, 2026 which have been audited by the certified public accountant and have expressed an unqualified opinion on the financial statements. The Board of Directors has approved the financial statements according to the recommendation of the Audit Committee, which is of the opinion that the financial statements presented are accurate, complete, and reliable with details are disclosed in the section "Financial Statement" in the 2026 Annual Report in QR-Code format, which has been sent to the shareholders together with this Notice. Therefore, it is proposed to the meeting to consider and approve the financial statements for the year ended June 30, 2026 and the auditor's report.

The Company Secretary then provided shareholders with an opportunity to raise questions through the Video Conference and Q&A channels. The following questions had been submitted by shareholders in advance of the Meeting:

Ms. Katharat Sribenjakul, Shareholders' Rights Protection Volunteer and proxy holder representing the Thai Investors Association, raised the following questions:

1. According to Note 7 on page 13 and Note 21 on page 20 of the Notes to the Financial Statements, the Company reported net inventories of Baht 1,053.31 million, with the accumulated allowance for diminution in value of inventories increasing to Baht 70.65 million. In addition, the allowance for diminution in value of inventories and inventory losses increased to Baht 32.99 million. These figures may raise concerns regarding liquidity risks arising from working capital tied up in inventories and potential write-offs of obsolete inventory. In this regard, what is the Company's current inventory holding period in days, and what proportion of its inventories has

been held for more than one year? Furthermore, what plans does management have to accelerate inventory clearance through Mc Outlet stores or online channels without adversely affecting the Company's regular pricing structure?

Mr. Matthew Kichodhan, Chief Executive Officer (CEO), responded as follows:

Over the past several years, the Company has continuously focused on effective inventory management, successfully reducing its inventory holding period from 10.6 months, with an inventory value of approximately Baht 1,257 million, to 8.1 months, with an inventory value of approximately Baht 1,053 million in the past fiscal year. This reflects a significant improvement in the Company's inventory management efficiency.

In managing its inventory, the Company classifies inventory into three categories: Green, Yellow, and Red. The majority of its inventory falls within the Green and Yellow categories, while the Red category consists of aged inventory. The Company makes provisions for inventory impairment annually in accordance with applicable accounting principles. In addition, the Company continues to manage and clear its inventory through various promotional activities, including Annual Sale, Mc Fair, and Mc Outlet stores. These initiatives aim to improve the efficiency of aged inventory clearance and reduce overall inventory levels. As a result, the Company has consistently reduced both the quantity and value of its inventory over the past several years.

2. The Company has entered into lease agreements for warehouse space, a workshop building, and a studio with SS Challenge Co., Ltd., a related party. These agreements involve ongoing lease commitments and rental adjustments every three years. Meanwhile, the Company invested in the acquisition of land for the construction of a new Packing Center in June 2026, as disclosed in Note 4 on pages 9–10 of the Notes to the Financial Statements and on pages 10 and 39–41 of the Form 56-1 One Report. These circumstances may raise concerns regarding potential overlapping rental expenses and the cost-effectiveness of the Company's warehouse space management. In this regard, upon completion of the new Packing Center, to what extent will the Company be able to reduce its warehouse space leased from the related party, and approximately how much annual savings in rental and service expenses does management expect to achieve?

Mr. Matthew Kichodhan, Chief Executive Officer (CEO), responded as follows:

The Workshop and Studio buildings are located within the same area as the Company's headquarters, on Sukhaphiban 2 Road, Soi 5 and Soi 7. The Studio building is used for office space, meeting rooms, product photography, and the production of the Company's promotional materials, while the Workshop building is used for Visual Merchandising (VM) activities, including store design and decoration.

The Company's warehouse is located on Sukhaphiban 2 Road, Soi 11, and currently operates at approximately 90% of its total capacity. The Company therefore plans to expand its warehouse facilities to accommodate the anticipated growth of both its offline and online businesses over the next three years.

Since there were no additional questions from shareholders, it was proposed to the meeting to consider and approve the Company's financial statements for the year ended June 30, 2026. This agenda required the majority votes of the shareholders who attended the meeting and voted.

