

Minutes of the 2026 Annual General Meeting of Shareholders
of
Healthlead Public Company Limited

The Meeting was held on 24 April 2026, at 10.00 a.m., at Rama 9 Room, 6th Floor, SC Park Hotel, No. 474, Soi Ramkhamhaeng 39 (Thepleela 1), Plubpla Sub-district, Wangthonglang District, Bangkok.

The Company provided shareholders with the opportunity to propose agendas to be included in the meeting agenda, and to nominate qualified individuals for consideration and election as directors through the nomination process in advance on the Company's website from 1 November 2025 to 1 February 2026, and it appeared that no shareholders proposed any agendas to be included in the meeting agenda, and no one nominated any individuals for election as the Company's directors.

In this Meeting, the Company has arranged for video recording of the Meeting to be used for preparing the minutes and for publicizing the shareholders' meeting through electronic and media. Photographs and video footage of the shareholders' meeting may include images of attending shareholders and may also display the names of shareholders, in accordance with the objectives of the shareholders' meeting.

Directors attending the Meeting:

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|-------------------------------------|--|
| 1. Asst. Prof. Aphirudee Hemachudha | Chairman of the Board and Independent Director |
| 2. Mrs. Mataya Bhandhukanonda | Vice Chairman of the Board and Chairman of Executive Committee |
| 3. Mrs. Marayart Teeratomorn | Independent Director and Chairman of the Audit Committee |
| 4. Mr. Supakorn Bhandhukanonda | Director, Chief Executive Officer and Acting Chief Operating Officer |
| 5. Mrs. Araya Tantanasin | Director, Chief Financial Officer and Company Secretary |

Attending Directors represented 71.43 percent of the total number of directors.

Director in Absence:

- | | |
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| 1. Mr. Thanasak Kulrattanak | Independent Director and Audit Committee |
| 2. Mr. Rathpong Ratanahirunya | Independent Director and Audit Committee |

Executives in Attendance:

- | | |
|-------------------------------|---------------------|
| 1. Miss Sasithon Marukasonthi | Accounting Director |
| 2. Miss Saralee Sirisalamat | Managing Director |

Others Attendees:

- | | |
|-------------------------------|--|
| 1. Miss Lasita Margut | Auditor from Deloitte Touche Tohmatsu Jaiyos Audit Company Limited |
| 2. Mr. Kunanon Wannaphahun | Auditor from Deloitte Touche Tohmatsu Jaiyos Audit Company Limited |
| 3. Miss Manunya Thitinantawan | Legal Consultant from Manunya & Associates Limited |
| 4. Miss Boonyanuch Pan-ngam | Legal Consultant from Manunya & Associates Limited |

Meeting Commenced

Before considering the meeting agenda, Miss Boonyanuch Pan-ngam, the moderator, reported to the Meeting that there were 16 shareholders attending the Meeting in person, counting the number of shares in the amount of 149,061,400 shares and were 62 shareholders attending the Meeting by proxy, counting the number of shares in the amount of 44,961,359 shares. The number of shareholders attended the Meeting in person and proxies were 78 persons, counting for the amount of 194,022,759 shares, equivalent to 71.3319 percent of the total number of the Company's issued shares. (The Company's total issued shares were 272,000,000 shares), thereby a quorum constituted in accordance with the Company's Articles of Association.

Asst. Prof. Aphirudee Hemachudha, the Chairman of the Board, presided as the Chairman of the Meeting (the "Chairman"), The Chairman declared to open the 2026 Annual General Meeting of Shareholders and introduced the directors, executives, auditors, and legal consultant as the list above. After introducing

the participants, the Chairman assigned Miss Boonyanuch Pan-ngam to explain the meeting proceedings guidelines and the procedure of voting of the shareholders for each agenda as follows:

1. Shareholders in attendance at the Meeting in person and proxies who have been authorized to vote at the Meeting would receive the ballot upon registering for the Meeting.
2. The Meeting would consider the matter in order of the agenda as provided in the invitation letter. The information shall be presented in each agenda item, and the shareholders would be given the opportunity to inquire question before a vote is casted on such agenda item. In the event that shareholders or proxies wished to inquire or express opinions, please raise your hand and inform your name and surname. Additionally, in case of you are a proxy, please inform the name of the shareholders that you are representing at the Meeting every time.
3. After acknowledging the details of each agenda, any shareholder who votes "Disapproved" or "Abstained" on any agenda item. Please cast the vote on the ballot received from the staff during the registering, then submitted it back to the Company's staff. Any shareholders who voted to "Disapproved" or "Abstained", please raise your hands so that the Company's staff could collect your ballots. In this regard, for Agenda 4, the election of directors replacing those who retire by rotation, the Company would propose each nomination individually for the Meeting to vote.
4. Each shareholder had one vote per share. Any shareholder who had a particular interest in any agenda would not have the right to vote on that agenda.
5. In the vote counting, Agenda 1 were the agenda items for acknowledgment. Therefore, it did not require a vote for such agenda. For agenda 2, 3, 4, and 6, the resolution would be passed by the majority votes of the shareholders in attendance and casting their votes. Agenda 5 must be approved by a vote of not less than two-thirds of the total number of votes of the shareholders who attended the Meeting.

The Company would deduct the votes of Disapproved and Abstained from the total number of votes in the Meeting. The remaining would be considered as votes of Approved for that agenda. In this regard, in the event that no one raised any objection or expressed any different opinion, it shall deem that the Meeting had resolved or approved the agenda unanimously. In order to avoid wasting time while waiting for vote counting, the next agenda will be considered. Additionally, the following cases will be considered voided ballots as follows:

(1) A ballot with more than one box marked, or no box marked at all, which indicates how the vote should be cast.

(2) A ballot with a crossed-out without a signature.

(3) A ballot without a signature

The Company will not count voided ballots as the base for calculating votes, except for Agenda 6, which voided ballots are counted as the vote base for the vote calculation.

Regarding the shareholders granting proxies to another person to attend the Meeting on their behalf and casted their votes in the proxy form, the Company had already recorded such votes

in accordance with the voting instructions specified by the shareholders in the proxy form.

In this regard, the Company implemented the e-Proxy Voting system provided by the Thailand Securities Depository Co., Ltd. (TSD) to facilitate and expand the channels for shareholders to grant proxy to independent directors to attend the shareholders' meeting on their behalf. Shareholders were able to exercise their voting rights by logging into the TSD Investor Portal. Shareholders were instructed to select the "Other Transactions" menu, then choose the "Proxy/Vote in shareholders' meeting" section, and proceed by selecting "Create-Edit-Cancel Transaction" after that, shareholders were required to verify their identity according to the specified procedures. After completing the identity verification process, shareholders were required to select the independent directors to whom they wished to grant proxy and then proceed to cast their votes for each agenda item. Once all agenda items had been voted, the system displayed the proxy form for review. After verifying the information, shareholders were instructed to click the "Close" button on the image of the Proxy Form B.

Agenda 1 To acknowledge operating results for the year 2025.

The Chairman assigned Mr. Supakorn Bhandhukanonda, Chief Executive Officer, to report the Company's operating results for the year 2025 to the Meeting.

Mr. Supakorn Bhandhukanonda reported that over the past year, the Group achieved significant revenue growth in the medicine and dietary supplement segment. Total revenue from sales rose from THB 2,017.89 million to THB 2,269.92 million. At the end of 2025, our pharmacy business had a total of 70 branches, including 30 branches of Icare, 37 branches of Pharmax and 3 branches of Superdrug. We have expanded our professional staff to include 124 full-time pharmacists and 331 part-time pharmacists. This is based not counting working hours, but rather reflects an increase in total number of pharmacists in the Group.

Regarding our pharmacy business, the Group has increased its coverage across Bangkok, with branches progressively established in all districts. By brand, the “Icare” brand opened one branch at The Paseo Park on Kanchanaphisek Road last year. For “Pharmax,” five branches were opened located at Bangchak Chaeng Watthana, On Nut Plaza, Lotus’s Rama IV, Susco Square Pinklao—which was opened to replace the former Central Pinklao branch—and Bangchak Ekkamai–Ramintra. As for “Superdrug,” a branch has been opened in the Hospital for Tropical Diseases, opposite Phramongkutklao Hospital.

