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Subject: Invitation to 2026 Annual General Meeting of Shareholders No. 43/2026

To: Shareholders

- Enclosures:
1. Copy of the minutes of the 2025 Annual General Meeting of Shareholders No. 42/2025
  2. The 2025 Annual Report (56-1 One Report) via QR Code
  3. Profile of directors who are nominate to assume the positions of Director
  4. Details of the Company's Auditors for 2026
  5. The Company's Articles of Association only in respect of the shareholders' meeting
  6. Details of independent Directors who are nominate to be the shareholders' proxy
  7. Definition of KCE independent director, qualifications, and duties of the Audit Committee
  8. Guidelines for attending the AGM through Electronic Meeting (Hybrid meeting), procedures for the appointment of proxy, voting and the counting of votes
  9. A registration form to attend the meeting via electronic media (E-AGM)
  10. The Procedures for Join E-AGM
  11. Map of the meeting venue at the Grand Fourwings Convention Hotel
  12. Proxy Form A and Proxy Form B
  13. Personal Data Protection Guideline (Privacy Notice)
  14. Requisition Form for 56 -1 One Report 2025

(Proxy Form A, Form B and Form C can be download from the Company's website: [www.kce.co.th](http://www.kce.co.th)

<https://investor.kce.co.th/en/shareholder-information/shareholders-meeting>

The Board of Directors' Meeting of KCE Electronics Public Company Limited (the "Company") No. 3/2026 held on March 10, 2026 adopted a resolution to convene the 2026 Annual General Meeting of Shareholders No. 43/2026 (the "AGM") on April 22, 2026, at 15.00 hrs. hybrid meeting via electronic meeting (E-AGM) and in the meeting room (Physical Meeting) broadcast at the Ballroom, 3<sup>rd</sup> floor, the Grand Fourwings Convention Hotel, 333 Srinakarin Road, Huamark, Bangkok, to consider the following Agenda with the opinion of the Board of Directors.

The Company provided the minor shareholders with an opportunity to propose in advance agenda items for the 2026 annual shareholders' meeting between September 10, 2025 - December 31, 2025 as announced on the Company's website ([www.kce.co.th](http://www.kce.co.th)) and the SET's news and information system. However, no shareholders' proposals were submitted in advance for the agenda items.

The Meeting Agenda items for the 2026 AGM No. 43/2026 as follows:

**Agenda 1: To acknowledge the Minutes of the Annual General Meeting of Shareholders for the year 2025**

**Facts and Rationale** The Company submitted the minutes of the 2025 AGM No. 42/2025 held on April 22, 2025 within 14 days after the meeting date to the Stock Exchange of Thailand (SET) and the Ministry of Commerce in compliance with relevant laws. The minutes in Thai and English were also posted online on the Company's website (www.kce.co.th) from May 6, 2025 and no Shareholder propose any amendments. A copy of the minutes was attached to the Notice of the 2026 AGM (Enclosure 1), which was sent to shareholders.

**The Board's Opinion** The minutes are correct and complete. Therefore, the Board recommends that shareholders acknowledge the AGM minutes.

**Resolution** No vote is required to be cast, as this agenda is for acknowledgement only.

**Agenda 2: To acknowledge the results of the Company's operations for the year 2025**

**Facts and Rationale** The Company has summarized its operational performance for the year 2025 and provided details of such in the 2025 Annual Report (56-1 One Report) in the section "Management Discussion and Analysis" that was in the form of QR Code, and sent to shareholders together with the Notice of the 2026 AGM (Enclosure 2)

**The Board's Opinion** The Board recommends that shareholders acknowledge the Company's 2025 performance.

**Resolution** No vote is required to be cast, as this agenda is for acknowledgement only.

**Agenda 3: To consider and approve the Company and Subsidiaries' financial statements for the year ended December 31, 2025**

**Facts and Rationale** In compliance with the Company's Articles of Association and the Public Companies Act, B.E. 2535 (amended), the Company has prepared financial statements for the fiscal year ended December 31, 2025 which have been audited by the Auditor and reviewed by the Audit Committee, and detailed in the 2025 Annual Report (56-1 One Report). In the topic "Independent Auditor's Report and Financial Statements." which was sent to shareholders (Enclosure 2).

