

Procedures and Instructions for Attending the AGM and Relevant Articles of Association

Procedures and Instructions for Attending the AGM

1. Document for registration and Appointment of Proxy

1.1 In case the shareholder attends the meeting in person, please use the following documents

- Individual shareholder of Thai nationality
 - 1) Citizen Identification Card
- Individual shareholder of foreign nationality
 - 1) Notice of Meeting (QR Code)
 - 2) Shareholder's certificate of alien registration or passport or document used in place of a passport

In case of change of first name or surname, evidence verifying such change must be presented.

1.2 In case the shareholder attends the meeting by proxy

- Shareholders may appoint any person as their proxy.
- **Shareholders are encouraged to appoint an independent director as their proxy** by specifying any one of the following independent directors (excluding independent directors who will retire by rotation in 2026):

Name	Age (years)	Positions	Address	Special conflict of interest* in the proposed agenda
1. Dr. Pakorn Peetathawatchai	61	Lead Independent Director / Chairman of the Corporate Governance and Sustainability Committee	Central Retail Corporation Public Company Limited, Central Chidlom Tower 14 th floor, 22 Soi Somkid Ploenchit Road, Lumpini, Pathumwan, Bangkok, 10330	No special conflict of interest in any Agenda
2. Mr. Kanchit Bunajinda	58	Independent Director / Chairman of the Risk Policy Committee		No special conflict of interest in any Agenda

Remarks: An Independent Director is a person who is fully qualified and independent as determined by the Board of Directors' Charter, which is **stricter than** the guideline of the Securities and Exchange Commission as showed in the qualifications of the independent directors in Enclosure 5 Charter of the Board of Directors and the profiles of the independent directors in Enclosure 1 of 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report).

* The disclosure of special interest specified in the AGM Checklist Form is the disclosure of information specifically on any special interest that an independent director who will be acting as proxy for the shareholders has in any matters on the agenda such as a special interest in the election of directors due to being a nominee for the re-election.

Appointment of Proxy use the following documents:

- Individual shareholder of Thai nationality
 - 1) Notice of Meeting (QR Code)
 - 2) Proxy Form A or Form B
 - 3) Photocopy of the shareholder's citizen identification card or civil servant identification card which are certified as true copies by the shareholder.
 - 4) Photocopy of the proxy's citizen identification card, driving license, civil servant identification card, or passport (in the case of a foreigner) which are certified as true copies by the proxy.
- Individual shareholder of foreign nationality
 - 1) Notice of Meeting (QR Code)
 - 2) Proxy Form A or Form B
 - 3) Photocopy of the shareholder's certificate of alien registration or passport or document used in lieu of passport which are certified as true copies by the shareholder.
 - 4) Photocopy of the proxy's citizen identification card, driving license, civil servant identification card, or passport (in the case of a foreigner) which are certified as true copies by the proxy.
- Shareholder is a juristic person registered in Thailand.
 - 1) Notice of Meeting (QR Code)
 - 2) Proxy Form A or Form B
 - 3) Photocopy of citizen identification card or civil servant identification card of the authorized director(s) which are certified as true copies by the authorized director(s) who have the authority to bind such juristic person.
 - 4) Photocopy of the certification document issued by the Ministry of Commerce or other competent authority, issued not more than one (1) year prior to the meeting date, certified as a true copy by the authorized person(s) with the authority to sign and bind such juristic person.
 - 5) Photocopy of the proxy's citizen identification card, driving license, civil servant identification card, or passport (in the case of a foreigner), certified as a true copy by the proxy.
- Shareholder is a juristic person registered in a foreign country.
 - 1) Notice of Meeting (QR Code)
 - 2) Proxy Form A or Form B
 - 3) Photocopy of the juristic person's certificate and the citizen identification card or passport (in the case of a foreigner) of the authorized director(s) with the signature certified by a Notary Public, issued not more than one (1) year prior to the meeting date.
 - 4) Photocopy of the proxy's citizen identification card, driving license, civil servant identification card, or passport (in the case of a foreigner) which are certified as true copies by the proxy.
- Shareholder is a juristic person registered in a foreign country for which a custodian in Thailand is appointed.
 - 1) Notice of Meeting (QR Code)
 - 2) Proxy Form C
 - 3) Power of Attorney executed by the shareholder authorizing the custodian to execute the proxy form on behalf of such shareholder

- 4) Letter confirming that the person executing the proxy form has obtained a license for being a custodian
- 5) Photocopy of the proxy's citizen identification card, driving license or civil servant identification card or passport (in the case of a foreigner) which are certified as true copies by the proxy.

