



Invitation to the 2026 Annual General Meeting of Shareholders
Of
Healthlead Public Company Limited

24 April 2026 at 10.00 a.m.

At Rama 9 Room, 6th Floor, SC Park Hotel, No. 474, Soi Ramkhamhaeng 39
(Thepleela 1), Phubpla Sub-district, Wangthonglang District, Bangkok

The Company used the e-Proxy Voting service provided by Thailand Securities Depository Co., Ltd. to facilitate and provide additional voting to shareholders. The Shareholders can learn more details regarding the e-Proxy Voting service at <https://www.set.or.th/th/tsd/services/investors/e-services/e-proxy-voting>.

Date 26 March 2026

Subject Invitation to the 2026 Annual General Meeting of Shareholders

To Shareholders of Healthlead Public Company Limited

Enclosure

1. Annual Registration Statement / Annual Report (Form 56-1 One Report), comprising of financial statements for the year ended 31 December 2025, in QR Code format
2. Profiles of the nominated candidates for the election of directors in replacement of those to be retired by rotation
3. Definition of an Independent Director
4. Profiles of the Company's Auditors for the year 2026
5. Documents or evidence showing the identity of the shareholders or proxies of the shareholders entitled to attend the meeting
6. The Company's Articles of Association relating to Shareholders' Meeting
7. Proxy Form
8. Profiles of the independent directors proposed as proxy by the Company
9. Map of the meeting venue
10. Personal Data Protection Notice (Privacy Notice)

The Board of Directors of Healthlead Public Company Limited (the "Company") has resolved to convene the 2026 Annual General Meeting of Shareholders on 24 April 2026 at 10.00 a.m., at the Rama 9 Room, 6th Floor, SC Park Hotel, No. 474, Soi Ramkhamhaeng 39 (Thepleela 1), Plubpla Sub-district, Wangthonglang District, Bangkok. In addition, the Company provided minority shareholders with the opportunity to exercise their rights to propose the meeting agendas in advance to comply with the Good Corporate Governance. Shareholders were entitled to propose agendas of the 2026 Annual General Meeting of Shareholders during the period from 1 November 2025 to 1 February 2026. The Company had published the criteria on the Company's website and announced through the Stock Exchange of Thailand. However, no shareholders submitted any proposed agenda items. The Company, therefore, has determined the meeting agendas for consideration as follows:

Agenda 1 To acknowledge operating results for the year 2025

Fact and reasons

The Company has prepared the Company's operating results report for the year 2025, as appears in the 2025 Annual Report (56-1 One Report Form) under Part 3, Subject: Financial Statements, which has been delivered to shareholders in the QR-Code format together with the invitation letter. The details are set out in Enclosure No. 1.

Board of Directors' Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to acknowledge the Company's operating results for the year 2025. The details are set out in Enclosure No. 1.

Voting Requirement

This agenda is for acknowledgement; thus, no meeting's resolution is required.

Agenda 2 To consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025

Fact and reasons

To comply with Section 112 of the Public Company Limited Act B.E. 2535 (1992), it requires the Board of Directors must prepare the statement of financial position and the profit and loss statement as of the end of the Company's fiscal year and must arrange for the auditor to examine such statement of financial position and the profit and loss statement before proposing it to the Annual General Meeting of Shareholders for consideration and approval.

The Board of Directors has arranged the consolidated financial statements for the fiscal year ended 31 December 2025, which have been reviewed by the Audit Committee and audited by the auditor, in order to propose to the Annual General Meeting of Shareholders for consideration and approval in accordance with section 112 of the Public Company Limited Act B.E. 2535 (1992) with the details are set out in Enclosure No. 1. The important information is summarized as follows:

ITEMS (Unit: Baht)	Year 2025	Year 2024
Total Assets	1,535,908,265	1,499,055,906
Total Liabilities	568,306,760	493,231,981
Total Revenue	2,269,919,910	2,017,894,039
Profit (loss) for the year	77,860,465	78,264,188
Basic Earnings Per Share	0.29	0.29

Board of Directors' Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025, which have been audited by the certified public accountant and reviewed by the Audit Committee, and has been appeared in the 2025 Annual Report (56-1 One Report Form) under Part: 3, Subject: Financial Statements which have been delivered to shareholders together with the invitation letter, as set out in Enclosure No. 1.