For Healthiness Co., Ltd., the company currently offers products under three brands. The “Prime” brand comprises 35 SKUs, while “Besuto,” which focuses on deodorizing and disinfectant products, has 10 SKUs. The third brand, “Q,” introduced 12 new SKUs in 2025. Most of the new products launched in 2025 fall under the “Q” brand. Notable examples include “Q Herbal Mouth Spray” and “Q Herbal Nasal Spray,” which were launched around late May, followed by a range of personal healthcare products in Q4 2025. Under the “Prime” brand, the portfolio includes probiotic products.

Healthiness places a strong emphasis on innovation across its product lines. As a result, nearly all products have received various awards. For instance, “Q Herbal Mouth Spray” has been recognized with awards. The “Prime” range features both “BioEnhanced” formulations designed to improve nutrient absorption, as well as innovative formulations targeting areas such as brain health, eye health, and joint care—each supported by recognized certifications and awards, as reported in Opportunity Day presentation. Additionally, “Besuto” alcohol-free hand gel originally launched during the COVID-19 period, and all such products have likewise received awards.

Industry Overview and Outlook: According to data from Bank of Ayudhya, domestic pharmaceutical spending is projected to continue growing steadily across both hospital and over-the-counter (OTC) channels. From an industry perspective, a significant proportion of pharmaceutical imports originates from Europe and the United States. On the demand side, Thailand’s demographic trends indicate a continuous rise in patients with non-communicable diseases (NCDs). This is largely attributable to improvements in healthcare, which have extended life expectancy. As a result, the prevalence of chronic diseases has increased in parallel with a growing aging population. In 2025, the total number of pharmacies has remained largely unchanged. In Bangkok in particular, the number of outlets has declined. This decrease is primarily attributable to the closure of independent pharmacies, which are being replaced by chain drugstores. Data from the Food and Drug Administration Thailand is based on the number of licensed outlets. Looking ahead, as Thailand transitions into an aging society, the number of homebound and bedridden patients is expected to increase significantly, with projections indicating exponential growth by 2035.

The Group reaffirms its vision, consistent with its IPO, to become a leading provider of healthcare products and the number one pharmacy chain network in both Thailand and the ASEAN Economic Community. Its mission is to be a pharmacy network that resonates with both consumers and employees, gaining recognition not only domestically but also achieving standards comparable to global pharmacy chains. The Company also aims to serve as an organization that actively promotes health education for communities and people worldwide. The Company's strategic priority is to expand its branch network, particularly across Bangkok, with the goal of achieving comprehensive coverage across all districts in a timely manner. In addition, expansion into surrounding metropolitan areas and major provincial cities is planned. The Company remains open to opportunities in other provinces where viable projects arise. With a strong base of pharmacists - and with the founder being an pharmacist professor - the Group is committed to maintaining a high standard of professional service. It also collaborates with leading universities as a training ground for pharmacy students.

As highlighted during Opportunity Day, the Group is currently developing a telepharmacy, which is expected to be launched in 3Q2026. This initiative is part of a broader strategy to enhance customer experience through an omnichannel approach, integrating both online and offline platforms, including services such as order-online and pick-up in-store. In 2025, the Group also strengthened its leadership team by appointing a Managing Director for Healthiness Co., Ltd. (a subsidiary), as we aim to emphasize Healthiness Co., Ltd.'s development of innovative healthcare products.

In terms of Environmental, Social, and Governance (ESG), the Group maintains close engagement with local communities and places strong emphasis on sustainable community development. Over the past year, the Company has conducted educational outreach programs in schools, focusing on disease prevention among children and basic healthcare knowledge. Additionally, the Group has organized academic conferences that allow both internal and external pharmacists to earn continuing education credits for professional license renewal. It has also collaborated with organizations such as Bangkok Metropolitan Administration (BMA) and the Ministry of Commerce Thailand to join public health education booths and initiatives.

The Company provided the shareholders with the opportunity to inquiry questions or express additional comments.

When It appeared that no shareholders raised any inquiry or expressed additional comments, the Chairman proposed the Meeting to acknowledge the Company's operating results for the year 2025.

Resolution The Meeting acknowledged the Company's operating results for the year 2025, as proposed.

