

(English translation)

Minutes of the 2026 Annual General Meeting of Shareholders via Electronic Media

PRTR Group Public Company Limited

Monday, April 27, 2026, at 2:00 PM

Date, time, and venue

The 2026 Annual General Meeting of Shareholders of PRTR Group Public Company Limited (the "Company") was held on Monday, April 27, 2026, at 2:00 PM via Electronic Media (E-AGM) only. The meeting was broadcast from the Company's headquarters at 2034/82 ItaiThai Tower, 18th Floor, New Petchburi Road, Bang Kapi, Huai Khwang, Bangkok.

The Company conducted the meeting through the IR PLUS AGM system, certified by the Electronic Transactions Development Agency (ETDA). The meeting complied with the Emergency Decree on Electronic Meetings B.E. 2563, related Ministry of Digital Economy and Society notifications, and the Personal Data Protection Act B.E. 2562.

Preliminary Proceeding

Mr. Niphon Bundechanan the Chairman (Acting) of the Board of Directors presided over the Meeting (the "Chairman"), and Ms. Narita Adulkaewphaluek, Company Secretary, acted as the secretary of the Meeting (the "Secretary").

Before the meeting commenced, the Secretary informed the meeting of the Company's capital and share information:

Registered capital	300,000,000	Baht
Paid-up capital	600,000,000	Share
Issued shares	300,000,000	Baht
Par value per share	0.50	Baht

As of the Record Date for determining the names of shareholders entitled to attend the 2026 Annual General Meeting of Shareholders on March 16, 2026, the Company had a total of 1,978 shareholders. This consisted of 1,970 Thai shareholders, holding a combined 448,751,606 shares (representing 74.79% of the Company's total issued shares), and 8 foreign shareholders, holding a combined 151,248,394 shares (representing 25.21% of the Company's total issued shares).

In order to comply with the principles of good corporate governance and the equitable treatment of shareholders, prior to the 2026 Annual General Meeting of Shareholders, the Company provided an opportunity for shareholders to propose agenda items and nominate individuals for election as directors in advance. This was facilitated through the news system of the Stock Exchange of Thailand and the Company's website within a reasonable period specified by the Company. It appeared that no shareholders proposed additional agenda items or director candidates. Consequently, the Company proceeded with the meeting according to the 9 agendas specified in the invitation letter, without any additions or changes to the agendas after the invitation had been published.

Subsequently, the Secretary informed the meeting that, in accordance with the Company's Articles of Association and Section 102 of the Public Limited Companies Act B.E. 2535 (including its amendments), the Company had clarified the criteria for voting and the method for counting votes in the meeting via electronic media (E-AGM), the details of which were specified in the invitation letter and can be summarized as follows:

Voting Criteria and Vote Counting Methods

The Company Secretary clarified the voting procedures and the method for counting votes through the electronic media (E-AGM) system, which can be summarized as follows:

1. **Voting Rights:** Each shareholder shall have votes equal to the number of shares held, where one share equals one vote (One Share One Vote). Shareholders may cast their vote in one of three ways: "Approve," "Disapprove," or "Abstain," and cannot split their votes (except in the case of a proxy for a custodian representing foreign investors).
2. **Resolution for Each Agenda Item:**
 - **General Agenda Items:** A resolution shall require a majority vote of the total votes of the shareholders who attend the meeting and are entitled to vote.
 - **Agenda 6 (Election of Directors):** To comply with best practices, the Company requires votes for the election of directors to be cast on an individual basis, with each candidate nominated and considered separately.
 - **Agenda 7 (Director Remuneration):** A resolution must be passed by not less than two-thirds (2/3) of the total votes of the shareholders who attend the meeting and are entitled to vote.
 - **Agendas 1 and 3:** These items are for acknowledgment only; therefore, no voting is required.

3. **Voting Procedure (E-Voting):** Voting is divided into two cases: Case 1: Shareholders attending in person, and Case 2: Shareholders attending by proxy.

- For shareholders attending in person, once successfully logged into the system, the system will allow for immediate online voting. You may cast your vote for as long as the agenda item remains open. Once an agenda item is closed, voting for that item will no longer be possible.
- In the event that a shareholder has appointed a proxy to attend the meeting and has pre-specified their voting intentions in the proxy form, the Company has already recorded those votes in the system for use in the resolution of each agenda item.
- Shareholders may cast their votes in one of three ways: "Approve," "Disapprove," or "Abstain." Once a selection is made, please click the "Confirm" button to finalize the vote (applicable to both the mobile application and the web application).
- Furthermore, after the commencement of the meeting, shareholders or proxies may choose to cast their votes in advance for all agenda items via the IR Plus AGM system, or they may vote for each individual agenda item during its consideration. The system will collect and count the results once each specific agenda item is closed.
- In the event that a shareholder or proxy joins the meeting after the voting for a particular agenda item has closed, they will only be entitled to vote on the subsequent agenda items that have not yet been closed. For the sake of transparency and fairness, once the counting system for an agenda item is closed, the Company will not be able to modify any information.

4. **Vote Counting and Announcement of Results**

- The Company utilized the IR Plus AGM online meeting and voting system. For the counting process, the Company will count only the "Disapprove" and/or "Abstain" votes and subtract them from the total number of votes of the shareholders attending the meeting. The remaining votes will be considered as "Approve" for that particular agenda item. This includes the votes pre-specified by shareholders in proxy forms, which have already been recorded in the system.
- Upon completion of the vote counting for each agenda item, the Company will announce the results, clearly displaying the number of "Approve," "Disapprove," and "Abstain" votes. For each agenda item, the latest number of shares of the attendees will be used for calculation. Therefore, the number of attendees in each agenda item may vary and may not be equal. In the event that a shareholder wishes to leave the meeting before the voting closes for any agenda item, their votes will not be counted toward the quorum for that item and will not be included in subsequent agendas immediately. However, leaving the meeting does not deprive the shareholder or proxy of the right to rejoin the meeting and cast votes for the following agendas in the system.
- Subsequently, the Company will summarize the voting results of each agenda for the meeting's acknowledgment. This information will be disclosed via the Company's website and reported to the Stock Exchange of Thailand accordingly.

5. Questioning and Expressing Opinions:

- Shareholders may type questions or express opinions relevant to the agenda under consideration through the IR Plus AGM system by selecting the "Question" menu or as designated by the system. (The system supports inquiries via text, as well as video and audio). After typing the message, press the "Send" button to submit the question into the system. The system will prioritize questions based on the time received. The Company has allocated approximately 1 minute for submitting questions for each agenda before the voting takes place.
- Prior to the resolution of each agenda item, the Company will provide an opportunity for attendees to ask additional questions or express opinions related to that item. The Chairman of the meeting will inquire whether any shareholder wishes to express an opinion or has further questions.
- The Company will consider answering questions during the meeting as appropriate and reserves the right to screen questions to ensure they are consistent with the meeting agendas. In the event of a large number of questions, and to ensure the meeting remains within the scheduled timeframe, the Company may not be able to answer all questions during the session. However, the Company will compile relevant questions and consider providing additional answers after the meeting via the email address registered by the shareholder. Alternatively, shareholders may contact the Company's Investor Relations department for further inquiries via email at ir@prtr.com.