The Company's financial position and operating performance for the year 2025 summarized as follows:

	Consolidated (Baht)	The Company only (Baht)
Total Assets	17,929,671,607	13,823,534,527
Total Liabilities	4,733,512,656	2,887,840,827
Total Shareholders' Equity	13,196,158,951	10,935,693,700
Revenue Sales and Service	13,074,689,462	7,920,816,925
Total Revenue	13,338,577,234	9,308,511,161
Net Profit*	832,680,369	1,333,164,585
Basic Earnings per Share	0.70	1.13

\*Profit attributable to equity holders of the Company

**The Board's Opinion** The Board recommends that shareholders approve the Company's financial statements for the year ended December 31, 2025 which have been reviewed by the Audit Committee and the Board of Directors and of which the Auditor has expressed an unqualified opinion.

**Resolution** This agenda item must be approved by a majority of the total number of votes cast by shareholders attending the meeting and casting their votes.

**Agenda 4: To consider and approve dividend payment for the operating results of 2025**

**Facts and Rationale** The Company's policy is to pay a dividend of not less than 30% of its consolidated net profit for the year, depend on cash flow, investment plan and necessities or other appropriate forthcoming prospects.

In 2025, the separate financial statements indicated that the Company earned net income of Baht 1,333,164,585 and Baht 832,680,369 in the consolidated financial statement; therefore, the Board proposed to pay dividend for 2025 of Baht 1.20 per share (One baht twenty satang per share). However, the Company already paid an interim dividend for the first half of 2025 operating results of Baht 0.60 per share (Sixty satang per share); therefore, a dividend will be paid for the second half of 2025 operating results of Baht 0.60 per share (Sixty satang per share) the dividend payout ratio complies with the Company's dividend policy.

However, the right to receive such dividends still uncertain, because it must be approved by the AGM

A record of dividend payments is as follows:

Details of interim dividend payments	2025 (Proposed year)	2024	2023
1. Net Profit – Separate financial statement (Million Baht)	1,333.16	1,765.54	2,140.28
Net Profit – Consolidated financial statement (Million Baht)	832.68	1,648.46	1,719.58
Earnings Per Share – Consolidated financial statement (Baht/Share)	0.70	1.39	1.45
2. Number of shares as end of year (Million Shares)	1,182.09	1,182.09	1,182.09
3. Dividend / Interim Dividend (Baht/Share)	1.20	1.20	1.30
4. Total dividend payment (Million Baht)	1,418.51	1,418.51	1,536.72
5. Percent of dividend to Net profit – Consolidated financial statement	170.40	86.05	89.36

**The Board's Opinion** The Board of Directors has duly considered and resolved to propose the approval of a dividend payment for the operating results of the second half of 2025 at the rate of Baht 0.60 per share (Sixty satang per share). When combined with the interim dividend for the operating results of the first half of 2025 at the rate of Baht 0.60 per share, the total dividend payment from the net profit for the year 2025 and retained earnings will amount to Baht 1.20 per share (Sixty satang per share). The dividend will be paid to shareholders whose names appear on the Record

Date, 24 March 2026, with the dividend payment scheduled for 8 May 2026. However, the entitlement to receive such dividend remains subject to approval by the Annual General Meeting of Shareholders.

**Resolution** This agenda item must be approved by a majority of the total number of votes cast by shareholders attending the meeting and casting their votes.

