



An Invitation Letter for  
Annual General Meeting of Shareholders for the year  
2026

MASSTEC LINK Public Company Limited

Friday, April 24, 2026 at 10:00 A.M.

Through Electronic mean (E-AGM)

In accordance with the Emergency Decree on Electronic Meeting B.E.2563 (2020)

And other related laws and regulations

March 25, 2026

**Subject** Invitation to Annual General Meeting of shareholders for the year 2026  
**To** Shareholders  
MASSTEC LINK Public Company Limited

**Attachments:**

1. Copy of minutes of the Extraordinary General Meeting 2025 held on May 30, 2025. (supporting document for agenda 1)
2. Annual Report of the year 2025. (56-1 One Report) (supporting document for agenda 2 - 4)
3. Profile of nominated directors who are retired by rotation and propose to be re-elected as directors for another term. (supporting document for agenda 5)
4. Profile of independent directors to act as a proxy.
5. Remuneration of the Board of Directors and the Sub-Committees (supporting document for agenda 6)
6. The appointment of certified public auditors, determination of the audit fees and Profiles of Auditors (supporting document for agenda 7)
7. Terms, rules, and procedures of the meeting registration, proxy and voting. And the User Manual and Instructional Video for the Inventech Connect System
8. Privacy Notice.
9. Articles of Association, Chapter 4: Shareholders' meeting.
10. Proxy Form A, B and C
11. Requesting a hardcopy Annual Report of the year 2025. (56-1 One Report)

The Board of Directors of MASSTEC LINK Public Company Limited ("the Company") has resolved to set the date for the 2026 AGM to be held on Friday, April 24, 2026 at 10:00 A.M. The Meeting will be held via electronic means (E-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other applicable laws and regulations, in order to consider the following agenda items

**Agenda 1 To consider and adopt the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2025.**

**Facts and Reasons:**

The Meeting is requested to consider and approve the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2025, held on 30 May 2025, as detailed in the enclosed copy of the Minutes (Enclosure 1).

**The Board of Directors' Opinion:**

The Board of Directors has considered and is of the opinion that the said minutes were accurately and completely recorded. Therefore, it is recommended that the shareholders adopt the aforementioned minutes of the meeting.

**Voting Requirement:**

Resolution shall be certified by more than half of the total votes of the shareholders who attend the meeting and cast their votes (Excluding the abstention).

Remark: Shareholders who did not attend the said meeting or who became shareholders after the Company's initial public offering (IPO) may choose to abstain from voting on this agenda item. Any abstention shall not be included in the calculation of the voting base.

**Agenda 2 To acknowledge the reports of board of directors and operating results for the year ended 31 December 2025.**

**Facts and Reasons:**

The report of the Board of Directors and the Company performance for the year ended 31 December 2025 are presented in the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report), which has been provided to shareholders in QR Code format together with the Notice of the Annual General Meeting of Shareholders (details as set out in Enclosure 2).

**The Board of Directors' Opinion:**

The Board of Directors has considered and is of the opinion that the shareholders should acknowledge the Company's operating results regarding the performance in the past year, as well as the recommendations for future business operations.

**Voting Requirement:**

This agenda is for acknowledgment, so no vote required.

**Agenda 3 To consider and approve the Company's financial statements for the year ended 31 December 2025 and to acknowledge the auditor's report**

**Facts and Reasons:**

In compliance with the Public Limited Companies Act B.E. 2535 (1992), Section 112, and the Company's Articles of Association, Clauses 46 and 47, the Board of Directors is required to prepare the statement of financial position and the statement of profit or loss as at the end of the accounting period, and to have such financial statements audited by the Company's auditor before submitting them to the Annual General Meeting of Shareholders for consideration and approval.