1.3 In case a shareholder is deceased

The estate administrator shall attend the Meeting in person or by proxy. A court order appointing the estate administrator, duly certified by the competent officer and issued no more than six months prior to the Meeting date, must be presented.

1.4 In case a shareholder is a minor

Parents or lawful guardian of the shareholder shall attend the Meeting in person or by proxy. Copy of Household Registration of the shareholder and official grant of custody for minor children shall also be presented.

1.5 In case a shareholder is an incompetent or quasi-incompetent

A curator or guardian of the shareholder shall be present in the Meeting in person or by proxy. Court's order appointing guardian or custodian certified by the competent officer and issued not exceeding 6months before the date of Meeting shall be presented.

2. Procedures for Registration

2.1 Register by the shareholders

Registration can be made via a desktop computer, laptop, tablet, or smartphone with a camera, and is compatible with both iOS and Android operating systems. Registration will be available **from March 27, 2026 at 8.00 a.m.**

Please scan the QR Code below to access the registration process, user manual, and meeting details through the IR PLUS AGM application.



2.2 Granting Proxy to the Company's Independent Director

In the case of authorizing the company's independent director to attend the meeting via electronic means (E-AGM) on behalf of the shareholders, the shareholders must submit documents as in item 1 to the Company (register for identity verification is not required) **by April 8, 2026** via 2 channels as follows:

- 1) E-mail: crc_companysecretary@central.co.th or

- 2) Registered post to: Company Secretary & Corporate Governance Office
Central Retail Corporation Public Company Limited
Central Chidlom Tower 14th floor,
22 Soi Somkid Ploenchit Road,
Lumpini, Pathumwan, Bangkok, 10330

3. Attending the Annual General Meeting of Shareholders via Electronic means

The 2026 Annual General Meeting of Shareholders will be held on April 10, 2026 at 2.30 p.m. via electronic means. The Company will conduct the meeting mainly in Thai language with the following procedures:

3.1 System log-in

- The meeting attendee can log in to the IR PLUS AGM system from 12.30 p.m. with username
- The right to attend the meeting and cast votes via electronic means is an exclusive right of shareholder and proxy who attend the meeting by himself/herself only. Therefore, one username and PIN code may not be used to log-in the IR PLUS AGM to attend the meeting simultaneously on multiple devices
- In the case that one person is appointed as a proxy by several shareholders, the proxy can add a proxy via the button “Add Proxy” in the system and can attend the meeting on behalf of several shareholders in one device.

For more information, please scan the QR code in item 2.1 of the User Manual.

3.2 Voting in each agenda item

- During the voting period, the Chairman will propose the Shareholders’ Meeting to consider and pass a resolution on each agenda item, the IR PLUS AGM system will allow attending shareholders to cast votes for either “Approve”, “Disapprove”, or “Abstain”. Voting must be completed within the specified period. If not within the specified period, it will be deemed that such attending shareholder approved according to the consideration of the Shareholders’ Meeting. If there is still time left for voting on such agenda item, the attending shareholder can go back to change votes within the specified period.
- If shareholders have already cast their votes on each agenda item in the proxy form, the Company will record votes as specified in the proxy form only.
- Agenda 1 is for acknowledgement only, there is no voting required. For Agenda 2, Agenda 3, Agenda 4 and Agenda 6, the resolutions must be approved by majority vote of the shareholders attending the meeting and casting their votes. For Agenda 5, the resolution must be approved by a vote of not less than two-thirds (2/3) of the total number of votes of the shareholders attending the meeting.

3.3 Vote Counting

- The Company will record votes marked "Disapprove" and "Abstain" for each agenda item. The rest of the votes will be counted as "Approve". For shareholders or proxies that registered to attend the meeting and do not click any button to express their votes, the Company, then, considers as "Approve". The vote counting base includes votes for approval and disapproval only. The abstained votes will not be counted as the vote counting base pursuant to Section 107 (1) of the Public Limited Companies Act and Article 41 (1) of the Company's Articles of Association. Except Agenda 5, the vote counting base will be equal to the total number of votes of the shareholders attending the meeting pursuant to Section 90 of the Public Limited Companies Act.
- Upon the completion of vote counting on each agenda item, the results of the vote counting will be announced to the Meeting for acknowledgement, divided into approval, disapproval, and abstention in percentage. The vote results of the agenda on the election of directors will be announced on an individual basis.