Resolution: **The Meeting unanimously resolved to approve the Company's financial statements for the fiscal year ended 30 June 2026, together with the auditor's report, by the unanimous votes of the shareholders attending the Meeting and casting their votes, as follows:**

Approved	458,502,669	votes,	equivalent to	100.00%
Disapproved	-	votes,	equivalent to	-
Abstained	-	votes,		
Voided	-	votes,		

Remark: During this agenda, 3 additional shareholders, representing 546,100 shares, joined the Meeting, bringing the total attendance to 53 shareholders, representing an aggregate of 458,502,669 shares.

Agenda 3 To Consider and Approve the Appropriation of Net Profits and Dividend Payment for the year 2026

The Chairman informed the meeting that the Company has a policy to consider the dividend payment of not less than 50% of the remaining net profit after deducting all kinds of reserves as required by law and the Company by considering the net profit according to the Company's consolidated financial statements. However, the dividend payment will depend on the cash flow, investment plan, terms and conditions of the various contracts to which the Company is bound, including any future necessity and suitability. According to the Public Limited Companies Act, Section 115, and the Company's Articles of Association, Section 52, stipulates that the Company pays dividends from profits only, including requiring the Board of Directors to have the authority to approve the payment of interim dividends to shareholders from time to time when the Company has sufficient profits and once the interim dividend has been approved, the Board of Directors shall report to the next shareholders' meeting for acknowledgement.

In the year 2026, the Company and its subsidiaries have a net profit according to the consolidated financial statements of 701,007,244 Baht, including retained earnings for allocating dividends to shareholders.

The Board of Directors therefore proposes to the Annual General Meeting of Shareholders to consider and approve the allocation of the profit for the year 2026 to pay dividends for the year 2026

at the rate of 0.88 Baht per share, totaling approximately 696,960,000 Baht, representing 99.42% of the net profit, which is comply 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, amounting to 792,000,000 shares, totaling 285,120,000 Baht.

However, such dividends shall be paid only to shareholders who are entitled to receive dividends according to the Company's Articles of Association as listed on the date of determining the list of persons entitled to receive dividends on Thursday, November 5, 2026. The SET will post a XD sign, or the date on which the purchaser of securities is not entitled to receive dividends on Wednesday, November 4, 2026, and the dividend is due on Wednesday, November 25, 2026. Individual shareholders will receive a dividend tax credit in accordance with the rules prescribed by the Revenue Code Section 47 bis, equal to the dividends multiplied by twenty parts eighty.

The Secretary then gave the shareholders an opportunity to inquiry any questions via Video Conference and Q&A channels. but no questions were submitted.

Since there were no additional questions from shareholders, it was proposed to the meeting to consider and approve the appropriation of net profits and the dividend payment for the year 2026 at the rate of 0.88 Baht per share. This agenda required the majority votes of the shareholders who attended the meeting and voted.

Resolution: **The Meeting unanimously resolved to approve the dividend payment for the fiscal year 2026 by the votes of the shareholders attending the Meeting and casting their votes, as follows:**

Approved	458,502,669	votes,	equivalent to	100.00%
Disapproved	-	votes,	equivalent to	-
Abstained	-			
Voided	-			

Agenda 4 **To Consider and Approve the Appointment of the Auditors and Determination of the Audit Fee for year 2027**

The Chairman assigned Mr. Lucksananoi Punkrasamee, Chairman of the Audit Committee reported to the meeting

Mr. Lucksananoi Punkrasamee reported to the meeting that The Board of Directors approved the proposal of the Audit Committee to appoint Deloitte Touche Tohmatsu Jaiyos Company Limited (DELOITTE) to be the audit firm of the Company and resolved to propose to the 2026 Annual General Meeting of Shareholders to consider and approve the appointment of a person to be an auditor and approve the audit fee of the Company for the year 2027 (accounting period from July 1, 2026 to June 30, 2027) as follows:

1) Request to approve the appointment of the Company's auditors for the year 2027 as follows:

- Ms. Wilasinee Krishnamra or
- Ms. Waraporn Kriengsuntornkij or
- Ms. Kornthong Luangvilai or
- Ms. Lasita Magut

DELOITTE and the four auditors listed above are those who have no relationship or interest with the Company, subsidiaries, joint ventures, executives, major shareholders, or those related to such persons and will be nominated as the auditor for the year 2027 of the Company's subsidiaries and associates. The auditor's profile and information on the independence of the nominated auditors are disclosed in Attachment No. 3 of the Notice.