Voting Requirement

This agenda requires the majority of votes of the shareholders attending and casting their votes.

- Agenda 3 To consider and approve the payment of dividends in respect of the Company's operating results of the year 2025

Fact and reasons

Pursuant to Section 115 of the Public Company Limited Act B.E. 2535 (1992), no dividends shall be paid otherwise than out of profits. In the event that the Company has accumulated loss, no dividends may be paid. In addition, pursuant to Section 116 and Article 50 of the Company's Articles of Association, it requires that the Company must appropriate part of annual net profits to a legal reserve in an amount of not less than 5 percent of the annual net profits, after deduction any therefrom the amount representing the accumulated loss carried forwards (if any) until such legal reserve reaches the amount of not less than 10 percent of the registered capital.

Besides, the Company has a policy to pay dividends to shareholders at a rate of not less than 40 percent of the net profit from the Company's separate financial statements for each year, after deduction of corporate income tax and allocation of legal reserves as required by law. However, the Company may consider paying dividends at a rate different from the specified policy, depending on its operating results, financial positions, liquidity, and necessity for utilizing of working capital in management and business expansion plan in the future, including economic conditions.

According to the financial statements for the fiscal year ended 31 December 2025, which have been audited by the auditor, the Company had the net profit according to the Company's operating results equivalent to 77,860,465 Baht and according to the Company's separate financial statements, the Company had net profit of 77,860,465 Baht.

Board of Director's Opinion

The Board of Directors deemed it appropriate to propose to the shareholders' meeting for consideration and approval on the dividend payment derived from the operating results of the year ended 2025 at the rate of 0.22 Baht per share, for 257,491,500 shares, equivalent to an amount not exceeding 56,648,130 Baht. The dividends shall be payable to the shareholders whose name appeared on the record date for the determination of the list of shareholders who are entitled to receive the dividend payment, on 12 March 2026 (Record Date) and the dividend payment is fixed to pay to the shareholders within 15 May 2026.

Therefore, the dividend pay-out ratio for the year 2025, represents 56,648,130 percent of the net profits according to the Company's separate financial statements, which is in accordance to the dividend payment policy of the Company.

In this regard, the rights to receive such dividend payment shall remain uncertain, unless it is approved by the 2026 Annual General Meeting of Shareholders.

Comparison information of the dividends payment for the operating results for the year 2024 and 2025

Details of dividend payment	Year 2025 (as proposed)	Year 2024
1. Net profit derived from operating results	77,860,465	78,264,188
2. Number of shares	257,491,500	272,000,000
3. Interim Dividend pay-out per share	-	-
Interim dividend pay-out	-	-
Annual dividend pay-out per share	0.22	0.17
Annual dividend pay-out	56,648,130	46,240,000
4. Total amount dividend paid	56,648,130	46,240,000
5. Dividend Pay-out Ratio (%) comparing to net profit according to financial statements	72.76	59.08

The Company had allocated 10 percent of the Company's registered capital as a legal reserve; thus, no additional legal reserve shall be required.

Voting Requirement

This agenda requires the approval by majority of votes of the shareholders attending and casting their votes.

