



Ref. MOSHI 01/2026

March 23, 2026

**Re:** Invitation to the 2026 Annual General Meeting of Shareholders

**Attn:** Shareholders of Moshi Moshi Retail Corporation Public Company Limited

- Attachments**
1. Annual Registration Statement / Annual Report 2025 Form 56-1 One Report in QR Code format
  2. Information of the auditor nominated as the auditor for the year 2026
  3. Information of nominated Candidates for the Election of Replacement of those to be retired by Rotation
  4. Definition of the Company's Independent Director
  5. Information of independent directors proposed by the Company as proxy of shareholders
  6. Articles of Association of the Company in relation to the shareholders' meeting
  7. Proxy Form A, Proxy Form B and Proxy Form C
  8. Explanation on documents or evidence showing the status of a shareholder or shareholder's representative entitled to attend the meeting in order to register and vote at the shareholders' meeting through electronic media (E-AGM)
  9. Personal Data Protection for the shareholders' meeting
  10. Procedures for attending the electronic annual general meeting (E-AGM)
  11. Manual for using the electronic annual general meeting (E-AGM)

As the Board of Directors' Meeting of Moshi Moshi Retail Corporation Public Company, Limited (hereinafter referred to as the "Company") No. 1/2026 held on February 23, 2026, resolved to schedule the 2026 Annual General Meeting of Shareholders on April 23, 2026, at 10:00 a.m. (Registration begins at 08:00 a.m.), which is a meeting via electronic media (E-AGM) only, under the Royal Decree on Electronic Conferencing B.E. 2563 (2020) and relevant regulations, to consider the matter according to the meeting agenda as follows:

**Agenda1** To acknowledge the Company's operating results for the year 2025.

**Purpose and Reason:** The Company has summarized the Company's operating results and major changes for the year 2025 according to the details appearing in the Annual Registration Statement / Annual Report 2025 Form 56-1 One Report, which was sent to the shareholders together with the invitation letter to this meeting. *The details appear in Enclosure 1.*

**Board of Directors' opinion:** It was deemed appropriate to propose the Company's operating results and major changes for the year 2025 to the Annual General Meeting of Shareholders for acknowledgement.



**Vote required:** There is no voting for this agenda as it is an agenda for acknowledgment.

**Agenda 2** To consider and approve the financial statements for year ended December 31, 2025.

**Purpose and Reason:** To comply with Section 112 of the Public Limited Companies Act B.E. 2535 (1992) (hereinafter referred to as the “Public Limited Companies Act”) (including any amendments) and Article 47 of the Company’s Articles of Association “The Board of Directors shall prepare the balance sheet and profit and loss account at the end of accounting period of the Company and present them to the shareholders’ meeting at the Annual General Meeting for approval. The Board of Directors shall also provide an auditor to review the balance sheet and profit and loss account before presenting them to the shareholders’ meeting.” The Company has thus prepared the Company’s financial statements for 2025 ending on December 31, 2025, which have been audited by the Company’s certified auditor from PricewaterhouseCoopers ABAS Ltd. The details appear in Annual Registration Statement / Annual Report 2025 Form 56-1 One Report. *The details appear in Enclosure 1* that has been sent to the shareholders together with this meeting invitation, which can be summarized as follows:

Item	Financial Statement	
	2024	2025
Total Assets	4,375,679,672	5,051,357,364
Total Liabilities	2,054,165,570	2,320,856,267
Total Equity	2,321,514,102	2,730,501,097
Sales revenue	3,111,263,066	3,664,346,335
Total Revenue	3,127,908,046	3,682,736,254
Net profit for the year	520,679,351	670,221,068
Earnings per share	1.58	2.03

**Board of Directors’ opinion:** The Board deemed it appropriate to propose the Annual General Meeting of Shareholders to consider and approve the financial statements for the year ended December 31, 2025, which were audited and certified by the Company’s auditor who expressed unqualified opinions and reviewed by the Audit Committee and the Board of Directors.

**Vote required:** This agenda must be approved by a majority vote of the shareholders attending and casting the votes at the meeting, excluding those who abstain from the counting base.

**Agenda 3** To Consider and approve the allocation of net profits from the 2025 operating results and dividend payment.

**Purpose and reason:** To comply with Section 116 of the Public Limited Companies Act B.E. 2535 (1992) (including amendments) and Article 54 of the Company’s Articles of Association “The Company shall allocate a portion of the annual net profit as a reserve of not less than five (5) percent of the annual net profit, deducted with



the balance of accumulated losses (if any), until the amount of this reserve is not less than ten (10) percent of the registered capital”.