2) Approve the authorization of the Board of Directors to consider and give approval if DELOITTE has to supply another certified public accountant in the event that the above auditor is unable to perform the work.

3) Approved the audit fee of the Company's financial statements for the year 2027 (accounting period from July 1, 2026 to June 30, 2027) with the proposed audit fee of Baht 2,305,000 (same as last year) 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.

Then, the Secretary provided shareholders with the opportunity to ask questions through the Video Conference and Q&A channels. As there were no questions, the Secretary proposed that the meeting consider and approve the appointment of the auditors and the audit fee for the year 2027, as detailed above. This agenda item requires a majority vote of the shareholders present and voting.

Resolution: **The Meeting unanimously resolved, by the votes of the shareholders attending the Meeting and casting their votes, to approve the appointment of Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. as the Company's auditor for the fiscal year 2027 (1 July 2026 – 30 June 2027), as follows:**

1) Ms. Wilasinee Krishnamra	**CPA Registration No. 7098**	**and / or**
2) Ms. Waraporn Kriengsuntornkij	**CPA Registration No. 5033**	**and / or**
3) Ms. Kornthong Luangvilai	**CPA Registration No. 7210**	**and / or**
4) Ms. Lasita Magut	**CPA Registration No. 9039**	

One of the above auditors shall audit and provide professional opinions on the Company's financial statements and determination of the audit fee for the year 2027 (accounting period from July 1, 2026 to June 30, 2027) in the amount of Baht 2,305,000 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 approved to Baht 2,505,000. The Meeting also approved empowering the Board of Directors to consider and approve the appointment of another certified

public accountant from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. in the event that any of the above auditors is unable to perform his or her duties, as proposed, with the following votes:

Approved	458,502,669	votes,	equivalent to	100.00%
Disapproved	-	votes,	equivalent to	-
Abstained	-	votes		
Voided	-			

Agenda 5 To Consider and Approve the Appointment of Directors who retired by rotation

The Chairman reported to the meeting that the Public Company Limited Act, Section 71 and the Company's Articles of Association Section 20 and Section 21 require that at every Annual General Meeting, one-third of the directors shall retire from office. If the number of directors cannot be divided exactly into three, then the number of closest to one third and directors who retire from office may be re-elected to take up the position. In this Annual General Meeting of Shareholders, there are three directors who retire by rotation as follows:

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 provided shareholders an opportunity to propose an agenda and nominate a list of persons to be considered for election as a director during April 1 - June 30, 2026. However, there is no shareholder to propose an agenda and list of persons to be considered for election as a director.

The Board of Directors, excluding directors who retire by rotation at the 2026 Annual General Meeting of Shareholders, has considered the qualifications of all nominated persons individually according to the Nomination and Remuneration Committee proposed and unanimously resolved to nominate 3 former directors to be considered as the Company's directors for another term as follows:

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

All 3 existing directors have performed their duties well, providing comments and suggestions to the Board of Directors consistently. They are qualified individuals who meet all the necessary legal

requirements and the Company's regulations. They possess knowledge and understanding of business management and work related to the Company's business chain, uphold ethics, and have a transparent work history. Additionally, they make decisions based on data and reasoning. The Board of Directors has considered that Mr. Lucksananoi Punkrasamee and Mr. Kris Chantanotoke meet the criteria to serve as independent directors who can express their opinions freely in accordance with the 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.

Details and related information of the nominated candidates are shown in Attachment No. 2, pages 13-18 of the Notice.