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

The Chairman assigned Mrs. Araya Tantanasin, Chief Financial Officer, to summarize the details of the Company's consolidated financial statements for the fiscal year ended 31 December 2025 to the Meeting, as follows:

Chief Financial Officer reported the financial status and consolidated operating results of Healthlead Public Company Limited and its subsidiaries for the fiscal year ended 31 December 2025. The important details appeared as follows:

As of year-end 2025, the Group reported total assets of THB 1,535.91 million. Of this, cash and other current and non-current financial assets - primarily investments - amounted to THB 556.43 million. Total liabilities stood at THB 568.31 million, with a significant increase driven by trade payables and other current payables, which rose by 30.8%. Shareholders' equity totaled THB 967.60 million, representing a decline from 2024. This decrease was primarily attributable to dividend payments of THB 46.24 million on 15 May 2025, as well as share repurchases totaling THB 69.58 million.

For FY2025, the Group recorded revenue from sales of THB 2,228.85 million, reflecting growth of 12.73% YOY. Total revenue reached THB 2,269.92 million, an increase of 12.7%. Operating profit was THB 110.57 million, up 8.57%, while net profit amounted to THB 77.86 million, representing a slight decrease of 0.52%.

The marginal decline in net profit was primarily due to lower finance income, as interest rates declined. In response, the Group rebalanced its investment portfolio, shifting from deposits and debentures to investment funds, where returns are recognized as other gains. Meanwhile, finance costs increased, consisting entirely of financial cost related to TFRS 16.

The Group reported a gross profit margin of 24.34% in 2025, continuing its upward trend in recent years. However, net profit margin declined compared to 2024, mainly due to higher selling expenses associated with branch expansion over the past 2-3 years. Net profit margin for 2025 stood at 3.43%.

Despite this, the Group maintains a strong financial position, with a low debt-to-equity ratio of 0.59x and no borrowings from financial institutions. Additionally, net cash generated from operating activities remained strong at THB 193.24 million in 2025.

Another key financial highlight in 2025 was the execution of treasury stock programs (Share Repurchase Programs No. 1 and No. 2) as of 31 December 2025.

Shares Repurchase for Financial Management Purposes	Tranche 1	Tranche 2
Board of Directors' Approval Date	14 May 2025	8 Dec 2026
Repurchase Period	6 Months	6 Months
Program Start Date	19 May 2025	12 Dec 2025

Program End Date	18 Nov 2025	30 Apr 2026
Maximum Budget (THB million)	100.00	65.00
Maximum Number of Shares to be Repurchased (million shares)	15.00	9.00
Par Value per Share (THB)	0.50	0.50
Percentage of Total Paid-up Shares (Percent)	5.51	3.31
Total Paid-up Shares (million shares)	272.00	272.00
Number of Shares Repurchased as of 31 Dec 2025 (million shares)	8.55	1.71
Total Value (THB million)	57.79	11.79

Mr. Supakorn Bhandhukanonda presented an additional report on anti-corruption initiatives. He informed the meeting that the Company had declared its intention to join the Private Sector Collective Action Against Corruption (CAC) on 21 September 2023, as part of the Thai private sector's collective effort to address corruption issues.

On 27 February 2025, the Board of Directors' Meeting No. 1/2025 unanimously approved revisions to the Company's Anti-Corruption Policy. The updated policy establishes clear guidelines and measures aligned with CAC standards. The Company has also ensured that the policy and related practices are communicated to directors, executives, and employees, so that they fully understand their roles and responsibilities in complying with the policy. In addition, business partners and relevant stakeholders have been informed of the Company's anti-corruption policy.

Furthermore, on 14 July 2025, the Audit Committee reviewed the completeness and accuracy of the self-assessment form and all supporting documents using appropriate and sufficient procedures. This review was conducted to ensure the adequacy of the Company's implementation of anti-corruption measures, and to facilitate submission to the Thai Private Sector Collective Action Against Corruption Committee as part of the certification process.

The Company provided the shareholders with the opportunity to inquiry questions or express additional comments.

It appeared that no shareholders raised any inquiry or expressed additional comments.

The Chairman proposed the Meeting to consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025, which were audited by the Company's certified public accountant and reviewed by the Audit Committee. The details were disclosed in the Annual Report, which have been delivered to the shareholders together with the invitation letter before the Meeting.