And Article 52 of the Company's Articles of Association “Dividends shall not be paid from other types of money other than profit. In the event that the Company still has accumulated losses, dividends will not be paid” and according to the Company's dividend payment policy, the Company will pay dividend to shareholders at the rate of no less than 40 percent of the net profit from the separate financial statements of the Company after corporate income tax deduction and reserve fund allocation of all types as specified in the laws and regulations of the Company. However, the dividend payment may be less than the above rate, taking into account factors such as economic conditions, the company's operating result and financial position, cash flow, working capital, investment and business expansion plans, debt obligations, conditions and limitations as specified in the loan agreement.

According to the financial statements ending December 31, 2025, the Company has a net profit of 670,221,068 baht, with a registered capital of 330,000,000 baht and legal reserve of 33,000,000 baht, equivalent to 10 percent of the Company's registered capital. This amount has been fully appropriated according to the Company's Articles of association. Therefore, no additional allocation to the legal reserve is required for net profit of the year 2025. The Company therefore deems it appropriate to propose to the Annual General Meeting of Shareholders to consider allocation of net profits and the payment of dividend as follows:

1) No additional allocation to the legal reserve is proposed, as the Company has already set aside legal reserve in the amount required by law totalling of 33,000,000 baht.

2) According to the financial statements ending December 31, 2025, the Company has a net profit of 670,221,068 baht. The company proposes paying dividend payment at a rate of 1.22 baht per share, amounting to 402,599,943.88 baht, which is equal to 60.07 percent of net profits after deducting corporate income tax.

In 2024, the company paid cash dividends to shareholders in the amount of 263,999,963.20 baht which is equal to 50.70 percent of net profits after deducting corporate income tax and legal reserve.

**Board of Directors' opinion:** It is deemed appropriate to propose to the Annual General Meeting of Shareholders to approve the allocation of net profit from 2025 operating results and dividend payment with the following details:

1) Acknowledge that, no additional allocation to the legal reserve is proposed, as the Company has already fully set aside a legal reserve in the amount required by the law totaling 33,000,000 baht.

2) Approval of the dividends payment for the operating results ended December 31, 2025, at 1.22 baht per share, totaling 420,599,943.88 baht which is in accordance with the Company's dividend payment policy.

3) The record date of the names of shareholders who are entitled to receive the dividend payment is on April 30, 2026, and the dividend would be paid to the shareholders on May 22, 2026. However, the right to receive dividend is not confirmed until being approved by 2026 Annual General Meeting of Shareholders.



**Vote required:** This agenda must be approved by a majority vote of the shareholders attending and casting the votes at the meeting, excluding those who abstain from the counting base.

**Agenda 4** To consider and approve the appointment of the auditors and the audit fees for the year 2026.

**Purpose and Reasons:** To comply with section 120 of the Public Limited Company Act B.E. 2535 (1992) (including amendments) “The Annual General Meeting of Shareholders shall consider and approve an appointment of an auditor and determine the audit fees of the Company every year. The current auditor can be reappointed.” And Article 44 of the Company’s Articles of Association “The matters required to be called for the annual general meeting of shareholders are as follows: (6) Considering the appointment of an auditor and determination of the audit fee”. In this regard, the Audit Committee had considered that the auditor and audit fees are appropriated. Also, the proposed auditor have no relationship or conflict of interest with the Company, subsidiaries, managerial staff, major shareholders and person related to the said parties with independent in auditing and recommending the Company’s financial statements. Therefore, it was recommended that the Board of Directors propose the appointment of an auditor and approve the audit fees for the year 2026.

**Board of Directors’ opinion:** The Board of Directors considered and agreed with the proposal made by the Audit Committee and recommended the Shareholder’s Meeting proceed as follows:

1. To appoint the auditors for the Company for the year 2026. The list of names is as follows:

List of Auditors to be Appointed	CPA License No.	Years of Service
1. Miss Sukhumaporn Wong-ariyaporn	4843	6 Years (2020-2025)
and /or		
2. Miss Varaporn Vorathitikul	4474	-
and /or		
3. Mr. Krit Chatchawalwong	5016	-

Any of the above officers from PricewaterhouseCoopers ABAS Ltd. as the auditors have qualifications that comply with the guidelines of the Securities and Exchange Commission (SEC). The period of the time which the three aforementioned auditors perform their duties is in accordance with the auditor rotation guideline of SEC.