The Company's financial statements, for the year 2025 ended December 31, 2025 have been audited and certified by the Company's auditor, reviewed by the Audit Committee, which found them to be accurate (details as set out in Enclosure 2). A summary of key items of the financial statements with previous year compare are shown below:

Description (In Million THB)	Separates Financial Statements	
	Y2024	Y2025
Total Revenue	935.82	859.02
Net Profit	41.92	22.89
Total Asset	772.88	844.97
Total Liabilities	494.14	442.81
Total Equity	278.74	402.15

Separates financial statements	Dec 31, 2024	Dec 31, 2025	change
Current Assets	511.14	587.92	76.79
Total Assets	772.88	844.97	72.09
Current Liabilities	453.55	408.73	(44.83)
Total Liabilities	494.14	442.81	(51.33)
Retained Earning	38.64	49.24	10.61
Total Equity	278.74	402.15	123.42
Current ratio (Unit: times)	1.13	1.44	
Debt to Equity ratio (Unit: times)	1.77	1.10	

#### The Board of Directors' Opinion:

The Board considered that the shareholders' meeting should approve the financial statements for the year 2025 ended December 31, 2025 which have been audited and certified by the Company's auditor, reviewed by the Audit committee and the Board of Directors. Also, acknowledge the auditor's report.

#### Voting Requirement:

Resolution shall be adopted by more than half of the total votes of the shareholders who attend the meeting and cast their votes (Excluding the abstention).

**Agenda 4: To consider and approve the allocation of profit as legal reserve and dividend payment for the year 2025.**

**Facts and Reasons:**

In accordance with Section 116 of the Public Limited Companies Act B.E. 2535 (1992) and Clause 52 of the Company's Articles of Association, the Company is required to appropriate at least 5 percent of its annual net profit, after deducting any accumulated losses brought forward (if any), as a legal reserve until such reserve reaches not less than 10 percent of the Company's registered capital. For the year 2025, the Company has net profit and legal reserve as detailed in Enclosure

Description	Proposed for the Year 2025 (In Million THB)
Net profit (Separated Financial Statements)	22.89
<u>Deducted</u> the allocation of Legal reserve	1.16
Net profit after deducting the legal reserve	21.73

In accordance with Section 115 of the Public Limited Companies Act B.E. 2535 (1992), dividends shall not be paid from any source other than profit, and no dividend shall be paid if the Company has accumulated losses. Annual dividend payments require approval from the shareholders' meeting, whereas interim dividend payments require approval from the Board of Directors and shall be reported to the shareholders at the subsequent meeting.

Such dividends shall be paid from profits subject to corporate income tax at the rate of 20 percent, whereby individual shareholders are entitled to a dividend tax credit at the rate of 20/80 of the dividends received, in accordance with Section 47 bis of the Revenue Code.

In addition, the Company has a policy to pay dividends at a rate of not less than 40 percent of its net profit, based on the separate financial statements, after deducting the legal reserve and other reserves (if any).

For the year 2025 (from 1 January 2025 to 31 December 2025), the Company recorded net profit of THB 22.89 million based on the separate financial statements, and had retained earnings of THB 49.24 million as at 31 December 2025 based on the separate financial statements.

Description	Year 2024 (In Million THB)	Proposed for the Year 2025 (In Million THB)
Dividend paid per share in cash	0.109	0.14
Total amount of cash dividends paid	24.09	42.00

**The Board of Directors' Opinion:**

For the year 2025 (from 1 January 2025 to 31 December 2025), the Company recorded net profit of THB 22.89 million. The Board of Directors has duly considered and resolved to propose to the shareholders' meeting to approve the dividend payment for the year 2025 in cash at the rate of THB 0.14 per share, representing a total dividend payment of THB 42.00 million.

The dividend shall be paid from the net profit for the year 2025 and retained earnings of the Company, in accordance with the Company's dividend policy. The Record Date for determining the shareholders entitled to receive dividends shall be 13 March 2026.

The payment of such dividend is subject to approval by the Annual General Meeting of Shareholders, and the dividend payment date is scheduled for 15 May 2026.

**Voting Requirement:**

Resolution shall be adopted by more than half of the total votes of the shareholders who attend the meeting and cast their votes (Excluding the abstention).