Then, the Secretary provided shareholders with the opportunity to ask questions through the Video Conference and Q&A channels. but no questions were submitted.

Since there were no additional questions from shareholders, the Chairman then assigned the Secretary to explain the details of voting procedures and election of directors to shareholders for acknowledgment.

The Secretary explained the details of the voting method in this agenda to the shareholders that the Company's Articles of Association Section 16 stipulates the method of voting for the election of directors as follows:

1. According to the Company's Articles of Association Section 20, the shareholders' meeting shall elect directors in accordance with the following rules and procedures:
   (1) Each shareholder shall have one vote for every share held.
   (2) Each shareholder shall use all his/her votes under (1) to elect one person or more persons to be directors, but cannot divide the votes to any person or any extent.
   (3) Persons receiving the highest number of votes in descending order shall be elected as directors equal to the number of directors to have or to be elected at that time. In the case where the persons elected in descending order have equal votes exceeding the number that should be or shall be elected on that occasion, the Chairman shall have the casting vote.

2. Voting method for Agenda 5, the meeting is required to consider and cast votes of the persons who have been nominated for the election of directors individually according to the list of names shown in the Notice for Agenda 5.
3. In the election of each director, the shareholders or proxies are required to vote 1. Approve 2. Disapprove 3. Abstain based on only one opinion (unless it is a Custodian's vote that in the Proxy stipulates that vote can be divided).
4. *If do not wish to take any action or do not press any option, the system will transfer the vote to the "Approve" vote result. Voting can be changed until the agenda is closed for voting.
5. In this regard, the system will open the voting time for nominated candidates for 1.30 minutes each."

The Secretary asked the meeting considered and voted on the election of directors individually. This year, there were 3 persons nominated to be elected as directors of the Company in place of the directors who had retired by rotation, equal to the number of elections in this time.

Resolution: **The meeting resolved to elect Mr. Lucksananoi Punkrasamee, Mr. Kris Chantanotoke, and Ms. Sunee Seripanu as the Company's directors with the following votes:**

1. Mr. Lucksananoi Punkrasamee

Approved	451,337,269	votes	equivalent to	98.44%
Disapproved	7,162,800	votes	equivalent to	1.56%
Abstained	-	votes		
Voided	-	votes		

2. Mr. Kris Chantanotoke

Approved	458,500,069	votes	equivalent to	100.00%
Disapproved	-	votes	equivalent to	-
Abstained	-	votes		
Voided	-	votes		

3. Ms. Sunee Seripanu

Approved	458,500,069	votes	equivalent to	100.00%
Disapproved	-	votes	equivalent to	-
Abstained	-	votes		
Voided	-	votes		

Remark: During this agenda, 1 shareholder, representing 2,600 shares, left the Meeting, bringing the total attendance to 52 shareholders, representing an aggregate of 458,500,069 shares.

Agenda 6 **To Consider and Approve the Directors' Remuneration for the Year 2027**

The Chairman assigned Ms. Sunee Seripanu, Chairman of the Nomination and Remuneration Committee reported to the meeting.

Ms. Sunee Seripanu reported to the shareholders' meeting that, regarding the remunerations of year 2027 (July 1, 2026 - June 30, 2027) the Nomination and Remuneration Committee (NRC), proposed to the Board of Directors by using the criteria and guidelines for considering the remuneration of directors approved by the Board of Directors including other related factors. Therefore, the shareholders are requested to consider and approve the remuneration of the Board of Directors and Sub-Committees for this year by maintaining the criteria and the remunerations of the Board of Directors (monthly remuneration, meeting allowance and bonus for directors), and to maintain the meeting allowance of the Audit Committee, Risk Management and Sustainable Development Committee, the Nomination and Remuneration Committee and the Executive Committee, as approved by the 2025 Annual General Meeting of Shareholders.