In addition, it is required to assign any person to audit and express opinions on the Company’s financial statements. In the event that the aforementioned certified auditors are unable to perform their duties, PricewaterhouseCoopers ABAS Ltd. shall provide other certified auditors of PricewaterhouseCoopers ABAS Ltd. to perform the duty on their behalf.

The proposed audit firm and auditors have no relationship or conflict of interest with the Company, subsidiaries, managerial staff, major shareholders, or persons related to the said parties with independent in auditing and recommending the Company’s financial statements. Information of the auditor’s profile has been sent to shareholders along with the invitation letter according to the details appear in Enclosure 2.



2. To approve the audit fees for the year 2026 totaling 2,300,000 baht, excluding non-audit fee as follows:

Details of audit fee	2026 (proposed year)	2025
Quarterly financial statement audit fee 215,000 baht per quarter (Baht)	645,000	645,000
Audit fee for the year ended 31 December 2026 (Baht)	1,655,000	1,655,000
<b>Total auditor's fee (Baht)</b>	<b>2,300,000</b>	<b>2,300,000</b>
Non-Audit Fees (Baht)	15,000	15,000

Remark: The Company has no subsidiaries

Vote required: This agenda must be approved by a majority vote of the shareholders attending and casting the votes at the meeting, excluding those who abstain from the counting base.

Agenda 5 To Consider and elect of the Company's directors to replace those who retire by rotation.

Purpose and Reasons: To comply with Section 71 of the Public Limited Companies Act B.E. 2535 (1992) (including amendments) and Article 21 of the Company's Articles of Association "At every annual general shareholder's meeting, one-third (1/3) of the total number of directors shall retire from the position. If the number of directors cannot be divided exactly into thirds, the nearest fraction (1/3) shall be used. In the first and second years after the Company's registration, a lot-drawing method must be used for directors who must retire from their positions. The director with the longest tenure will retire in the following years. Directors who are retired may be re-elected to the position."

In this regard, at the 2026 Annual General Meeting of Shareholders, there are three directors who will be retired by rotation as follows:

Name	Position
1. Assoc. Prof. Wanee Taechoyotin, PH.D.	Independent director / Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee / Member of the Risk Management Committee
2. Miss Natha Boonsongkroh	Director / Member of the Executive Committee / Authorized Director
3. Mr. Achira Boonsongkor	Director / Member of the Executive Committee / Authorized Director

In order to comply with the principles of good corporate governance of listed companies, the Company has informed shareholders to nominate people to be considered for selection as directors for the 2026 Annual General Meeting of Shareholders. The news was announced through the system of the Stock Exchange of Thailand (SETLink) and the Company's website, www.moshimoshi.co.th /Investor Relations, from November 14, 2025 - December 30, 2025. There was no shareholder nominating any person to be considered for election as a director.



The Nomination and Remuneration Committee (excluding the directors to be retired by rotation at the 2026 Annual General Meeting of Shareholders ) considered the qualifications of all three directors who have completed their terms, the Committee is of the opinion that all three of them have appropriate qualifications and are beneficial to the Company's operations as well as having qualifications and are free of prohibited characteristics according to the law on public companies limited, the law on securities, including the announcement of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand. In addition, the persons nominated as independent directors and members of the Audit Committee are qualified according to relevant laws, therefore, it was agreed to propose to the Board of Directors' Meeting to propose to the Annual General Meeting of Shareholders that three directors who retire by rotation, namely, Assoc. Prof. Wannee Taechoyotin, PH.D., Miss Natha Boonsongkroh, and Mr. Achira Boonsongkor be nominated for the re-election as the Company's directors.