3.4 Enquiry

If the shareholders or proxies wish to ask questions, they can submit questions from 1:30 p.m. onward by typing questions on each agenda item. The Company will read and answer the questions of each shareholder according to the sequence of agenda items.

In case of shareholders or proxies wish to ask questions on the microphone for each agenda, please process as follows:

- 1) Type the question and indicate that **"I wish to ask during the meeting."**
- 2) When it comes to the sequence of your question, the staff will inform you to turn on microphone and camera.
- 3) Then, please inform your name, surname and specify that you are shareholder or proxy.

The Company shall conduct this meeting primarily in the Thai language. For those who do not use Thai as a communication medium, the staff will ask your question at the meeting on your behalf, and subsequently transmit the response to you at a later time.

If you have any questions or issues regarding the Electronic Annual General Meeting (E-AGM), please contact IR PLUS AGM Call Center Phone: 02-023-8800 (Press 2) LINE ID: @irplusagm

Articles of Association regarding the Shareholders' Meeting

Shareholders' Meeting

Article 36. The board of directors shall arrange for a general meeting of shareholders to be held as an annual general meeting of shareholders within four (4) months from the last day of the accounting year of the Company.

Any other general meetings of shareholders other than that referred to in the first paragraph shall be called extraordinary general meetings of shareholders. The board of directors may call an extraordinary general meeting of shareholders any time it considers appropriate.

Unless the laws stipulate otherwise, a general meeting of shareholders may be conducted electronically pursuant to the rules and procedures under the relevant laws or notifications.

One or more shareholders holding together not less than ten (10) percent of the total issued shares may submit a written request to the board of directors to call an extraordinary general meeting at any time, but the matter and the reason for such request must be clearly indicated therein.

In this case, the board of directors must arrange for a general meeting of shareholders to be held within forty-five (45) days from the date of receipt of the request from the shareholders.

In the case that the board of directors fails to arrange for such meeting to be held within the time specified in the fifth paragraph, the shareholders making such request or any shareholders having the required number of shares may call the meeting within forty-five (45) days from the date of the due date of the period specified in the fifth paragraph. In such case, this meeting is deemed to be a general meeting of shareholders called by the board of directors. The Company shall be responsible for paying all expenses arisen from holding such meeting and facilitating as appropriate.

In the case that the quorum of the meeting called as a result of the shareholders' request under the fifth paragraph is not constituted as required under in the article 39, the shareholders under the fourth paragraph shall be jointly liable to pay the expenses arisen from holding such meeting to the Company.

Article 37 In calling a general meeting of shareholders, either physical or electronic, the board of directors shall prepare a written notice of the meeting that states the venue, date, time, meeting agenda, and matters to be proposed at the meeting with reasonable details and it must be clearly indicated therein whether the matter is proposed for the shareholders' information, for approval or for consideration, as the case may be, and the opinions of the board of directors in the said matters must also be indicated. The said notice of the meeting shall be delivered to the shareholders and the registrar for their information at least seven (7) days prior to the date of the meeting. In this regard, the delivery and publication of the notice of the meeting, either physical or electronic, must comply with the rules and procedures under the relevant laws or notifications.

The meeting venue under the first paragraph can be located in the same province where the Company's head office is located or a nearby province as the board of directors may designate.

Article 38. At a general meeting of shareholders, either physical or electronic, not less than twenty-five (25) shareholders or their proxies (if any) or not less than half (1/2) of all shareholders who must hold altogether not less than one-third (1/3) of the total sold shares must attend the meeting to constitute a quorum.

In case the number of shareholders attending a general meeting of shareholders does not constitute a quorum under the first paragraph meeting within one (1) hour from the scheduled time, the meeting, if called upon the request of shareholders shall be adjourned. If the meeting has not been called upon the request of shareholders, another meeting shall be called and a notice of such meeting shall be sent to the shareholders not less than seven (7) days before the meeting date and there shall be no quorum requirement for such meeting.