Resolution The Meeting considered and unanimously resolved to approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025,

which have been audited by a certified public accountant with the votes as follows:

Approved	200,268,459	Votes	equivalent to	100.0000	%
Disapproved	0	Votes	equivalent to	0.0000	%
Abstained	0	Votes			
Voided ballot	0	Votes			

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

The Chairman assigned Mr. Supakorn Bhandhukanonda, Chief Executive Officer, to report this agenda to the Meeting.

Mr. Supakorn Bhandhukanonda, informed to the Meeting that according to the financial statements for the fiscal year ended 31 December 2025, which have been audited by the auditor,

the Company had a net profit from the operating results equivalent to 77,860,465 THB and according to the separate financial statement, the Company had a net profit of 77,860,465 THB.

Additionally, the Company had the policy to pay dividends to shareholders at the rate of not less than 40% of the net profit from the Company's separate financial statements for each year,

after deduction of corporate income tax and allocation of legal reserve. However, the Company may consider paying dividends at a rate different from that specified in the policy depending on the operating results, financial position, financial liquidity and the necessity for utilizing of working capital in management and business expansion plans in the future, including economic conditions.

The Board of Directors' meeting deemed it appropriate to propose to the shareholders' meeting for consideration and approval of the dividend payment derived from the operating results

for the year 2025 at the rate of 0.22 THB per share, for 257,491,500 shares, equivalent to 56,648,130 THB, paid 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 ratio pay-out for the year 2025, represents 72.76% of the net profits according to the separate financial statements, which is in accordance to the dividend payment policy of the Company.

In this regard, the Company had allocated 10% of the Company's registered capital as a legal reserve, thus no additional legal reserve shall be required.

The Company provided the shareholders with the opportunity to inquiry questions or express additional comments.

It appeared that no shareholders raised any inquiry or expressed additional comments.

The Chairman proposed the Meeting to consider and approve the payment of dividends in respect of the operating results for the year 2025.

Resolution The Meeting considered and unanimously resolved to approve the dividend payment to the shareholders at the rate of 0.22 THB per share for 257,491,500 shares, amounting to 56,648,130 THB to the shareholders whose names appeared on the record date for the determination of the list of shareholders who are entitled to receive the dividends payment on 12 March 2026 (Record Date), and the dividend payment is fixed to pay within 15 May 2026, according to the details as proposed, with the votes as follows:

Approved	200,268,459	Votes	equivalent to	100.0000	%
Disapproved	0	Votes	equivalent to	0.0000	%
Abstained	0	Votes			
Voided ballot	0	Votes			

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

The Chairman assigned Mr. Supakorn Bhandhukanonda, Chief Executive Officer, to report this agenda to the Meeting.

Mr. Supakorn Bhandhukanonda informed to the Meeting that according to Section 71 of the Public Company Limited Act B. E. 2535 (1992) and Article 18 of the Company's Articles of Association, it stipulates that at least one-third of the directors or nearest one-third of the number of directors shall vacate their office by rotation at every Annual General Meeting of Shareholders. The directors to vacate office in the first and second years following the Company's registration shall be drawn by lots. In each subsequent year, the directors who occupy the position for the longest must retire. At the 2026 Annual General Meeting of Shareholders this time, the directors who had to retire from the Company's directors were listed 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 Board of Directors. The Board of Directors had considered form the structure of the Board of Directors and the qualifications of each director individually; therefore, 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 and operations. They have 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 to be 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 Mr. Rathpong Ratanahirunya, a director who retires by rotation and does not wish to be re-appointed for another term.

Moreover, the Board of Director considered and deemed that the person 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 possess qualifications appropriate 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 Board of Directors' meeting, excluding interested directors, carefully considered and deemed it appropriate to propose to the shareholders' meeting for consideration and approval of re-election 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 Company provided the shareholders with the opportunity to inquiry questions or express additional comments.

It appeared that no shareholders raised any inquiry or expressed additional comments.

The Chairman proposed the Meeting to consider and approve the election of directors replacing those who retire by rotation.