**Board of Directors' opinion:** The Board of directors (excluding the directors to be retired by rotation at the 2026 Annual General Meeting of Shareholders) has carefully and prudently considered and screened the matter in accordance with the Company's prescribed process and concurred with the recommendation of the Nomination and Remuneration Committee that the three Directors proposed by the Nomination and Remuneration Committee about their capability, experience, prudence, and qualification then agreed to propose to the Annual General Meeting of Shareholders to approve them, named below, to perform or the continue with their hold positions. In addition, each of them has qualifications as a director/independent director as required by laws & the rules of the relevant regulatory authority, Articles of Association, Charter of the Board of Directors and qualifications of independent directors as specified by the Company. Therefore, the shareholders' meeting should consider to re-elect four directors as directors of the Company for another term, namely,

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| 1. Assoc. Prof. Wannee Taechoyotin, PH.D | Independent Director / Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee / Member of the Risk Management Committee |
| 2. Miss Natha Boonsongkroh               | Director / Member of the Executive Committee / Authorized Director   |
| 3. Mr. Achira Boonsongkor                | Director / Member of the Executive Committee / Authorized Director   |

Profiles, experiences, term of directorship and the attendances at the Board's and sub-committees' meetings of the four nominated directors has been sent to shareholders along with the invitation letter according to the details appear in Enclosure 3.

Persons who are nominated as directors do not hold a directorship in a company that has conflicts or is in business competition with the Company. Assoc. Prof. Wannee Taechoyotin, PH.D., who are nominated for the re-election



as an independent director for another term is qualified as per definition of the Company's Independent Director and in line with the eligibility criteria of the Capital Market Supervisory Board, able to express opinions independently from the management; and has never been an executive or professional service provider or had a significant business relationship with the company. (the definition of the Company's independent Director) *to details appear in Enclosure 4*

Besides, in nominating Assoc. Prof. Wannee Taechoyotin, PH.D., whose term of office as an Independent Director (as of December 31, 2025) is 2 year 11 months, his term of office in the position shall not be more than 9 years.

**Note:** Article 19 of the Articles of Association of the Company stipulates voting procedures as follow:

- (1) One shareholder has a vote equal to one (1) share per one (1) vote.
- (2) Each shareholder shall use all existing votes according to (1) to elect one or more persons as directors.

When several people are elected as directors, the vote cannot be divided evenly among them.

- (3) In the case of electing several persons to be directors, the person receiving the highest number of votes in descending order shall be elected as a director equal to the number of directors to be elected at that time. In the event that the person who has been elected in the next order has the same number of votes as the number of directors to be elected at that time, the chairman of the meeting shall be the decisive voter.

**Vote required:** This agenda must be approved by a majority vote of the shareholders attending and casting the votes at the meeting, excluding those who abstain from the counting base.

**Agenda 6** To consider and approve the director's remuneration and sub-committee for the year 2026.

**Purpose and Reasons:** To comply with Section 90 of the Public Limited Companies Act B.E. 2535 (1992) (including amendments) "The Company shall not pay any money or any other property to the directors, except as remuneration according to the Articles of Association of the Company. In the absence of specific provisions within the Company's regulations regarding the payment of remuneration, such remuneration shall be determined by a resolution of the shareholders' meeting, will consider and vote on by vote of not less than two-thirds (2/3) of the total number of vote of the shareholders attending the meeting at the meeting". And Article 26 of the Company's Articles of Association states "The directors are entitled to receive remuneration from the Company in the form of prize money, meeting premiums, remuneration, bonuses, or other form of remuneration as the shareholders' meeting will consider and vote on by a vote of not less than two-thirds (2/3) of the total number of votes of the shareholders attending the meeting. The Directors' remuneration may be determined as certain amount or set according to specific criteria and may be defined from time to time or be effective until the shareholders' meeting resolves to change it otherwise. Moreover, the directors are entitled to receive allowances and welfare according to the Company' regulations."



The Nomination and Remuneration Committee considered the remuneration of company's directors and sub-committees by considering the obligations and scope of responsibilities of the directors, including the general conditions of the market, business growth and the conformity of business of the same size. Therefore, it is deemed appropriate to propose to the Board of Directors to propose to the Annual General Meeting of Shareholders to consider and approve the remuneration of the Company's directors and sub-committees for 2026, not exceeding 5,000,000 baht with the following details:

#### 1. Meeting Allowance and Monthly Remuneration

Directors	Proposal to the 2026 Annual General Meeting of Shareholders		Resolution of the 2025 Annual General Meeting of Shareholders	
	Chairman	Member	Chairman	Member
Meeting allowance				(Baht/Person/time)
Board of Directors	43,000	32,000	40,000	30,000
Audit committee	32,000	22,000	30,000	20,000
The Nomination and Remuneration Committee	22,000	11,000	20,000	10,000
Risk Management Committee	22,000	11,000	20,000	10,000
Corporate Governance and Sustainable Development Committee	22,000	11,000	20,000	10,000
Monthly remuneration				(Baht/Person/Month)
Monthly remuneration (Chairman)	48,000		44,000	
Monthly remuneration (Member)	24,000		22,000	

Note: Director's remuneration will be paid only to independent directors.