The Company prioritizes the protection of the personal data of shareholders and/or proxies in compliance with the Personal Data Protection Act B.E. 2562 (PDPA). During this meeting, the Company will collect meeting data, including still images, audio, video, and electronic traffic data of the attendees, for the purpose of recording the minutes of the meeting in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 and other relevant notifications.

In this regard, the Company requests consent to disclose the names and surnames of shareholders or proxies who ask questions, as well as the names and surnames of directors, executives, and the auditor who attend the meeting and participate in answering questions, for recording in the minutes of the meeting.

Furthermore, the Company reserves the right to cut the video and audio of any shareholder who asks questions or expresses opinions in an impolite manner, or in a way that is defamatory, violates the law, or infringes upon the rights of others, including cases that disrupt the meeting or cause a nuisance to other attendees.

In the event that shareholders encounter problems logging into the meeting system or the voting system, please follow the meeting attendance manual that the Company has distributed along with the invitation letter.

Subsequently, the Chairman declared the meeting open and proceeded with the meeting according to the agendas specified in the invitation letter as follows:

Agenda 1 Message from the Chairman to the Meeting

The Chairman assigned the Secretary to report the Company's corporate governance performance to the meeting, the highlights of which are as follows:

The Secretary informed the meeting that, in order to treat all shareholders fairly and equitably in accordance with the Good Corporate Governance Policy, the Company provided an opportunity for minority shareholders to propose agenda items and nominate qualified individuals for election as directors in advance for the 2026 Annual General Meeting of Shareholders, from October 1, 2025, to December 31, 2025. The Company published the criteria and guidelines on its website and announced the information via the Stock Exchange of Thailand's system.

Upon the end of the specified period, no shareholders proposed any agenda items or nominated any individuals for director positions in advance through the channels provided by the Company.

This agenda item was for acknowledgment; therefore, no resolution was required. The Chairman then assigned the Secretary to further proceed with the meeting.

The Chairman provided an opportunity for shareholders to ask questions or express additional opinions on this agenda. There were no further questions or comments from the shareholders.

The Chairman then assigned the Secretary and the Chief Financial Officer to proceed with the next agenda item.

Agenda 2 To consider and adopt the Minutes of the 2025 Annual General Meeting of Shareholders.

The Chairman assigned the Secretary to present the details of this agenda to the meeting.

The Secretary informed the meeting that the Company had prepared the minutes of the 2025 Annual General Meeting of Shareholders, held on April 22, 2025. A copy of the said minutes had been distributed to the shareholders in advance along with the invitation letter (Attachment 1). Furthermore, the Company submitted the minutes to the Stock Exchange of Thailand and published them on the Company's website within 14 days from the meeting date (on May 6, 2025) to allow shareholders to verify their accuracy.

In this regard, the Board of Directors considered and found that the minutes were recorded accurately and completely in accordance with the resolutions of the meeting. Therefore, it was deemed appropriate to propose that the Meeting of Shareholders consider and adopt the minutes of the 2025 Annual General Meeting of Shareholders.

The Chairman provided an opportunity for the meeting to ask questions or propose amendments to the minutes. As there were no questions or requests for amendments from the shareholders, the Chairman proposed that the meeting cast its vote.

Resolution:

The Meeting considered the matter and resolved to adopt the Minutes of the 2025 Annual General Meeting of Shareholders in all respects as proposed by the Board of Directors, by a majority vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	485,677,114	99.9955
Disapprove	0	0.0000
Abstain	22,000	0.0045
Voided Ballots	0	0.0000
Total (93 attendees)	485,699,114	100.0000

In this agenda item, there was 1 additional shareholder attending the meeting, representing 1,000 shares (totaling 93 attendees). The total number of shares in this agenda was 485,699,114 shares, representing 80.2454% of the Company's total issued shares.

Agenda 3 To acknowledge the report of the Board of Directors and the Company's operating results for the year 2025 ended December 31, 2025

The Chairman assigned Mr. Teeraphat Petporee, Chief Financial Officer, to present the report.

The Chief Financial Officer reported the 2025 performance to the meeting. Overall, the Company achieved total revenue of 7,612 million Baht, a 3.3% increase compared to the previous year, with a net profit of 216 million Baht, representing a net profit margin of 2.8%. Over 96.4% of the core revenue was generated from the Outsource Services group, which significantly contributed to the Company's stability.

Regarding the growth of each business segment, the Outsource group remained the primary revenue driver, contributing 7,330 million Baht (up 3.9%) with a gross profit of 552 million Baht. Meanwhile, Pinno (HRIS) and BLSM demonstrated outstanding revenue growth rates of 51.3% and 16.8%, respectively, reflecting success in expanding the HR management system user base by more than 31,516 users within a single year. However, the Recruitment Services recorded revenue of 193 million Baht, a 20% decrease following market conditions, but maintained a high Gross Profit Margin (GPM) of 49.2%.

In terms of overall profitability, the Company recorded a total gross profit of 680 million Baht, representing a gross profit margin of 8.9%. The Company continues to focus on operational efficiency and increasing the revenue proportion from high-margin business groups to ensure sustainable growth for shareholders.

Outsourcing Service: The Company generated total revenue of 7,330 million Baht, accounting for 96.4% of total revenue. This represents a growth of 3.9%, or 274.6 million Baht. The primary growth drivers were the electrical appliances, mobile phone, and wholesale & retail sectors. Gross profit amounted to 552 million Baht, an increase of 3.6%, with a Gross Profit Margin (GPM) of 7.5%. This profit growth was bolstered by the acquisition of a subsidiary in the third quarter of 2025. Although the number of outsource staff slightly decreased by 2.1% to 18,627 persons compared to the same period last year, this segment remains a Strong Recurring Income source, consistently providing stability and clarity to the Company's performance.

Recruitment Services: The Company recorded total revenue of 192 million Baht, a 19.8% decrease compared to the previous year. This was primarily due to the slowdown in recruitment activities for executive-level and middle-level positions, which declined by 28% and 23%, respectively. Gross profit was 96 million Baht, a 31.1% decrease, with a Gross Profit Margin (GPM) of 49.8%. Despite the revenue decline caused by economic conditions, the Company successfully maintained its gross profit margin at a satisfactory level and achieved 2,125 placements.

New Service: This segment comprises three businesses: NEXMOVE Platform Co., Ltd. ("NEXMOVE"), which provides an online job platform service, The Blacksmith Co., Ltd. ("BLSM"), which offers integrated learning services through both online platforms and offline seminars, and PINNO Solution Co., Ltd. ("PINNO"), which provides Human Capital Management Program services. In the past year, these three businesses generated combined revenue of 84 million Baht, representing a growth of 25.3% compared to the previous year. The primary driver was the Human Capital Management system (PINNO), which saw exponential growth as the number of users surged from 19,945 to 51,461 this year. Consequently, revenue from PINNO reached 44.3 million Baht (including inter-company transactions of 4.4 million Baht), while revenue from BLSM stood at 38.6 million Baht. The combined gross profit for the New Business Group was 36.6 million Baht, a significant increase of 46.7%. The group achieved a high Gross Profit Margin (%GP) of 43.6%, up from 37.2% in the previous year. This reflects the continuously improving profitability and efficiency of the new technology and service segments.