Agenda 4 To consider and approve the election of directors replacing those who retire by rotation

Fact and reasons

Pursuant to Section 71 of the Public Company Limited Act B. E. 2535 (1992) and Article 18 of the Company's Article of Association, at least one-third (1/3) of the directors must vacate their office by rotation at each annual general meeting of shareholders, and if the number of directors is not a multiple of 3, the nearest number of 1/3 must retire by rotation. Directors who shall be retire must be a drawing by lots to determine the directors retiring on the first and the second year following the registration of the Company. In each subsequent year, the directors who occupy the position for the longest period must retire. directors who retire by rotation may be re-elected. The directors who shall retire by rotation in the 2026 Annual General Meeting are as follows:

1. Mr. Thanasak Kulrattanak Independent Director
2. Mr. Rathpong Ratanahirunya Independent Director

In this regard, Mr. Rathpong Ratanahirunya, director who retire by rotation, has expressed his intention not to be nominated for re-election as director for another term due to other commitments resulted in his incapability to fully perform his duties.

The Company provided an opportunity for shareholders to nominate qualified persons for consideration and election as directors according to the nomination process in advance from 1 November 2025 to 1 February 2026, through the news system of the Stock Exchange of Thailand and the Company's website and it appeared that no shareholder nominated an appropriate person to be elected as the Company's director.

The criteria for nomination of persons to be the Company's directors have not been considered by the Nomination and Remuneration Committee, since the Company has not yet appointed the Nomination and Remuneration Committee. However, the nomination was jointly considered by the Company's Board of Directors to propose for the suitable person to the shareholders' meeting for consideration. By considering the structure of the Board of Directors and the qualifications of each directors individually, it deemed that the performance of Mr. Thanasak Kulrattanak as a director of the Company during the past period has been beneficial to the Company's business has the director's qualifications as required under the Public Company Limited Law, the Securities and Exchange Law, and other relevant laws (if any). Furthermore, they have qualifications, knowledge, abilities, and experience that are appropriate for the Company's business and do not have any prohibited qualifications or do not operate any business or hold shares in any business that competes with the Company's operations. Therefore, the Board of Directors deemed it appropriate to propose Mr. Thanasak Kulrattanak re-elected as a director of the Company for another term, and to propose the appointment of Mr. Poonlarp Chantavichitwong as a director of the Company in place of the director who retires by rotation and does not wish to be re-appointed for another term.

Details of shareholding by nominated directors. (Information as of 12 March 2026)

Persons nominated to be a director	Number of shares	Voting rights
1. Mr. Thanasak Kulrattanak	150,000	150,000
2. Mr. Poonlarp Chantavichitwong	0	0

Board of Directors' Opinion

The Board of Directors has carefully considered and deemed it appropriate to propose to the General Meeting of Shareholders for consideration and approval of the re-elected of Mr. Thanasak Kulrattanak, a director who retired by rotation to serve as the Company's director for another term and resolved to propose the Meeting to appoint Mr. Poonlarp Chantavichitwong as a director of the Company in replacement of Mr. Rathpong Ratanahirunya, a director who retires by rotation and does not wish to be re-appointed for another term. The details of both directors appear in Enclosure No. 2.

The Board of Director considered and deemed that the person proposed to be nominated as an independent director has the qualifications in accordance with the relevant laws relating to independent directors' requirement and would be able to provide independent opinions on the Company's operations and the nominated persons in this time have been considered in accordance with the Company's prescribed selection process and have qualifications in compliance with the Public Company Limited Law, the Securities and Exchange Law, and other relevant regulations. Moreover, they are suitable for the Company's business operations. In addition, the independent director has the qualifications in accordance with the relevant laws relating to independent directors' requirement. The definition of an independent director appears in Enclosure No. 3.

Voting Requirement

This agenda requires the approval by the majority of votes of the shareholders attending and casting their votes.

- Agenda 5** To consider and approve the determination of the remuneration of the Board of Directors and the Sub-committees

Fact and Reasons

Pursuant to Section 90 of the Public Company Limited Act B.E. 2535 (1992), and Article 33 of the Company's Articles of Association, it stipulates that directors are entitled to receive remuneration from the Company in the form of rewards, meeting allowance, remuneration, bonus or benefits paid in other forms as specified in the Articles of Association or as considered by the shareholders' meeting. Such remuneration may be fixed or set forth as regulations and may be determined from time to time or for perpetual effect until any change is made. In addition, allowances and welfare benefits shall be paid in accordance with the Company's regulations.