#### 2. Bonus

2026: Propose to pay directors' bonus for the year 2025 performance in an amount not exceeding 1,485,000 baht. (to be paid only to independent directors.)

2025: Paid directors' bonus for the year 2024 performance in an amount not exceeding 1,350,000 baht. (to be paid only to independent directors.)



### 3. Other benefits

2026: In addition to cash remuneration, directors also receive additional benefit including Director's and Officers' Liabilities Insurance with coverage of 50,000,000 baht and annual insurance premium of 130,000 baht.

2025: In addition to cash remuneration, directors also receive additional benefit including Director's and Officers' Liabilities Insurance with coverage of 50,000,000 baht and annual insurance premium of 130,000 baht.

**Board of Directors' opinion:** The Board considered and agreed with the proposal made by the Nomination and Remuneration Committee to recommend the Shareholders' Meeting to approve the remunerations of the company's directors and sub-committees for the year 2026 with details as proposed.

**Vote required:** This agenda must be approved with a vote of not less than two-thirds (2/3) of the total number of votes of the shareholders who attend the meeting and vote, excluding those who abstain from the counting base.

### Agenda 7 Other matters (if any)

The Company has invited shareholders to propose agenda and nominate directors in advance via the Company's website from November 14, 2025 to December 30, 2025, which none of shareholders proposed agenda and nominate directors to the Company.

The Company would like to inform that the shareholders who are entitled to attend and vote at the 2026 Annual General Meeting of Shareholders must be shareholders whose names appear in the Company's shareholder register on March 9, 2026, which is the record date for determining the names of shareholders who are entitled to attend the 2026 Annual General Meeting of Shareholders.

For shareholders who wish to attend the meeting in person via electronic means or assign any person who is not an independent director of the Company to attend the meeting via electronic means as a proxy, please study the procedures and Handbook for attending the meeting via electronic media according to the details appear in Enclosure 10 and 11. The Company will open the registration system for the submission of requests from April 10, 2026 at 10:00 a.m.

For the case of proxy, the company has attached a Proxy Form A. (general form), Proxy Form B. (a form specifying various items of proxy clearly and in detail) and Proxy Form C. (Form used only in case the shareholder is a foreign investor and has appointed a custodian in Thailand to be a share depository and custodian) according to the details appear in Enclosure 7. or it can be downloaded from [www.moshimoshi.co.th](http://www.moshimoshi.co.th). The shareholders may choose to use only one proxy form as specified. Or e-Proxy Voting through the Investor Portal (IVP) system at <https://ivp.tsd.co.th/> to appoint the independent director of the Company as proxy.

For the case where the shareholders wish to appoint independent directors of the Company as their proxies, namely Warapatr Todhanakasem, PH.D., Assoc. Prof. Somchai Supattarakul, PH.D. to attend the meeting and vote on



behalf of the shareholders, please study the information on independent directors who are proxies and the definition of independent directors attached to this meeting invitation according to the details appear in Enclosure 5 and 4. In this regard, your cooperation is requested in submitting a proxy form to the Company in advance by April 20, 2026, at the address below:

Company Secretary  
Moshi Moshi Retail Corporation Public Company Limited  
129 The Mall Tha Phra Building, 9<sup>th</sup> Fl., Ratchadapisek Road, Bukklalo,  
Thonburi, Bangkok 10600

It is recommended that the shareholders shall study the procedures and manual for attending the electronic annual general meeting (E-AGM) and related Articles of Association according to the details appear in Enclosure 10, 11 and 6. If shareholders have any queries, please submit the questions regarding the Meeting agenda prior to the Meeting via email: [comsec@moshimoshi.co.th](mailto:comsec@moshimoshi.co.th)

Therefore, the Company hereby invites all shareholders to attend the 2026 Annual General Meeting of Shareholders on the date and time specified above which is convened through electronic only.

Yours Respectfully

Moshi Moshi Retail Corporation Public Company Limited

*-Signed by-*

( Warapat Todhanakasem, PH.D. )

Chairman