Operating Expenses and Net Profit: The Company's operating expenses (OPEX) were 425 million Baht, a 1.0% decrease compared to the previous year. The OPEX-to-revenue ratio decreased to 5.6% from 5.8% in 2024. This improvement was mainly due to lower staff costs in the Recruitment segment following a reduction in recruitment personnel and more efficient staff cost management within the Outsource segment. As a result, the Company recorded a net profit of 216 million Baht for 2025, with a net profit margin (NP%) of 2.8%. Although net profit decreased by 5.0% year-on-year due to the slowdown in certain core businesses, the Company effectively maintained its profitability and managed its cost structure systematically in alignment with revenue.

The Company's Statement of Financial Position: In addition to the aforementioned performance, the Company maintained a strong financial position as of December 31, 2025, with key details as follows:

The Company's total assets grew to 2,418 million Baht, with total cash and financial assets amounting to 617 million Baht (comprising 536 million Baht in cash and 81 million Baht in other current financial assets). Furthermore, in 2025, the Company received withholding tax refunds totaling 282.3 million Baht, which boosted liquidity and further strengthened the cash position.

As a result of the acquisition in the third quarter, the Company recorded Goodwill of 29 million Baht, representing only 1.2% of total assets. This reflects that the Company has a low level of Mergers and Acquisitions (M&A) risk.

Total liabilities stood at 688 million Baht, while shareholders' equity increased to 1,730 million Baht. Most importantly, the Company has **no interest-bearing debt**, demonstrating its potential for efficient capital management and high financial stability.

Statement of Cash Flows: In 2025, the Company managed its cash flow effectively, resulting in cash and cash equivalents of 536.3 million Baht at year-end, an increase from 477.8 million Baht at the beginning of the year. Significant activities are detailed below:

- **Operating Activities:** Net cash flow provided by operating activities amounted to 345.3 million Baht, representing 160% of net profit. This reflects a strong cash conversion capability. This figure includes a withholding tax refund from the Revenue Department for two tax years (usually one) totaling 142 million Baht. Excluding this item, the normal operating cash flow still covers net profit at a ratio of nearly 1:1.
- **Investing Activities:** Net cash used in investing activities was 119.6 million Baht. Primary items included investments in financial assets for liquidity management of 80.8 million Baht, the acquisition of a new subsidiary in the third quarter valued at 27.0 million Baht, and investments in intangible assets of 17.9 million Baht.
- **Financing Activities:** Net cash used in financing activities totaled 167.2 million Baht, mainly attributed to dividend payments to shareholders of 149.9 million Baht and the repayment of lease liabilities amounting to 10.9 million Baht.

Key Financial Ratios

Key Financial Ratios	For the year ended	
	31 December 2024	31 December 2025
Current Ratio	3.8	4.2
ROE Ratio / (Return on Equity)	14.3	12.8
D/E Ratio / (Debt-to-Equity Ratio)	0.4	0.4
NPM / Net Profit Margin	3.1	2.8

Business Outlook

Ms. Risara Charoenpanich, Chief Executive Officer, reported the future business plan, stating that the Company has participated in the "Value Enhancement Program for Listed Companies" (JUMP+). The Company focuses on creating long-term business value through three core strategies to drive exponential performance growth as follows:

Over the next 3 years, the Company aims for exponential growth, with plans to increase revenue from 7,612 million Baht in 2025 to reach 10,000 million Baht by 2028. Additionally, the Company targets net profit growth at a Compound Annual Growth Rate (CAGR) of 16% per year, moving the profit base from 216 million Baht to the level of 340–360 million Baht. The primary strategies to drive the business consist of three key business plans:

1. Accelerated Growth: The Company has established an Accelerated Growth Strategy under the 2026 - 2028 plan, targeting continuous total revenue growth at an average rate of 9.5% per year. The goal is to reach 10,000 million Baht by 2028, driven through three core businesses:

- **Outsource Services:** Focusing on expanding the base into new industries and job positions, while upskilling employees to become an AI-Ready Workforce. Additionally, there are plans to develop a Merchandiser Application and expand Temp / Daily Workforce services to increase recruitment flexibility and more comprehensively meet customer demands.
- **Recruitment Services:** Shifting strategy to focus on recruitment segments that are AI Resilient. This includes expanding Executive Search services for C-Suite and leadership positions, as well as broadening the Mass Recruitment base for roles that still primarily rely on human labor. The Company views these two segments as having strong market demand and the potential to drive sustained revenue growth for the organization.
- **New Businesses:** Aiming to develop Signature Training programs to strengthen The Blacksmith brand and developing new features for the PINNO system to transform it into an End-to-End HR Solutions platform. This will bolster the organization's revenue growth, as the market continues to expand and the Company sees significant opportunities to increase its market share in these two new business segments.

2. Tech-Driven Efficiency & Cost Optimization: The Company focuses on enhancing operational efficiency and cost management through a Tech-Driven Efficiency & Cost Optimization strategy. This involves implementing AI and Process Automation within back-office functions to increase productivity and maintain a cost structure appropriate for business expansion. Furthermore, the Company has launched the Jobs.PRTR platform, an AI-driven recruitment tool, with plans to further develop it into a CRM system. This will serve as the core system supporting Recruitment operations, increasing recruiter efficiency and reducing the Cost-per-hire. The Company targets a reduction in the Operating Expenses to Revenue ratio (Opex/Revenue) from 5.6% in 2025 to 5.4% by 2028 to ensure higher long-term competitiveness.

3. M&A Growth and Integration Strategy: The Company has set a growth strategy through mergers and acquisitions, aiming for at least one acquisition per year to expand the Outsource Services portfolio into new segments. The focus will be on businesses with a net profit of more than 5–10 million Baht. Selection criteria include businesses that complement the Company's current service gaps, have a record of continuous revenue growth, and can generate a higher-than-average industry gross profit margin. For the 2026 target, the Company focuses on acquiring businesses in the Security Services sector, which is projected to generate an additional 130 million Baht in revenue with a gross profit margin of 20%. This aims to create synergy through the Company's technology and cross-selling to drive the total net profit to reach 10–20 million Baht by 2028.

Furthermore, the Secretary additionally informed the meeting regarding the sustainability performance (ESG) for the year 2025 as follows:

Governance Dimension: The Company has successfully maintained high standards of good corporate governance consistently, receiving an "Excellent" CG Scoring (5 stars) consecutively from 2023 to 2025. Additionally, the Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC Certified) in 2024. In terms of sustainability and investor relations, the Company was assigned an "A" rating in the SET ESG Ratings for 2025 and received the "Best Investor Relations Award" at the SET Awards 2025, reflecting its commitment to transparent and ethical business operations.