Each shareholder shall execute no more than one proxy form or via electronic means, in accordance with the format and criteria prescribed by the registrar and shall submit such form to the chairman of the board or a representative designated by the chairman of the board at the meeting venue before the proxy joins the meeting. A shareholder can appoint only one person as his/her proxy, no matter how many shares in the Company are held by such shareholder.

Article 39. The chairman of the board shall preside over the general meetings of shareholders as the chairman of the meeting. If the chairman of the board is not present at the meeting or is unable to perform his/her duty, the meeting shall elect one shareholder to preside over the meeting as the chairman of the meeting.

Article 40. With respect to casting votes at a general meeting of shareholders, one (1) share is entitled to one (1) vote. Any shareholder who has any interest in any matter shall not be entitled to vote on such matter, except for the election of directors. A resolution of the general meeting of shareholders shall be made with the following votes:

- (1) In ordinary cases, the majority votes of the shareholders who are present at the meeting and cast their votes. In case of a tie vote, the chairman of the meeting shall have an additional vote as the casting vote;
- (2) In the following cases, a vote of not less than three-fourths (3/4) of the total number of votes of the shareholders present at the meeting and entitled to vote:
 - a) The sale or transfer of the whole or any substantial parts of the business of the Company to any other person;
 - b) The purchase or acceptance of transfer of the business of any other companies, either private companies or public companies, by the Company;
 - c) The execution, amendment or termination of contracts with respect to the granting of a lease of the whole or any substantial parts of the business of the Company, the assignment of the management of the business of the Company to any other person or the amalgamation of the business with any other person for the purpose of profit and loss sharing;
 - d) the amendment of the Company's Memorandum of Association or Articles of Association;
 - e) the increase or reduction of the Company's registered capital;
 - f) the dissolution of the Company;
 - g) the issuance of debentures or any securities under the laws on securities and securities exchange;
 - h) the amalgamation with any other company.

Article 41. A secret vote can be conducted when at least five (5) shareholders make a request before the votes are cast and the meeting resolves accordingly.

The procedures for the secret vote shall be determined by the chairman of the meeting.

Article 42. The annual general meetings of shareholders shall be called:

- (1) To consider the report of the board of directors showing the operations of the Company in the past year;
- (2) To consider and approve the balance sheet and profit and loss statement;

- (3) To consider appropriation of profits and dividend payment;
- (4) To elect new directors to replace those who retire by rotation;
- (5) To consider and determine the director's remuneration;
- (6) To consider and appoint auditor and determine the auditor's fee; and
- (7) To consider other business.

The Appointment of Director

Article 20. The directors shall be elected at a general meeting of shareholders in accordance with the following rules and procedures:

- (1) Each shareholder shall have one (1) vote for one (1) share;
- (2) Each shareholder shall exercise all the votes under (1) above to elect a director candidate or several director candidates, but cannot split his/her vote;
- (3) In the case where there are several director candidates, the director candidates receiving the highest number of votes in the respective order of the votes shall be elected as directors up to the total number of directors required or to be elected at such time. In the event of a tie vote for the last director to be elected, the chairman of the meeting shall have the casting vote.

Article 21. At every annual general meeting of shareholders, one-third (1/3) of the directors shall retire. If the number of directors cannot be divided into three parts, the number of directors closest to one-third (1/3) shall retire.

The directors retiring from office in the first and second year after registration of the Company shall be determined by drawing lots. For subsequent years, the directors who have held office longest shall retire.

The directors retiring may be re-elected.

Article 24. A general meeting of shareholders may pass a resolution to dismiss any director from office prior to the expiration of his/her term with votes of not less than three-fourths (3/4) of the total shareholders present at the meeting and entitled to vote and they must collectively hold not less than half (1/2) of the shares held by the shareholders present at the meeting and entitled to vote.

Article 26. The directors are entitled to remuneration in the form of monetary gratuity, meeting allowance, bonus or other benefits as approved by the shareholders at a general meeting of shareholders with votes of not less than two-thirds (2/3) of the votes of all shareholders present at the meeting. Such remuneration may be fixed or certain criteria for such remuneration may be set out from time to time or indefinitely until a resolution of a general meeting of shareholders is passed to change such remuneration. In addition, directors are entitled to allowance and benefits in accordance with the Company's rules.

The provision of the first paragraph shall not affect the rights of any director who is also an employee or a member of staff of the Company to receive remuneration and benefits in his/her capacity as an employee or a member of staff of the Company.