**Agenda 5 To consider and approve the appointment of directors in replacement of those who must retire by rotation**

**Facts and Reasons:**

In accordance with Section 71 of the Public Limited Companies Act B.E. 2535 (1992) and Clause 19 of the Company's Articles of Association, at each Annual General Meeting of Shareholders, at least one-third of the directors must retire by rotation. If the number of directors is not a multiple of three, the number nearest to one-third shall retire. The directors retiring by rotation may be re-elected.

At the 2026 Annual General Meeting of Shareholders, two directors are required to retire by rotation, as follows (details as set out in Enclosure 3)

1. Ms. Onchulee Lawsmithikul – Director (Independent Director) / Audit Committee Member
2. Mr. Kamtorn Kunanopparat – Director / Executive Committee Member

In accordance with the principles of good corporate governance, the Company invited minority shareholders to propose qualified candidates for election as directors in advance during the period from 9 December 2025 to 15 February 2026. No shareholder proposed any candidate for consideration for election as a director.

The Audit Committee (excluding the nominated directors who abstained from voting) has duly considered and thoroughly screened the candidates in accordance with the nomination criteria and procedures, taking into account compliance with applicable laws, the Company's Articles of Association, and relevant regulations, as well as their knowledge, capabilities, expertise, and experience relevant to the Company's business, including the diversity of the Board of Directors (Board Skill Matrix). The Audit Committee therefore resolved to propose to the Board of Directors for consideration and approval of the re-election of both directors for another term.

**The Board of Directors' Opinion:**

The Board of Directors (excluding the nominated directors who abstained from voting), having considered and concurred with the recommendation of the Audit Committee (excluding the nominated directors who abstained from voting), is of the opinion that the shareholders should approve the re-election of both directors to continue serving as directors and in their respective positions for another term, in view of their knowledge, expertise, and satisfactory performance of duties, as follows

1. Ms. Onchulee Lawsmithikul – Director (Independent Director) / Audit Committee Member
2. Mr. Kamtorn Kunanopparat – Director / Executive Committee Member

In this regard, Ms. Oranchulee Lawsmithikul currently holds the position of Director (Independent Director) and Audit Committee Member. She has continuously performed her duties with diligence and effectiveness, and possesses knowledge, capabilities, experience, and independence in expressing her opinions, together with diversified expertise, particularly in accounting and finance. She has experience in reviewing financial statements, overseeing and advising on internal audit functions and risk management systems in accordance with international standards, and ensuring that the Company's operations are in compliance with the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

The Board of Directors shall comprise a total of 6 members, consisting of 3 Independent Directors/Audit Committee Members and 3 executive directors, in compliance with the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559.

The Board of Directors (excluding the nominated directors who abstained from voting) has duly considered and is of the opinion that the proposed candidates possess qualifications in compliance with the applicable laws.

**Voting Requirement:**

Resolution shall be adopted by more than half of the total votes of the shareholders who attend the meeting and cast their votes (Excluding the abstention). Each director will be considered individually for the agenda.

## Agenda 6 To consider and approve the directors' remuneration for the year ended 31 December 2026

### Facts and Reasons :

In accordance with Section 90 of the Public Limited Companies Act B.E. 2535 (1992) and Clause 24 of the Company's Articles of Association, the Annual General Meeting of Shareholders is required to approve the directors' remuneration on an annual basis. The proposed directors' remuneration for the year 2026 has been determined with due consideration to the scope of duties and responsibilities of the directors, the Company's operating performance, prevailing economic conditions, and benchmarking against listed companies of comparable size.