Moreover, the Company focuses on elevating its sustainability operations, particularly in anti-corruption and fraud prevention. This saw significant progress from the declaration of intent (CAC Declared) in 2023 to becoming CAC Certified in 2024. For 2026, the Company aims to expand these efforts through the "CAC Change Agent" project, which will involve incentive plans and communication strategies directed at partners and distributors, along with the preparation of relevant documentation.

The Company also has an Information Security Action Plan for 2026–2028, covering IT policy reviews, cybersecurity awareness training, penetration testing, and the continuous maintenance of ISO 27001 standards. In 2026, there is a plan to engage external experts to provide consultancy on IT infrastructure, security, as well as AI and emerging technologies. This is to identify gaps for security improvements and productivity enhancement. The Company set a long-term goal to achieve ISO/IEC 27701 (PIMS) certification by 2028 to build confidence in personal data control for all stakeholders.

Environmental Dimension: The Company focuses on reducing environmental impacts through various key activities as follows:

- **Energy and Resource Management:** The Company has a policy to continuously reduce electricity and water consumption, including the gradual transition of the corporate fleet to Electric Vehicles (EV) to reduce greenhouse gas emissions.

- **Resource Reduction:** Emphasis is placed on reducing paper usage by implementing technology-supported systems (Paperless), while promoting the concepts of "Reuse & Recycle."
- **Waste Management:** Systematic waste sorting campaigns are organized within the organization, categorizing waste into recyclables, paper, and general/organic waste for easier management.
- **Awareness Campaigns:** Public relations and campaigns are conducted to encourage employees to save water and turn off lights when not in use to build a culture of sustainability within the organization.

Additionally, the Company monitors its greenhouse gas emissions, with total emissions recorded at 115 tCO₂e, categorized into Scope 1 (25.01%) and Scope 2 (74.99%), to serve as a baseline for future emission reduction planning.

Social Dimension: The details of the Company's social dimension are as follows:

1. Personnel: The Company prioritizes comprehensive employee care and development, consisting of the following key activities:

- **Personnel Development:** Encouraging all employees to access unlimited learning through the "Black Smith Learning Platform."
- **Safety and Health:** Providing safety training, annual health check-ups, and health insurance for employees.
- **Employee Satisfaction:** Conducting surveys to evaluate satisfaction and utilizing the data to improve the working environment for better employee well-being.
- **Engagement Building:** Organizing relationship-building and social activities to help employees reduce stress and facilitate the exchange of ideas between colleagues and management.

2. Customers, Community, and Society: The Company focuses on transferring knowledge and elevating operational standards for the broader society as follows:

- **Promoting Learning:** Implementing the "Project-Based Learning" program to provide opportunities for employees and the younger generation (Gen Z) to learn through hands-on practice and real-world business problem-solving.
- **Knowledge Sharing:** Organizing the "People Performance Conference 2025" workshop and seminars on HR management topics in the AI era to assist various organizations in identifying and retaining high-potential personnel.
- **International Standards:** Developing services that have achieved ISO/IEC 27001 certification for Information Security Management and ISO 29110 for Software Engineering guidelines.
- **Leadership Development:** Continuing the "KH Camp for Next C-Suite" project for the second consecutive year to prepare personnel for advancement into senior executive roles.

This agenda item was for acknowledgment; therefore, no resolution was required.

The Chairman provided an opportunity for the meeting to express opinions and ask questions. Shareholders expressed their views and made inquiries, which were addressed by the Company's directors and executives, as summarized at the end of this agenda item.

Opinions / Questions / Answers

Question	An anonymous shareholder inquired that as the Recruitment Services performance slowed down significantly last year, they would like to know if the Company expects similar risks to persist in 2026. Furthermore, what are the measures or management plans established to address the issues in this business group?
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , explained to the meeting that the slowdown in Recruitment Services last year was primarily driven by economic volatility and the ongoing geopolitical conflicts, which acted as significant risk factors hindering revenue growth from meeting targets. To mitigate these risks, the Company has realigned its strategic measures to focus on high-demand and market-essential segments. For the 2026 operational plan, the Company will prioritize Executive Search (C-Suite) and leadership roles, while expanding its Mass Recruitment service base for positions that still fundamentally require human labor. This strategic realignment has already resulted in improved performance trends in the past quarter, aligning with the Company's defined targets.
Question	An anonymous shareholder requested clarification regarding the loss of a major client in Outsource Services last year, specifically seeking information on the root causes and the preventive measures the Company has implemented.
Question	Mr. Torpong Krongtraiwet, a shareholder attending in person , further inquired which industry that major client belonged to and requested details on the key factors leading to the contract termination.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified that the major client that terminated its contract in 2025 operated in the electrical appliance industry, with the primary reason being price competition from competitors offering lower service rates. However, the Company remains confident in its competitive strengths-namely service quality and operational standards. It is anticipated that this client may consider returning to the Company's services by the third quarter of 2026 should competitors fail to meet the client's required delivery standards. Consequently, the Company has established preventive measures focused on maintaining superior Service Quality & Delivery to ensure long-term client retention and re-engagement.

Question	Mr. Torpong Krongtraiwet, a shareholder attending in person , inquired about the change in headcount for PC (Product Consultant) staff within the IT product segment when comparing 2025 to the present.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , explained that the headcount in this segment decreased by approximately 1,000 persons compared to the previous year, primarily due to the aforementioned contract termination by the major client in the electrical appliance industry during 2025.
Question	Mr. Torpong Krongtraiwet, a shareholder attending in person , inquired whether there are any significant emerging service categories within Outsource Services and requested the current headcount growth for these new areas.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified to the meeting that in 2025, the Company began expanding its service scope to include drivers and maids. Currently, the headcount in these specific roles is approximately 600 persons.
Question	Mr. Torpong Krongtraiwet, a shareholder attending in person , inquired regarding the JUMP+ strategy target to reach 10,000 million Baht in revenue by 2028, specifically asking for the underlying GDP growth assumptions or economic conditions used to formulate this target.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , explained that the target is based on a conservative GDP growth assumption of 2-3%. This projection is integrated with the Company's strategic initiatives designed to drive sustainable growth toward its long-term objectives.

As this agenda item was for acknowledgment, no voting was required. The Chairman, therefore, concluded that the meeting acknowledged the Board of Directors' report on the Company's 2025 performance and proceeded with the meeting according to the next agenda item.

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Agenda 4 To consider and approve the Financial Statements for the year ended December 31, 2025.

The Chairman requested the meeting to consider and approve the Company's financial statements for the fiscal year ended December 31, 2025, and assigned Mr. Teeraphat Petporee, Chief Financial Officer, to present the details to the meeting.