Board of Directors' Opinion

The Board of Directors has determined the director's remuneration based on the director's responsibilities and performance and comparative data referring to other companies in the same business with similar size and characteristic of business, including the survey results of directors' remuneration of the Thai Institute of Directors (IOD), so that the Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders for consideration and approval of the remuneration of the Board of Directors and the sub-committees for the year 2026, which will be paid in the form of meeting allowance. The details are as follows.

Position	Meeting allowance (Baht/Person/Time)
Chairman of the Board	25,000
Director	15,000
Chairman of the Audit Committee	20,000
Audit Committee	15,000

- Remarks: 1. The meeting allowance will be paid for those who attend the meeting only.
2. The director who receive salary as employee of the Company will not be entitled to receive remuneration on behalf of the Company's director.

Comparison table of the remuneration paid to directors for 2026 and 2025

Position/Components of Remuneration	Meeting Allowance (Baht/Time)	
	Year 2026 (As proposed)	Year 2025
Chairman of the Board	25,000	25,000
Director	15,000	15,000
Chairman of the Audit Committee	20,000	20,000
Audit Committee	15,000	15,000

The Board of Directors and the sub-committees of the Company do not receive any other benefits than meeting allowance as specified above. The details of the scope of authorities, duties and responsibilities of the Board of Directors and the sub-committees are disclosed in the 2025 Annual Report (Form 56-1 One Report) under Part 2, Subject: Corporate Governance. The details are as shown in the Enclosure No. 1.

Voting Requirement

This agenda requires the approval by majority vote of no less than two-thirds of total votes of the shareholders who attend the meeting.

Agenda 6 To consider and approve the appointment of the auditors, and their remuneration

Fact and reasons

Pursuant to the Section 120 of the Public Company Limited Act B.E. 2535 (1992), and Article 63 and 64 of the Company's Articles of Association, it stipulates that the Annual General Meeting of Shareholders shall appoint an auditor and determine an audit fee of the Company. In appointing an auditor, the former auditor may be re-appointed.

In addition, pursuant to the Notification of the Capital Market Supervisory Board, the Company is required to arrange for the rotation of the auditors, if such auditors have performed their duties for seven fiscal years, whether consecutive or not. However, the rotation does not mean that the Company is required to engage a new auditing firm. The Company may appoint any auditors in the existing auditing firm to replace the previous auditor(s). Nevertheless, the Company can appoint an auditor who has rotated after at least five fiscal years have elapsed.

Audit Committee's Opinion

The Audit Committee of the Company has considered the qualification of the Company's auditor based on their independence and remuneration. The Audit Committee deemed and proposed the appointment of Ms. Lasita Margut, CPA License No. 9039, or Ms. Waraporn Kriengsuntornkij CPA No. 5033, or Mr. Wee Sujarit, CPA License No. 7103, or Mr. Kiatniyom Kuntisook CPA License No. 4800 from Deloitte Touche Tohmatsu Jaiyos Audit Company Limited as the auditor of the Company for the year 2026 and proposes the determination of the audit's fee for the year 2026 in the amount of 3,100,000 Baht per annum, excluding other expenses.

Comparative Table of Audit Fees

Auditors' remuneration	Fiscal year 2026 (New Auditor) (As proposed)	Fiscal year 2025 (Former Auditor)
1. Audit fee	3,100,000	3,100,000
2. Non-Audit Fee	25,000	25,000
3. Other expenses	Actual cost	Actual cost