**Agenda 5: To consider and approve the election of Directors to replace those who retire by rotation for the year 2026**

**Facts and Rationale** To comply with the Public Limited Company Act and the Company's Articles of Association (Article 16), one-third of the total number of directors shall retire at the AGM No. 43/2026, the following three directors retired by rotation:

1. Chantima Ongkosit, M.D.	Director Nomination & Remuneration Committee Member
2. Mr. Pitharn Ongkosit	Vice Chairman of the Board of Directors Enterprise Risk Policy Committee Member President and Chief Executive Officer Chairman of Risk Management Committee
3. Mr. Sant Senadesai	Independent Director Corporate Governance and Sustainability Committee Member

The Company provided minor shareholders an opportunity to propose in advance qualified candidates to be nominated for election in the annual shareholders' meeting between September 10 - December 31, 2025 as announced on the Company's website ([www.kce.co.th](http://www.kce.co.th)) and on the SET's news and information system. However, no shareholders nominated candidates for election to the Board of Directors.

**The Board's Opinion** The Board has carefully considered the matter and is of the opinion that the persons proposed for appointment as directors and independent directors possess qualifications in compliance with the relevant laws and regulations governing directors and independent directors. Accordingly, the Board deems it appropriate to propose to the Shareholders' Meeting the re-election of the three directors who are due to retire by rotation to serve another term as directors of the Company. The nominated persons have been duly and prudently screened by the Board of Directors and the Nomination and Remuneration Committee, which has determined that they are suitably qualified for the Company's business operations. They possess all qualifications required under the Public Limited Companies Act, as well as the regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The nominees have diverse knowledge, skills, expertise, and experience that are beneficial to the Company's business operations. They demonstrate integrity in business conduct, vision, and a positive attitude toward the organization, and have performed their duties well as directors of the Company. Therefore, they are deemed appropriate to continue serving as directors of the Company. The profiles of the three nominated directors are set out in the documents enclosed herewith (Enclosure No. 3)

**Resolution** This agenda item must be approved by a majority of the total number of votes cast by shareholders attending the meeting and casting their votes. The election of directors shall be considered individually.

**Agenda 6: To consider and approve the determination of remuneration of Directors for the year 2026**

**Facts and Rationale** To ensure that the Board receives appropriate. The Nomination and Remuneration Committee proposed that the remuneration of the Board be determined by considering their roles and responsibilities, past performance, business expansion, estimated results of operations and other related factors, as well as by comparing the method of remuneration made by similar companies in the same industry to their respective Board members.

**Criteria and Procedures of Remuneration**

The Nomination and Remuneration Committee has reviewed and recommended to the Board of Directors to propose to the shareholders' meeting to approve the directors' remuneration, which considers the takes, responsibilities and performance of directors, including a comparison to the remuneration of other similar companies in the same industry.

**Composition of Remuneration**

The Directors' remuneration composes are Monthly compensation fee, Meeting fee and Annual fee

Details of the proposed annual fee and meeting fee for the Board of Directors and the Audit Committee for 2026 compared to the fee from 2022 to 2025 are as follows:

Remuneration of Director	2026 (Proposed year)	2025	2024	2023	2022
<b><u>Annual fee for Directors (Baht/person/year)</u></b>					
- The Chairman	2,200,000	2,200,000	2,200,000	2,200,000	2,000,000
- Director	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000
<b><u>Monthly compensation for Director (Baht/person/month)</u></b>					
- The Chairman	45,000	45,000	45,000	45,000	40,000
- Director	40,000	40,000	40,000	40,000	35,000
<b><u>Annual fee for the Audit Committee (Baht/person/year)</u></b>					
- The Chairman	560,000	560,000	560,000	560,000	560,000
- Director	480,000	480,000	480,000	480,000	480,000
<b><u>Meeting fee for Audit Committee (Baht/person/time)</u></b>					
- The Chairman	40,000	40,000	40,000	40,000	40,000
- Director	35,000	35,000	35,000	35,000	35,000