The Chief Financial Officer reported to the meeting that the consolidated and separate financial statements for the fiscal year ended December 31, 2025, had been audited and signed by the certified public accountant. Furthermore, they had been reviewed by the Audit and Risk Management Committee and approved by the Board of Directors. Full details are provided in the 2025 Annual Report (Form 56-1 One Report), Part 3, under the sections "Independent Auditor's Report," "Financial Statements," and "Notes to the Financial Statements," which were distributed to

shareholders in QR Code format along with the invitation letter and published on the Company's website for prior consideration.

The Chairman provided an opportunity for the meeting to express opinions and ask questions. As there were no questions or comments from any shareholders regarding this agenda, the Chairman then requested the meeting to cast its vote.

Resolution:

The Meeting considered and resolved to approve the Company's financial statements for the fiscal year ended December 31, 2025, in all respects as proposed, by a majority vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	485,697,114	99.9955
Disapprove	0	0.0000
Abstain	22,000	0.0045
Voided Ballots	0	0.0000
Total (94 attendees)	485,719,114	100.0000

In this agenda item, there was 1 additional shareholder attending the meeting, representing 691,000 shares (totaling 94 attendees). The total number of shares in this agenda was 485,719,114 shares, representing 80.9532% of the Company's total issued shares.



Agenda 5 To consider and approve the allocation of profit as legal reserve and the dividend payment for the operating results of the year 2025.

The Chairman requested the meeting to consider and approve the allocation of profits and the dividend payment for the year 2025 and assigned Mr. Teeraphat Petporee, Chief Financial Officer, to present the details to the meeting.

The Chief Financial Officer reported to the meeting that, pursuant to Section 116 of the Public Limited Companies Act B.E. 2535 (including its amendments) and Article 50 of the Company's Articles of Association, "the Company must allocate a portion of its annual net profit as a reserve fund in an amount of not less than 5 percent of the annual net profit less the accumulated loss brought forward (if any), until the reserve fund reaches an amount of not less than 10 percent of the registered capital."

The Company's dividend policy is to pay at least 40 percent of the net profit based on the separate financial statements after deducting corporate income tax and legal reserves, as well as other reserves. However, the dividend payment may change based on operational performance, financial position, liquidity, necessity for working capital, investment plans, future business expansion, market conditions, suitability, and other factors related to the operations and management of the Company and its subsidiaries. Dividend payments shall be made equally for every share. When the Board of Directors resolves to approve a dividend payment, it must be presented for approval at the shareholders' meeting, except for interim dividend payments, which the Board of Directors has the authority to approve and subsequently report to the next shareholders' meeting.

In compliance with the law and the Company's Articles of Association mentioned above, the Company considered the allocation of the 2025 annual net profit as a legal reserve. As of the accounting period ended December 31, 2025, the Company had a registered capital of 300,000,000 Baht and had already allocated a legal reserve of 30,000,000 Baht, representing 10 percent of the Company's registered capital, which fulfills the legal requirement. Therefore, the Company is not required to allocate additional net profit from the year 2025 to the legal reserve.

In 2025, the Company recorded a net profit (attributable to the parent company) according to the separate financial statements of 251,740,482 Baht. Details are provided in the Company's financial statements for the fiscal year ended December 31, 2025, and the Independent Auditor's Report as shown under the "Financial Statements" section of the 2025 Annual Report (Form 56-1 One Report) (Attachment 2).

Accordingly, the Company deemed it appropriate to propose that the shareholders' meeting consider and approve the 2025 annual dividend payment to shareholders in cash at the rate of 0.30 Baht (thirty satang) per share for a total of 600,000,000 shares, amounting to a total dividend payment of 180,000,000 Baht. This payment is derived from the operational performance between January 1, 2025, and December 31, 2025. The Company has set the Record Date to determine the list of shareholders entitled to receive the dividend as March 16, 2026, and scheduled the dividend payment for May 20, 2026. A comparison of the dividend payment details is as follows:

Description	Unit	2023	2024	2025
1. Net profit after legal reserve (Based on separate financial statements)	THB	171,357,269	233,787,058	251,740,482
2. Total dividend payment	THB	90,000,000	150,000,000	180,000,000
3. Dividend payout ratio (Based on separate financial statements)	%	52.5	64.2	71.5
4. Dividend per share (Calculated based on 600,000,000 shares)	THB/share	0.15	0.25	0.30

The Chairman provided an opportunity for the meeting to express opinions and ask questions. Shareholders expressed their views and made inquiries, which were addressed by the Company's directors and executives, as summarized at the end of this agenda item.

Opinions / Questions / Answers

Question	Mr. Natthawut Naranichada, a shareholder attending in person , inquired regarding the current dividend payment: what is the corporate income tax rate applied to the net profit from which this dividend is paid? Specifically, is it paid from the net profit taxed at 20% for the entire amount? Furthermore, can individual shareholders claim a dividend tax credit?
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified to the meeting that the dividend proposed by the Company is calculated entirely from the net profit base subject to corporate income tax at the rate of 20%. Therefore, individual shareholders are eligible to utilize this dividend to claim a tax credit in accordance with the criteria prescribed by law.

As there were no further questions or comments from the shareholders, the Chairman then proposed that the meeting cast its vote on this agenda item.

Resolution:

The Meeting considered and resolved to approve the non-allocation of the 2025 annual net profit as a legal reserve and approved the 2025 annual dividend payment for the fiscal year ended December 31, 2025. The dividend shall be paid at the rate of 0.30 Baht (thirty satang) per share, totaling not more than 180.0 million Baht. In this regard, the Company has set the Record Date to determine the list of shareholders entitled to receive the dividend as March 16, 2026, and scheduled the dividend payment for May 20, 2026. The resolution was approved in all respects as proposed by a unanimous vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	485,794,114	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Voided Ballots	0	0.0000
Total (95 attendees)	485,794,114	100.0000

In this agenda item, there was 1 additional shareholder attending the meeting, representing 75,000 shares (totaling 95 attendees). The total number of shares in this agenda was 485,794,114 shares, representing 80.9657% of the Company's total issued shares.

Agenda 6 To consider and approve the appointment of directors in replacement of those who retire by rotation.

The Chairman, in the capacity of Chairman of the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee, informed the meeting that pursuant to Section 71 of the Public Limited Companies Act B.E. 2535 (including its amendments) and Article 18 of the Company's Articles of Association, "At every annual general meeting, one-third (1/3) of the directors shall retire from office. If the number of directors is not a multiple of three, then the number nearest to one-third (1/3) shall retire. The directors to retire from office in the first and second years after the registration of the Company shall be determined by drawing lots. In subsequent years, the directors who have been in office longest shall retire. A retiring director is eligible for re-election."

Currently, the Company has a total of 9 directors. At the 2026 Annual General Meeting of Shareholders, the following 3 directors are due to retire by rotation:

Name – Surname		Position
1.	Ms. Risara Charoenpanich	Director / Member of the Corporate Governance, Sustainability, Nomination and Remuneration Committee / Chief Executive Officer
2.	Mr. Luck Dendee	Director / Executive Director
3.	Ms. Onrudee Kettawee	Director / Executive Director

In this regard, to promote good corporate governance and demonstrate fair and equitable treatment of all shareholders, the Company provided an opportunity for shareholders holding shares and having voting rights of not less than 5 percent of the Company's total voting rights to nominate individuals for election as directors at the 2026 Annual General Meeting of Shareholders. This opportunity was open from October 1 to December 31, 2025. The Company announced the relevant criteria through the Stock Exchange of Thailand's news system and the Company's website. Upon the expiration of the specified period, no shareholder nominated any individual for election as a director of the Company.