The Audit Committee has considered and proposed the directors' remuneration for the year 2026 within a total limit not exceeding THB 2,365,000, as follows (details as set out in Enclosure 5):

(1) Meeting Allowance (to be paid only to directors attending the meeting)

The total annual meeting allowance is set at not exceeding THB 865,000, with payment rates per meeting as follows

#### (1) Meeting Allowance

Position	Y2025	Y2026 (propose)	Maximum amount for the year 2026 (THB / person)
	Meeting Allowance (THB / person / time)		
<b>Board of Directors</b>			
Chairman of the Board of Directors	25,000.00	25,000.00	175,000.00
Directors (Director and Independent Director)	20,000.00	20,000.00	280,000.00
<b>Audit Committee</b>			
Chairman of Audit Committee	20,000.00	20,000.00	100,000.00
Audit Committee	15,000.00	15,000.00	150,000.00
<b>Nomination and Remuneration Committee</b>			
Chairman of Nomination and Remuneration Committee		15,000.00	30,000.00
Nomination and Remuneration Committee		10,000.00	20,000.00
<b>Corporate Governance and Sustainability Committee</b>			

Chairman of Corporate Governance and Sustainability Committee		15,000.00	30,000.00
Corporate Governance and Sustainability Committee		10,000.00	20,000.00
<b>Risk Management Committee</b>			
Chairman of Risk Management Committee		15,000.00	60,000.00
Risk Management Committee		10,000.00	
<b>Total</b>			865,000.00

Remark: As all members of the Risk Management Committee are employees of the Company, no meeting allowance is payable.

(2) Bonus for the Board of Directors, determined based on the Company's operating performance for each year, with a total amount not exceeding THB 1,500,000, whereby the Chairman is authorized to allocate such amount among the directors.

2.1 Directors who do not serve a full term in the year shall be entitled to remuneration on a pro rata basis in accordance with their period of service.

2.2 Directors who are employees of the Company shall not be entitled to any bonus in their capacity as directors.

(3) Other component of remuneration: No other remuneration, whether monetary or non-monetary, are proposed for approval.

Remuneration Condition: Any director who serves as an executive or employee of the Company shall not be entitled to receive directors' remuneration in the form of meeting allowances and bonuses as specified above.

In this regard, the mentioned remuneration will be effective from January 1, 2026 onwards until any change in the shareholders meeting's resolution.

**The Board of Directors' Opinion:**

The Board of Directors, having considered the recommendation of the Audit Committee, is of the opinion that the shareholders should approve the directors' remuneration for the year 2026 in a total amount not exceeding THB 2,365,000, in accordance with the proposed form, rates, and conditions, as it is deemed

appropriate and aligned with the directors' duties and responsibilities, and comparable to those of other listed companies of similar size.

**Voting Requirement:**

Resolution shall be adopted by not less than two-third (2/3) of the total votes of the shareholders who attend the meeting.

**Agenda 7 To consider and approve to appoint auditors for the year 2026 and determination of the audit fee.**

**Facts and Reasons :**

In accordance with the Public Limited Companies Act B.E. 2535 (1992) and Clause 43 (6) of the Company's Articles of Association, and as approved by the Audit Committee, the Board of Directors proposes the appointment of the Company's auditors for the year 2026 and the determination of their remuneration, as follows (details as set out in Enclosure 6):

Name of Auditor	Certified Public Accountant License No.	Number of Years Signing the Company's Financial Statements During the Past 7 Years
1. Ms. Nongram Laohaareedilok		Since 2022 totaling 2023 years
2. Ms. Sunanta Kumsuk		-
3. Ms. Chamaporn Rodloytuk		-
4. Ms. Pakamon Laohaarreedilok		Since 2024 totaling 2025 years

The list of auditors from AST Master Co., Ltd. has been proposed for appointment as the Company's auditors for the year 2026, with audit fees totaling THB 1,300,000. The said fees exclude other expenses related to the audit, including travel and miscellaneous expenses, which will be charged at actual cost, not exceeding THB 100,000. In the event that the aforementioned auditors are unable to perform their duties, AST Master Co., Ltd. shall designate other certified public accountants within the same firm, who are approved by the Office of the Securities and Exchange Commission, to act on their behalf.

**Comparison of Audit Fees**

Details	Year 2024	Year 2025	Year 2026 (To be proposed)	Increase / (Decrease)	Change %
1) Audit Fee	1,200,000.00	1,300,000.00	1,300,000.00	-	-
2) Other Services	100,000.00	-	-	-	-
<b>Total</b>	1,300,000.00	1,300,000.00	1,300,000.00	-	-

*Remark: The audit fee table does not include other expenses, which will be charged as necessary on an actual cost basis.*

The Audit Committee has considered and selected the auditors based on an evaluation of their independence, skills, knowledge, capabilities of the audit team, and experience in auditing related businesses, which would be beneficial to the Company.