Remuneration of Director	2026	2025	2024	2023	2022
	(Proposed year)				
<b>Meeting fee for Nomination &amp; Remuneration Committee (Baht/person/time)</b>					
- The Chairman	30,000	30,000	30,000	30,000	30,000
- Director	25,000	25,000	25,000	25,000	25,000
<b>Meeting fee for Enterprise Risk Policy Committee (Baht/person/time)</b>					
- The Chairman	30,000	30,000	30,000	30,000	30,000
- Director	25,000	25,000	25,000	25,000	25,000
<b>Meeting fee for Corporate Governance and Sustainability Committee (Baht/person/time)</b>					
- The Chairman	30,000	30,000	30,000	30,000	30,000
- Director	25,000	25,000	25,000	25,000	25,000
<b>Meeting fee for Non-Executive Director Committee (Baht/person/time)</b>					
- The Chairman	30,000	30,000	-	-	-
- Director	25,000	25,000	-	-	-
<b>Other Remunerations</b>					
- The Chairman	None	None	None	None	None
- Director	None	None	None	None	None

**Note:** In the event that an additional Board of Directors meeting is convened on a special basis due to urgent matters, the proposed meeting allowance shall be as, Chairperson: THB 45,000 / time, Director: THB 40,000 / person / time

**The Board's Opinion** The Board agreed with the Nomination and Remuneration Committee's proposal that the remuneration and recommended that shareholders approve the remuneration for the Board of Directors, Audit Committee, Nomination & Remuneration, Enterprise Risk Policy and Corporate Governance and Sustainability and non-executive committees for 2026 shall be remained at the same rates as for the last year.

**Resolution** This Agenda requires approval from the meeting with a vote of not less than two-thirds of the total number of votes of all shareholders attending the meeting and casting their votes.

**Agenda 7: To consider and approve the appointment of the auditor and approve the auditor's remuneration for the year 2026**

**Facts and Rationale** To comply with related law, the Company's Articles of Association, and the announcement of the SEC, the appointment of an Auditor and the annual Auditor fee for 2026 is approve at the AGM. The Audit Committee recommended that the Board appoint KPMG Poomchai Audit Ltd. ("KPMG") as its Auditor by considering the company's performance, independence, and the remuneration fee as well as other factors.

The Board of Directors is of the opinion that shareholders should appoint:

- |                              |                           |
|------------------------------|---------------------------|
| 1. Miss Vipavan Pattavanivek | CPA Registration No. 4795 |
| 2. Mr. Sumate Jangsamsee     | CPA Registration No. 9362 |

3. Mr. Chokechai Ngamwutikul

CPA Registration No. 9728

4. Mr. Teerawat Witthayaphalert

CPA Registration No. 11464

of KPMG Poomchai Audit Ltd., as the Company's auditor by stipulating that any one of the aforementioned auditors serves as the external auditor of the Company and its subsidiaries for the year 2026. The proposed auditors are neither related to nor engaged in any conflict of interest with the Company, any of its subsidiaries, their Management or their major shareholders that could affect the independence of the audit work the details of the Auditors were attached to the Notice of the 2026 AGM, which was sent to shareholders. (Enclosure 4)

In case the above auditors are not able to perform their duty, KPMG is authorize to assign other auditors from the offices of KPMG to perform the audit and provide an opinion on the Company and subsidiaries' financial statements.

The proposed auditor's remuneration for 2026 is amounting to Baht 4,355,000 same rates as for the last year.