The Meeting was also informed that, for the fiscal year 2026 (1 July 2025 – 30 June 2026), the Company paid a total of Baht 8,605,000 in remuneration to the Board of Directors and its subcommittees, in accordance with the criteria approved by the 2025 Annual General Meeting of Shareholders. Further details are provided on pages 6–8 of the Notice of Meeting, while a summary of directors' remuneration on an individual basis is presented on pages 239–241 of the 2026 Annual Report.

The Company does not pay the remuneration and other benefits to the Company's directors other than those stated above.

1) Financial Compensation:

Remuneration for the Board and Sub-Committee	2027 (the proposed year)		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
• Directors	10,000	50,000	10,000	50,000
• Bonus	Maximum at 5 million Baht per year (The Board will allocate bonus in accordance with the achievement of key performance indicators).		Maximum at 5 million Baht per year (The Board will allocate bonus in accordance with the achievement of key performance indicators).	
2. Audit Committee				
• Chairman	-	40,000	-	40,000
• Directors	-	30,000	-	30,000

Remuneration for the Board and Sub-Committee	2027 (the proposed year)		2026	
	Monthly Remuneration (Baht/person/month)	Meeting Allowance (Baht/person/time)	Monthly Remuneration (Baht/person/month)	Meeting Allowance (Baht/person/time)
3. Risk Management and Sustainable Development Committee				
• Chairman	-	30,000	-	30,000
• Directors	-	25,000	-	25,000
4. Nomination and Remuneration Committee				
• Chairman	-	30,000	-	30,000
• Directors	-	25,000	-	25,000
5. Executive Committee (Paid to only the ones who do not receive any remunerations from the Company)				
• Chairman	-	30,000	-	30,000
• Directors	-	25,000	-	25,000

2) Non-Financial Remuneration:

Remuneration for the Board and Sub-Committee	FY2027 (Proposed)	FY2026
Non-Financial Remuneration	-None-	-None-

Then, the Secretary opened the floor for shareholders to ask questions through Video Conference and Q&A channels.

There no shareholders raised any questions. Therefore, the meeting was requested to consider and approve the remuneration of the Board of Directors and Sub-Committees for the year 2027, as well as to acknowledge the amount of remuneration paid by the Company to the Board of Directors and Sub-Committee for the year 2026, which is consistent with the resolution of the shareholders' meeting. This agenda must receive a vote of not less than two-thirds of the total votes of shareholders who attend the meeting

Resolution: **The Meeting unanimously resolved, by the votes of the shareholders attending the Meeting and casting their votes, to approve the directors' remuneration for the fiscal year 2027 (1 July 2026 – 30 June 2027) and acknowledged the amount of remuneration paid by the Company to the Board of Directors and its subcommittees for the fiscal year 2026, as proposed by the Board of Directors, with details as follows:**

Approved	458,500,069	votes,	equivalent to	100.00%
Disapproved	-	votes,	equivalent to	-
Abstained	-			
Voided	-			

Agenda 7 **To Consider other Matter**

The Chairman explained to the meeting that the Board of Directors did not have any additional proposals. The Board of Directors agreed that this agenda should be included in every Shareholder's meeting for shareholders to inquiry and/or provide suggestions to the Board of Directors.

The Chairman asked whether any shareholders had further comments or questions and invited them to raise questions through the Video Conference and Q&A channels. No questions were received.

As there were no further questions from the shareholders, the Chairman asked the Secretary to inform the meeting that after the 2026 Annual General Meeting of Shareholders was completed, the Company would publish the minutes of the meeting on the Company's website and notify via the SET's information disclosure system within 14 days. If shareholders have any questions or opinions, they able to inform the Secretary within 1 month from the date of the meeting.

As there were no other matters for consideration and no further questions from shareholders, the Chairman, on behalf of the Board of Directors, management, and employees of the Company, expressed his appreciation to all shareholders for their continued support of the Company's operations, as well as for taking the time to attend the Meeting and provide valuable suggestions to the Company. The Chairman then declared the Meeting closed.

The Meeting was adjourned at 3:30 p.m.



(Mrs. Kaisri Nuengsigkapian)

Chairman at the Meeting