Resolution The Meeting considered and unanimously resolved to approve the election of directors replacing those who retire by rotation to re-appoint as directors of the Company for another term with the votes as follows:

1) Mr. Thanasak Kulrattanak

Approved	200,268,459	Votes	equivalent to	100.0000	%
Disapproved	0	Votes	equivalent to	0.0000	%
Abstained	0	Votes			
Voided ballot	0	Votes			

2) Mr. Poonlarp Chantavichitwong

Approved	200,268,459	Votes	equivalent to	100.0000	%
Disapproved	0	Votes	equivalent to	0.0000	%
Abstained	0	Votes			
Voided ballot	0	Votes			

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

The Chairman assigned Mr. Supakorn Bhandhukanonda, Chief Executive Officer, to report this agenda to the Meeting.

Mr. Supakorn Bhandhukanonda informed the Meeting that the Board of Directors' meeting had considered based on the director's responsibilities and performance, and comparative information with reference to other companies in the same industry with the similar size and characteristic of the business, including the director's compensation survey of the Thai Institute of Directors (IOD). It found that the directors' remuneration determined by the Company was close to the market average.

The Board of Directors' meeting has been carefully considered, and it deemed appropriate to propose to the General Meeting of Shareholders to consider and approve the determination

of the remuneration of the Board of Directors and the Sub-committees for the year 2026 in the form of meeting allowances, with the following details:

Position	Meeting allowance (THB/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 allowances will be paid for those who attended the Meeting only.

2. The director who receives salary as the Company's employee will not be entitled to receive remuneration for acting as the Company's director.

The Board of Directors and Sub-committees of the Company do not receive any other benefits than meeting allowance as detailed above.

The Company provided the shareholders with the opportunity to inquiry questions or express additional comments.

It appeared that no shareholders raised any inquiry or expressed additional comments.

The Chairman proposed the Meeting to consider and approve the determination of the remuneration of the Board of Directors and Sub-committees.

Resolution The Meeting considered and unanimously resolved to approve the determination of the remuneration of the Board of Directors and Sub-committees according to the details as proposed, with the votes as follows:

Approved	200,268,459	Votes	equivalent to	100.0000	%
Disapproved	0	Votes	equivalent to	0.0000	%
Abstained	0	Votes	equivalent to	0.0000	%
Voided ballot	0	Votes	equivalent to	0.0000	%

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

The Chairman assigned Mrs. Marayart Teeratomorn, Chairman of the Audit Committee, to report this agenda to the Meeting.

Mrs. Marayart Teeratomorn informed to the Meeting that the Audit Committee has considered the qualifications of the Company's auditors based on the performance results, the independence of auditors, and their remuneration. The Audit Committee had an opinion and proposed

the appointments of :

- 1) Ms. Lasita Margut CPA License No. 9039 or
- 2) Ms. Waraporn Kriengsuntornkij CPA License No. 5033 or
- 3) Mr. Wee Sujarit CPA License No. 7103 or
- 4) 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 one of the auditors was responsible for auditing and expressing an opinion on the Company's financial statements. In case the above-mentioned certified public accountants were unable to perform their duties, Deloitte Touche Tohmatsu Jaiyos Audit Company Limited shall assign other certified public accountants of Deloitte Touche Tohmatsu Jaiyos Audit Company Limited to act on their behalf. The auditor did not provide other services to the Company and did not have any relationships or interests with the Company / subsidiaries/ executives/major shareholders or those related to such person in any way. Therefore, the auditors are independent in auditing and expressing opinions on the Company's financial statement. Moreover, it determined the audit fee for the year 2026 in the amount of not exceeding THB 3,100,000 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 THB 25,000.

In this regard, the Company's subsidiaries have engaged the same audit firm as the Company.

The Company provided the shareholders with the opportunity to inquiry questions or express additional comments.

It appeared that no shareholders raised any inquiry or expressed additional comments.

The Chairman proposed the Meeting to consider and approve the appointment of the auditor, and their remuneration.

Resolution The Meeting considered and unanimously resolved to approve the appointment of the auditor, and their remuneration according to the details as proposed, with the votes as follows:

Approved	200,268,459	Votes	equivalent to	100.0000	%
Disapproved	0	Votes	equivalent to	0.0000	%
Abstained	0	Votes			
Voided ballot	0	Votes			

Agenda 7 To consider other agenda

The Chairman inquired the shareholders attending the Meeting whether any of them wished to propose any other matters for the Meeting to consider or not. When there were no one proposed other agenda items to the Meeting. Therefore, the Chairman provided the shareholders with the opportunity to inquiry additional questions.