Board of Directors' Opinion

The Board of Directors deemed it appropriate to propose to the General Meeting of Shareholders to consider and approve the appointment of Ms. Lasita Margut, CPA License No. 9039, or Ms. Waraporn Kriengsuntornkij CPA No. 5033, or Mr. Wee Sujarit, CPA License No. 7103, or Mr. Kiatniyom Kuntisook CPA License No. 4800 from Deloitte Touche Tohmatsu Jaiyos Audit Company Limited as the auditor of the Company for the year 2026. Any of said auditors shall perform the audit and expression their opinion to the Company's financial statements. In case the aforementioned certified public accountant are not able to perform their duties, Deloitte Touche Tohmatsu Jaiyos Audit Company Limited shall provide another certified public accountant to perform duties instead and determination of the audit's fee for the year 2026 is in the amount of 3,100,000 Baht per annum, excluding other expenses. In addition, Deloitte Touche Tohmatsu Jaiyos Audit Company Limited has provided services for the preparation of a report on the agreed-upon procedures regarding the destruction of goods, which is prepared for use as supporting information for Icare Health Company Limited in accordance with the Revenue Department Notification No. Por.79/2541, in the amount of 25,000 Baht.

The auditors as proposed above have no relationship and/or conflict of interest with the Company, subsidiaries, executives, major shareholders or any other party related thereto. Therefore, they are independent in performing the audit and expressing their opinion on the Company's financial statements. (The auditors' details appear in the Enclosure No.4).

In this regard, the Company has subsidiaries, and the auditor of the subsidiary is a certified public accountant from the same auditing firm of the Company.

Voting Requirement

This agenda requires the approval by majority of votes of the shareholders attending and casting their votes.

Agenda 7 To consider other agenda

Shareholders are invited to attend the meeting on the date, time and place as specified above. For any shareholders who wishes to appoint another person to attend and vote on their behalf, please complete the attached proxy form either form A or B before attending the meeting. For any foreign shareholders who appoints a custodian in Thailand for shares depository, please use the attached proxy form either form A, or B, or C.

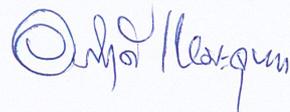
In the event that a shareholder is unable to attend the 2026 Annual General Meeting, shareholders may appoint the Company's independent director as their proxy, to attend the meeting and vote on their behalf, as detailed in the proxy form attached hereto. Shareholders may download the proxy form from www.healthleadgroup.com, or express their intention to request Proxy Form B in hard copy document, through <https://www.healthleadgroup.com/th/investor-relations/document/shareholder-meetings> from 26 March 2026 to 17 April 2026. The complete Proxy Form, together with all required supporting documents as specified in Enclosure 5, should be submitted to Healthlead Public Company Limited, at No. 99/4, Moo 10, Bang Muang Sub-District, Bang Yai District, Nonthaburi Province, 11140, or Email: info@healthleadgroup.com, within 17 April 2026, or shareholders may appoint the Company's independent director as their proxy to attend the shareholders' meeting and vote through the e-Proxy Voting system via the Investor Portal (IVP) at <https://ivp.tsd.co.th> of Thailand Securities Depository Co., Ltd. Shareholders may study further details regarding the e-Proxy Voting service at <https://www.set.or.th/th/tsd/services/investors/e-services/e-proxy-voting>.

In addition, the Company would like to invite the shareholders to submit questions related to the agenda in advance by sending inquiries with names / shareholder registration numbers / telephone numbers and others (if any) which can be contacted to E-mail: info@healthleadgroup.com or registered mail to "Company Secretary" Healthlead Public Company Limited, No. 99/4, Moo 10, Bang Muang Sub-District, Bang-Yai District, Nonthaburi Province, 11140, within 17 April 2026.

The Board of Directors has resolved to approve the determination of 12 March 2026 as the record date for determining the list of shareholders who are entitled to attend the 2026 Annual General Meeting and to receive the dividend payment (Record Date).

Yours sincerely,

Healthlead Public Company Limited

A handwritten signature in blue ink, appearing to read "Aphet Hachudha".

(Asst. Prof. Aphet Hachudha)

Chairman of The Board of Directors