In nominating the Company's directors, the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee (by non-interested directors) ("the Corporate Governance Committee") considered the diversity in the Board structure (Board Diversity), the suitability of qualifications, and the necessary skills currently lacking on the Board by utilizing the Board Skill Matrix. Other appropriate qualifications consistent with the Company's short-term and long-term business strategies were also considered, without restrictions on gender, race, or religion. All nominees possess no prohibited characteristics under the law and comply with the Good Corporate Governance principles for listed companies. The Corporate Governance Committee has evaluated the qualifications of the three retiring directors and found that they possess the knowledge, capabilities, experience, and expertise

beneficial to the Company's operations. Furthermore, they are fully qualified and possess no prohibited characteristics under the Public Limited Companies Act and the Securities and Exchange Act B.E. 2535 (including its amendments). Consequently, the Corporate Governance Committee (by non-interested directors) proposed to re-elect all three individuals to serve as directors for another term.

The Board of Directors (by non-interested directors) has carefully screened the nominees and considered that the individuals proposed by the Corporate Governance Committee possess qualifications suitable for the Company's business operations and meet all legal and regulatory requirements concerning directorship. Therefore, it is deemed appropriate to propose that the shareholders' meeting consider and approve the re-election of (1) Ms. Risara Charoenpanich, (2) Mr. Luck Dendee, and (3) Ms. Onrudee Kettawee to serve as directors for another term, including their respective positions on the sub-committees. The information and brief profiles of the three nominees are provided in Attachment 3.

The Chairman provided an opportunity for the meeting to express opinions and ask questions. As there were no questions or comments from any shareholders regarding this agenda, the Chairman then requested the meeting to cast its vote. For this agenda, the meeting was requested to vote for the election of each director on an individual basis.

Resolution:

The Meeting considered and resolved to re-elect all 3 directors who retired by rotation at the 2026 Annual General Meeting of Shareholders to serve as directors of the Company for another term, including their respective positions on the sub-committees, by a unanimous vote of the shareholders attending the meeting and casting their votes, with the following details:

- Resolved to approve the re-election of Ms. Risara Charoenpanich as a director of the Company and to her positions on the sub-committees by a unanimous vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	485,794,114	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Voided Ballots	0	0.0000
Total (95 attendees)	485,794,114	100.0000

2. Resolved to approve the re-election of Mr. Luck Dendee as a director of the Company and to his positions on the sub-committees by a unanimous vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	485,793,114	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Voided Ballots	0	0.0000
Total (94 attendees)	485,793,114	100.0000

In this agenda item, there was a decrease of 1 shareholder attending the meeting, representing 1,000 shares (totaling 94 attendees). The total number of shares in this agenda was 485,793,114 shares, representing 80.9655% of the Company's total issued shares.

3. Resolved to approve the re-election of Ms. Onrudee Kettawee as a director of the Company and to his positions on the sub-committees by a unanimous vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	485,793,114	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Voided Ballots	0	0.0000
Total (94 attendees)	485,793,114	100.0000

Agenda 7 To consider and approve the determination of directors' remuneration for the year 2026.

The Chairman, in the capacity of Chairman of the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee, informed the meeting that pursuant to Section 90 of the Public Limited Companies Act and Article 33 of the Company's Articles of Association, directors are entitled to receive remuneration in the form of rewards, meeting allowances, pensions, bonuses, or other forms of compensation as considered and approved by the shareholders' meeting. The resolution requires a vote of not less than two-thirds of the total number of votes of the shareholders attending the meeting. The remuneration may be determined as a fixed amount or set based on specific criteria, and may be established periodically or until the shareholders' meeting resolves otherwise. Additionally, directors are entitled to receive per diem and various welfare benefits according to the Company's regulations.

The Company has established policies and criteria regarding the remuneration of the Board of Directors and Sub-committees as follows:

1. Remuneration for the Board of Directors and Sub-committees shall be reviewed and proposed for approval at the Annual General Meeting of Shareholders every year.
2. The determination of remuneration for each director and sub-committee member shall correspond to their roles, duties, and responsibilities, and shall be compared against director remuneration within the same industry.
3. The consideration of remuneration for the Board of Directors and Sub-committees shall be screened by the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee and the Board of Directors. This process takes into account suitability based on the remuneration policy, comparisons with industry peers from the previous year, business expansion, and the Company's profit growth. The goal is to ensure that the remuneration is appropriate and sufficient to retain capable directors and motivate them to perform their duties efficiently to achieve the Company's goals under a transparent process that builds shareholder confidence.

In considering the directors' remuneration, the Board of Directors, through the screening of the Corporate Governance, Sustainable Development, Nomination and Remuneration Committee, took into account the business size, as well as the duties and responsibilities of the Board. Comparisons were made with other listed companies on the Stock Exchange of Thailand with similar market capitalization and those within the same industry. Accordingly, it was deemed appropriate to propose that the Annual General Meeting of Shareholders approve the director's remuneration for the year 2026, which is the same rate as the remuneration for the year 2025, with a total amount not exceeding 3.0 million Baht, as follows:

1. Meeting Allowance (per meeting):

Committee	2025		2026 (Proposed)	
	Chairman	Director	Chairman	Director
Board of Directors	60,000	40,000	60,000	40,000
Audit and Risk Management Committee	40,000	25,000	40,000	25,000
Corporate Governance, Sustainability, Nomination and Remuneration Committee	20,000	15,000	20,000	15,000

Remarks:

1. The meeting allowance is paid per meeting based on actual attendance.
2. Meeting allowances are paid only to independent directors.
3. In the absence of the Chairman, a director acting on behalf of the Chairman shall receive the same rate as the Chairman.
4. For online meetings with an agenda for acknowledgment only and lasting no longer than 15 minutes, no meeting allowance shall be paid.

2. Other Benefits: - None -

In 2025, the Company paid a total of 1,300,000 Baht in remuneration to the Board of Directors and Sub-committees, which was in accordance with the criteria approved by the 2025 Annual General Meeting of Shareholders. Details of the individual remuneration payments are provided in the 2025 Annual Report (Form 56-1 One Report) under Section “8. Report on Key Performance in Corporate Governance,” Subsection 8.1.2 “Meeting Attendance and Individual Remuneration,” which was distributed to shareholders along with the invitation letter (Attachment 2).

The Chairman provided an opportunity for the meeting to express opinions and ask questions. As there were no questions or comments from any shareholders, the Chairman then requested the meeting to cast its vote.