The auditor's fee for the Company and subsidiaries for 2023 - 2026 (proposed year) is as follows:

(Unit: Baht)	2026 (Proposed Year)	2025	2024	2023
Audit fee – The Company only	1,647,000	1,647,000	1,657,000	1,657,000
Audit fee – All Subsidiaries	2,708,000	2,708,000	2,968,000	2,833,000
<b>Total Auditor's fee</b>	<b>4,355,000</b>	<b>4,355,000</b>	<b>4,625,000</b>	<b>4,490,000</b>
Y-o-Y increase	0.00%	(5.84%)	3.00%	3.45%
<b>Other service Fee</b>	<b>585,000</b>	<b>995,000</b>	<b>575,000</b>	<b>710,000</b>

**The Board and the Audit Committee's Opinion** The Board considered and agreed with the Audit Committee's proposal to recommend that shareholders appoint auditors from KPMG Poomchai Audit Ltd., as the Company's and its subsidiaries' auditor, due to its good auditing standards, expertise in auditing and qualifications that meet the SEC regulation.

The Board proposed that shareholders approve the auditor's annual remuneration for the Company and subsidiaries amounting Baht 4,355,000 and none-audit fee amounting Baht 585,000.

**Resolution** This Agenda must be approved by a majority of the total number of votes cast by shareholders attending the meeting and casting their votes.

**Agenda 8: To consider other matters (if any)**

**The Board's Opinion** The shareholders are free to ask any questions and the Board will be answers their queries (if any).

In this meeting, the Company will hold the Meeting through the Hybrid meeting (E-AGM) and in the meeting room (Physical Meeting). In case the shareholders are inconveniently to attend the Meeting, the shareholders can proxy to

one of the Company's independent directors for attending the meeting and casting the vote on behalf of the shareholders.

In the event that any shareholder wishes to appoint a proxy for anyone to attend the meeting and to vote on his/her behalf, please choose either Proxy Form A or Form B, which was sent to shareholders together with the Notice of the 2026 AGM (Enclosure 12). Proxy Form A, Form B and Form C (Proxy Form C is used only if a shareholder is an offshore investor who appoints a local custodian in Thailand to keep his/her shares in custody) can be download from the Company's website at <https://investor.kce.co.th/en/shareholder-information/shareholders-meeting>. Shareholders may choose to use only one form as indicated. In case the shareholders are inconveniently to download, proxy can be request the company to send an electronic document via email: [niraphat@kce.co.th](mailto:niraphat@kce.co.th) in advance 14 days before the AGM date.

Shareholders may assign a certain company's independent director to attend the meeting and vote on his/her behalf. Please consider the details of persons nominated to be the shareholder's proxy in Enclosure 12 and assign a proxy to either one of the following:

Independent Directors:

- |                           |                          |
|---------------------------|--------------------------|
| 1. Mr. Paitoon Taveephol  | No conflicts of interest |
| 2. Mr. Kanchit Bunajinda  | No conflicts of interest |
| 3. Sutee Mokkhavea, Ph.D. | No conflicts of interest |
| 4. Mr. Sant Senadisai     | No conflicts of interest |

Please submit the proxy form to the Company at 72-72/1-3, Lat Krabang Industrial Estate, Soi Chalongsong 31, Lumplataw, Lat Krabang, Bangkok, 10520 within April 18, 2026

The Company has used the e-Proxy Voting service from TSD. The Shareholders can exercise their rights by e-Proxy Voting as an alternative. Without having to submit the proxy letter and identification document to the Company, which is more convenient and reduces costs for Shareholders. The detailed instructions on service are following:

1. Individual shareholders, who are Investor Portal members and have verified their identity through NDID (National Digital ID) can access the system via the Investor Portal (IVP).
2. Funds managed by asset management companies and foreign juristic persons managed by custodians can be accessed through the e-Proxy Voting for Intermediaries system.

For more information, please visit: <https://www.set.or.th/en/tsd/services/investors/e-services/e-proxy-voting>

For any questions regarding the nomination of a proxy, please call the Executive Office for clarification during office hours at telephone number (662) 326-0196 to 9 Shareholders may forward questions related the agenda in advance via e-mail to the Company Secretary at [wasara.c@kce.co.th](mailto:wasara.c@kce.co.th). Please indicate the name and contact address for further clarification in the meeting.

Yours sincerely,



(Mr. Bancha Ongkosit)

Chairman of Board