The aforementioned auditors have no relationship with or interest in the Company and are therefore independent in conducting the audit/review and expressing their opinions on the Company's financial statements. The profiles and independence of the proposed auditors are detailed in Enclosure 6.

**The Board of Directors' Opinion:**

The Board considered that the shareholders' meeting should approve the appointment as proposed auditors and its audit fee for the year 2026 as proposed by the Board of Directors which has been endorsed by the Audit Committee. The auditors are independent, has no relationship or conflicts of interest with the Company's directors, executives, major shareholders, or related parties, and has as a good track record in auditing the financial statements of the group of companies.

**Voting Requirement:**

This agenda must be approved by a vote of more than half of the number of votes of the shareholders who attend the meeting and cast their votes. (Excluding the abstained votes)

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

**The Board of Directors' Opinion:**

The Board of Directors has considered and agreed to have this agenda in every shareholders' meeting for ask questions and/or discuss and/or give suggestions to the Board of Directors and/or the management team.

According to the Public Company Limited Act B.E.2535 Section 105 paragraph 2, shareholders holding shares amounting not less than one-thirds (1/3) of the total paid-up shares may request the Meeting to consider other matters in addition out of those specified in the invitation of the Meeting. The Board deemed it appropriate to propose this agenda to the shareholders who desire for the Meeting to consider other agendas rather than the agendas that were proposed by the Board.

**Voting Requirement:**

There is no vote for this agenda except there is an additional agenda proposed in the meeting to consider and voting requirement shall be in accordance with the relevant law or as specified in the Company's Articles of Association (as case by case)

**Additional Information**

In accordance with good corporate governance principles, the Company provided an opportunity for shareholders holding not less than 5 percent of the total voting rights (individually or collectively) to propose agenda items for inclusion in the 2026 Annual General Meeting of Shareholders and to nominate qualified candidates for election as directors in advance from 9 December 2025 to 15 February 2026. The Company has disclosed the criteria and procedures for exercising such rights on its website (<https://www.massteclink.com/>) and through the Stock Exchange of Thailand's information dissemination system (SET Link). It appeared that no shareholder proposed any agenda item or nominated any candidate for election as a director.

The Company has made available the Notice of the 2026 Annual General Meeting of Shareholders, together with the meeting agenda, procedures and user manual for attending the meeting via electronic means (e-Meeting), proxy procedures, and supporting documents for each agenda item, for shareholders' advance consideration via the Stock Exchange of Thailand's information system (SET Link) and the Company's website (<https://www.massteclink.com/>) from 25 March 2026 onwards. Should you have any inquiries, please contact the Investor Relations Department at Tel: 02-942-1433 or through other channels as detailed in the accompanying documents.

Shareholders who wish to obtain a hard copy of the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report) are requested to complete the Request Form (Enclosure 11), after which the Company will arrange for its preparation and delivery by post.

Shareholders who wish to attend the Meeting in person or by proxy (other than an independent director) via electronic means are required to submit a registration request through the system, which will be open from 17 April 2026 at 8:30 hours and will close on 24 April 2026. The request may be submitted via a web browser at <https://con.inventech.co.th/MASTEC349843R/#/homepage> or by scanning the QR Code provided herewith to access the system and proceed in accordance with the prescribed procedures. Further details are set out in Enclosure 7.

QR Code for Submitting the Registration Request to Attend the 2026 Annual General Meeting of Shareholders via Electronic Means



QR Code for the User Manual and Instructional Video of the Inventech Connect System



Best regards,

A handwritten signature in blue ink, consisting of a stylized 'Ch' followed by a 'C' and a period.

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Assoc. Prof. Dr. Chotchai Charoengam  
Chairman of the Board of Directors  
MASSTEC LINK Public Company Limited