Resolution:

The Meeting considered and resolved to approve the determination of director’s remuneration for the year 2026 in all respects as proposed, by a unanimous vote of the total number of votes of the shareholders attending the meeting, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	486,484,115	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Voided Ballots	0	0.0000
Total (96 attendees)	486,484,115	100.0000

In this agenda item, there were 2 additional shareholders attending the meeting, representing 691,001 shares (totaling 96 attendees). The total number of shares in this agenda was 486,484,115 shares, representing 81.0807% of the Company’s total issued shares.

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Agenda 8 To consider and approve the appointment of the auditor and the determination of the audit fee for the year 2026 ended December 31, 2026.

Chairman assigned Mr. Chan Itthithavorn, Chairman of the Audit and Risk Management Committee, to report to the meeting.

The Chairman of the Audit and Risk Management Committee reported that for the year 2026, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., an audit firm approved by the Office of the Securities and Exchange Commission (SEC), has proposed to serve as the Company’s auditor. The Audit Committee has reviewed Deloitte’s performance and compared the audit fees for 2025 and 2026. This appointment is in accordance with Section 120 of the Public

Limited Companies Act (including its amendments), which requires the Annual General Meeting of Shareholders to appoint auditors and determine the audit fees every year.

The Audit and Risk Management Committee selected the auditors based on the criteria of the Public Limited Companies Act and relevant Capital Market Supervisory Board notifications. Having evaluated the performance of auditors from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. (“Deloitte”) over the past year, the Committee is of the opinion that Deloitte is independent, suitable to serve as the Company's auditor, and has performed its duties responsibly. Therefore, it is proposed that the meeting appoint auditors from Deloitte as the Company's auditors for the fiscal year ending December 31, 2026, with any one of the following auditors being authorized to audit and express an opinion on the Company's financial statements:

1. Ms. Porakoch Jongkolsiri, Certified Public Accountant No. 7150 (signed the Company's financial statements for 2 years in 2024-2025); and/or
2. Ms. Juntira Juntrachaichoat, Certified Public Accountant No. 6326 (has never signed the Company's financial statements); and/or
3. Mr. Wee Sujarit, Certified Public Accountant No. 7103 (has never signed the Company's financial statements); and/or
4. Ms. Lasita Magut Certified Public Accountant No. 9039 (has never signed the Company's financial statements)

The Company and its subsidiaries use the same audit firm to ensure efficiency and continuity in auditing the group's financial data. The proposed auditors have no relationship with or interest in the Company, its subsidiaries, executives, major shareholders, or their related persons, ensuring their independence. Furthermore, none of the proposed auditors have performed audit or review duties and expressed opinions on the Company's financial statements for more than 7 fiscal years (consecutive or otherwise), thus fulfilling the requirements of the Capital Market Supervisory Board. Profiles and work experience of the four auditors were provided in Attachment 4 (via QR Code).

Additionally, the Board of Directors, through the screening of the Audit and Risk Management Committee, has considered the audit fees for the fiscal year ending December 31, 2026. It was concluded that the fees are appropriate for the quality and scope of work. Therefore, it is proposed that the shareholders' meeting approve the Company's audit fees for the said fiscal year at an amount not exceeding 2,460,000 Baht.

For reference, in 2025, the Company was approved for audit fees totaling 2,580,000 Baht (consisting of 2,430,000 Baht for audit fees and 150,000 Baht for IT Audit fees). The proposed audit fee for 2026 represents a 30,000 Baht increase from the 2025 audit fee component.

Comparative Audit Fee

Unit : Baht

Description	Year 2025 (Actual)	Year 2026 (Proposed)
Audit Fee (Company)	2,430,000	2,460,000
Information Technology Audit Fee (IT Audit)	104,673	100,000

Note:

- The above audit fees do not include actual out-of-pocket expenses.
- The increase in the 2026 audit fee is due to the fact that the fee has remained unchanged since 2024. This adjustment is necessary to reflect operational costs, particularly rising personnel costs.

The Chairman provided an opportunity for the meeting to express opinions and ask questions. As there were no comments, the Chairman requested the meeting to cast its vote.

Resolution:

The Meeting considered and resolved to approve the appointment of auditors from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. as the Company's auditors and determined the audit fees for the fiscal year ending December 31, 2026, at an amount not exceeding 2,460,000 Baht, in all respects as proposed. The resolution was passed by a majority vote of the shareholders attending the meeting and casting their votes, with the following details:

Shareholders voting	Number of votes	Percentage
Approve	486,462,115	99.9955
Disapprove	0	0.0000
Abstain	22,000	0.0045
Voided Ballots	0.0000	0.0000
Total (96 attendees)	486,484,115	100.0000

Agenda 9 Other matters (if any)

The Chairman informed the meeting that, pursuant to Section 105 of the Public Limited Companies Act B.E. 2535 (including its amendments), shareholders holding an aggregate number of shares not less than one-third of the total number of issued shares may request the meeting to consider matters other than those specified in the invitation letter. Furthermore, to provide an opportunity for shareholders to raise inquiries or express additional opinions (if any), the Board of Directors deemed it appropriate to include this "Other Matters" agenda in every shareholders'

meeting to allow shareholders to inquire, discuss, and/or provide suggestions to the Board of Directors and/or the Management.

The Chairman provided an opportunity for the meeting to express opinions and ask questions. Shareholders expressed their views and made inquiries, which were addressed by the Company's directors and executives, as summarized at the end of this agenda item.

Opinions / Questions / Answers

Question	An anonymous shareholder inquired whether the Company has any trends or plans to close additional M&A deals in 2026.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified to the meeting that in 2026, the Company remains focused on continuous growth, aiming to close 2 additional M&A deals. The timeline is divided into two phases: the first deal is expected to conclude within Q2 to Q3 of 2026, and the second deal is targeted for completion by the end of 2026, aligning with the Group's strategic expansion plan.
Question	An anonymous shareholder asked for concrete examples of how the Company is implementing AI technology to increase revenue or reduce expenses.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified to the meeting that the Company has implemented Artificial Intelligence (AI) technology to tangibly enhance operational efficiency, with the details as follows: <ul style="list-style-type: none"> ▪ The Company utilized AI to develop the "PRTR Sign" application to automate the employment contract process for outsource staff. This helps reduce manual work steps and increases the speed of managing a large workforce. ▪ Regarding the "jobs.prtr" platform, the Company has used AI as a support tool for recruiters to screen and evaluate candidate qualifications more accurately according to client requirements. This enhances operational efficiency and enables rapid access to potential personnel. Currently, the system is in the testing phase to ensure maximum efficiency before full implementation.
Question	An anonymous shareholder inquired whether the growth trend of the PINNO business is meeting the Company's targets.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified that the growth trend of the said business group remains in line with the Company's projections.
Question	An anonymous shareholder asked if the Company has ever encountered bad debt issues from major clients and what risk mitigation measures are in place.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified that the Company maintains strict risk management measures, regularly monitoring and assessing the creditworthiness of all clients.