Ms. Kanokwan Srichu (Proxy from the Thai Investors Association): Inquired regarding the contingency plans for geopolitical risks concerning medicines and medical supplies. Specifically, what measures are in place to mitigate such risks, and whether the ongoing situation is expected to impact future sales performance.

Mr. Supakorn Bhandhukanonda : Clarified that the majority of medicines are imported from Europe and the United States, confirming that existing logistics routes to Thailand remain unchanged. Regarding costs, as a retail business, the Group would adjust prices in line with cost increases. However, international pharmaceutical firms and other importers face high competition and cannot raise prices like a monopoly.

Furthermore, Thailand’s high-quality domestic production of generic drugs acts as a price barrier; if imported drug prices rise excessively, consumers will shift to domestic alternatives. Additionally, a significant portion of generic imports comes from India, which has not yet been impacted. Regarding concerns over packaging (blister packs, foils, and plastics), although prices have risen, there is no shortage, and currently, no companies have raised drug prices based on these factors.

Mr. Weera Kunaphongkul (Proxy): Noted that net profit over the past three years has been relatively flat. He requested the management’s perspective on strategies to improve net profit performance.

Mr. Supakorn Bhandhukanonda : Explained that the Group is currently in an expansion phase, which practically impacts net profit. When comparing 2024 to 2025, the 2024 figures included one-time income from a warehouse sale. Excluding that, the 2025 operating profit actually

showed growth. This year, the Group plans to continue expanding but will be more selective regarding locations.

To boost margins, the Group is increasing its product assortment in non-medical categories. Additionally, the ramp-up of the Group's owned-brand products, of which several new SKUs launched mid-last year, will further stabilize and enhance profit margins.

Mr. Weera Kunaphongkul (Proxy): Inquired about the target Net Profit Margin for this year.

Mr. Supakorn Bhandhukanonda : Stated the expectation that Net Profit will not decrease and may see a slight improvement.

Mr. Weera Kunaphongkul (Proxy): Asked for clarification on whether the "bottom line" percentage would increase.

Mr. Supakorn Bhandhukanonda : Noted that as the only pharmacy chain listed on the Stock Exchange, there is no direct benchmark. However, there is a strong potential for growth. Increased sales of products from Healthiness Co., Ltd. would significantly contribute to an improved bottom line.

Mr. Weera Kunaphongkul (Proxy): Inquired about the branch expansion target for this year.

Mr. Supakorn Bhandhukanonda : The target remains at 14 branches. The focus is on quality locations and meticulous selection. Currently, two branches were opened earlier this year, and three more are in the pipeline. The target is capped at this number to ensure the team can maintain operational quality.

Mr. Natthakit Suntarabura (Shareholder attending in person): Requested an update on the sales expansion plan for Healthiness (a subsidiary). He noted the previous CEO's plan to expand into hospitals and other retail outlets like Foodland and asked if this direction remains unchanged.

Mr. Supakorn Bhandhukanonda : Confirmed that the strategic direction remains the same. The Group and the new Managing Director (of Healthiness Co., Ltd. – a subsidiary) are currently refining the details of the original plan. Lists of target retail partners and hospitals have been identified, and discussions have already commenced with some parties. The new Managing Director is focusing more on execution and marketing. The marketing budget previously requested by the former CEO is being re-evaluated and optimized for this purpose.

Mr. Natthakit Suntarabura (Shareholder attending in person): Provided feedback regarding customer service at Pharmax, Icare, and Superdrug. He observed that staff at some branches are not sufficiently "active" or proactive compared to the Trio or Sena Fest branches, where service is excellent. He noted that staff often gather behind counters with pharmacists instead of approaching customers. Since pharmacy customers often require assistance, a more proactive approach and friendly greeting would improve customer satisfaction and drive sales.

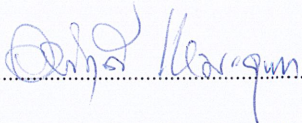
Mr. Supakorn Bhandhukanonda : Thanked the shareholder for the feedback.

As no further questions or comments were raised by the shareholders, the session was concluded.

The Chairman, declared the Meeting close.

The Meeting adjourned at 11.05 a.m.

Signed


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Chairman of the Meeting

(Asst. Prof. Aphet Hemachudha)

Chairman of the Board