	Consequently, in the past year, the proportion of bad debt from major clients was very low, representing only approximately 0.2% of total revenue.
Question	An anonymous shareholder inquired about the roles and involvement of the original foreign management team in the Company's administration.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified that the two foreign founders and shareholders have not been involved in the management for a long time. However, the expatriates currently holding executive positions still play a significant role and work closely with the current management team to drive the Company's growth.
Question	An anonymous shareholder asked how the Lombard Fund supports or strengthens the Company.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified to the meeting that the Lombard Fund has played a vital role in supporting and strengthening the Company, particularly in identifying and selecting targets for mergers and acquisitions (Target M&A). Additionally, the Lombard Fund provides advisory insights and strategies as a shareholder from an external perspective. This helps the management team view various issues comprehensively and with greater diversity, which positively impacts the foundation of the Company's strategy for long-term stability.
Question	Mr. Torpong Krongtraivet, a shareholder attending in person , asked about the 2025 profit of Biz Resource and the evaluation of joint business development after the merger.
Answer	Ms. Risara Charoenpanich, Chief Executive Officer , clarified to the meeting that the operations of Biz Resource have shown consistent net profit growth, with a net profit of 5.2 million Baht in 2024, increasing to 7.0 million Baht in 2025. For the year 2026, the Company has set a net profit target of 10.7 million Baht. Regarding the opportunities and challenges in joint business development, the Company identifies a significant opportunity to expand the customer base through cross-selling by offering Biz Resource's services to the Company's existing clients. This will help drive continuous customer base expansion and revenue generation. Additionally, the Company aims to enhance operational efficiency by implementing its existing technology within Biz Resource, which will help reduce operating costs.
Question	Mr. Torpong Krongtraivet, a shareholder attending in person , inquired which quarter the 2026 M&A deals would be completed and how their profitability compares to Biz Resource.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified that for the business expansion through acquisitions in 2026, the Company aims to close a total of 2 additional deals. The operational timeframe is divided into two phases: the first deal is expected to be concluded and completed within the second to third quarters of 2026, and the other deal is targeted for completion by the end of 2026. Regarding the assessment of profit potential compared to Biz Resource, the Company projects that the first upcoming deal will have profitability at a similar level to Biz Resource. Based on historical performance data, the target in this first deal has a slightly higher Gross Profit Margin

	<p>than Biz Resource, while the Net Profit Margin is at a comparable level. This is considered a good opportunity to further strengthen the Group's financial position.</p>
Question	<p>Mr. Torpong Krongtraivet, a shareholder attending in person, inquired whether the Company has a policy or interest in implementing a Treasury Stock program, given that the share price is currently performing contrary to the operational results.</p>
Answer	<p>Mr. Teeraphat Petporee, Chief Financial Officer, clarified to the meeting that the current share price is affected by various external factors, particularly the investment sentiment of domestic investors, as well as the country's economic conditions and growth rate. However, considering the Company's financial position, it is found that the Company currently maintains sufficient cash flow.</p> <p>Regarding the policy for a Treasury Stock program, the Company is in the process of conducting a detailed study. However, there are concerns that implementing such a program might impact the trading liquidity of the shares in the market, potentially causing it to decrease. Nevertheless, the Company will continue to monitor and consider this matter as appropriate based on the evolving situation.</p>
Question	<p>Mr. Torpong Krongtraivet, a shareholder attending in person, asked whether the Company has a plan to enhance share liquidity.</p>
Answer	<p>Mr. Teeraphat Petporee, Chief Financial Officer, clarified to the meeting that current investment sentiment in Thailand is relatively low compared to the previous year, which directly results in low share liquidity following market conditions. The Company plans to enhance the attractiveness of its shares by focusing on increasing returns to shareholders, such as considering an increase in the dividend payout ratio to attract investors and build confidence, which will positively impact share liquidity in the future.</p>
Question	<p>Mr. Pansaeng Jantratinakorn, a shareholder attending in person, asked about the guidelines and preliminary budget the Company has set for each Merger and Acquisition (M&A) project.</p>
Answer	<p>Mr. Teeraphat Petporee, Chief Financial Officer, clarified to the meeting that in considering M&A projects for the 2026 operational plan, which targets a total of 2 deals, the Company has set a preliminary budget framework not exceeding 100 million Baht per deal. The Company continues to adhere to this budget framework as a primary investment guideline and will strictly follow the approval process steps.</p>
Question	<p>An anonymous shareholder asked for an assessment of the future demand for outsource services following the rise of AI technology.</p>
Answer	<p>Ms. Risara Charoenpanich, Chief Executive Officer, clarified to the meeting that although overall employment trends might decrease due to AI technology, the Company has already prepared adaptive and management strategies. For the outsource business, the Company will focus on Skilled Labor, which primarily consists of positions requiring specialized skills. For Office Job Functions, the Company plans to use AI to help develop and enhance the potential of these</p>

	employees to increase efficiency, which will enable the Company to maintain employment for this group in the future.
Question	An anonymous shareholder Inquired whether the outsource headcount and placement rate of each Business Unit (BU) as of the end of Q1 2026 met the targets, and what the Company's outlook is for Q2 and the overall performance for the full year of 2026.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified to the meeting that the headcount in each Business Unit (BU) as of the end of the first quarter of 2026 is projected to trend upward compared to the end of last year. Similarly, the number of placements in the Recruitment business is also expected to increase in the same direction. The Company assesses that this growth trend will continue through the second quarter and contribute to the overall personnel expansion throughout 2026 to support business growth in accordance with the established plan.
Question	An anonymous shareholder inquired whether the Company can maintain the same dividend payout level in 2026 if profits remain at a similar level, noting the relatively high payout in 2025.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified to the meeting that in 2025, the Company had a total operating cash flow of 345 million Baht. Even after deducting tax refund items, the Company still maintained a cash flow of approximately 200 million Baht. Therefore, if the Company can maintain a similar profit level in 2026, it is assessed that the Company may still be able to maintain the dividend payout at the same level without impacting the remaining cash flow or normal business operations.
Question	Mr. Torpong Krongtraivet, a shareholder attending in person , inquired about the number of outsource staff under the Company's care as of the end of April 2026.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified to the meeting that the number is projected to increase compared to the previous year.
Question	Mr. Torpong Krongtraive t, a shareholder attending in person , asked about the trend and direction of the Company's performance in Q1 2026.
Answer	Mr. Teeraphat Petporee, Chief Financial Officer , clarified to the meeting that for the first quarter of 2026, the Company projects an upward trend compared to the previous year. It is also anticipated that revenue from the Recruitment business will trend upward in the same direction.

The Chairman informed the meeting that, as there were no further inquiries from shareholders or proxies and no other matters were proposed for consideration, the 2026 Annual General Meeting of Shareholders was officially adjourned. The Chairman expressed gratitude to all shareholders for their time and for providing valuable suggestions, which the Company will take into consideration for future implementation.

The meeting was adjourned at 4:00 p.m.

(sign) -Signature- Chairman
(Mr. Niphon Bundechanan)
Chairman (Acting)

PRTR Group Public Company Limited