



No. GEN 23300075/008/26

March 2, 2026

Subject: Invitation to attend the 2026 Annual General Meeting of Shareholders
Attention: Shareholders of Glow Energy Public Company Limited
Attachment: 1. 2025 Annual Report in the form of QR Code
2. Proxy Form A., B., and C. (Form B. is recommended)
(Shareholders can download via www.glow.co.th)
3. Profile of the Nominated Candidates for the Election of Directors
(in support of Agenda 5)
4. Guidelines for Registration to attend the 2026 Annual General Meeting of Shareholders
via Electronic Means (E-AGM) and Proxy Appointment
5. Profile of Director being nominated by the Company as shareholders' proxy
6. Articles of Association of the Company relating to Shareholder's Meeting and Vote
Casting

The Board of Directors of Glow Energy Public Company Limited (“**GLOW**” or the “**Company**”), at the Meeting No. 1/2026 convened on February 9, 2026 has resolved to hold 2026 Annual General Meeting of Shareholders (“**AGM**”) on Wednesday, March 25, 2026, at 10.00 a.m., through electronic means according to laws and regulations related to electronic meetings. The Company has fixed the book closing date for recording list of entitled shareholders who have the right to attend the Company's Annual General Meeting of Shareholders for the year 2026, which is from March 9, 2026 to the date of 2026 Annual General Meeting of Shareholders (on March 25, 2026).

The Company would like to announce the meeting agendas of the 2026 Annual General Meeting of Shareholders approved by the Board of Directors as follows:

Agenda 1**To acknowledge the operating results of GLOW for the year 2025 and approve the financial statements for the year ended December 31, 2025.****Objective and Rationale:**

According to Section 112 of the Public Company Limited Act B.E. 2535 (1992) (including its amendment) (the “PLC Act”) and Article 42 of the Company’s Articles of Association, provide that the Board of Directors shall cause the auditor to prepare balance sheet and statement of profit and loss as at the end of the fiscal year of the Company for submission to the shareholders’ meeting for consideration and approval at the annual ordinary general meeting of shareholders.

The report on the performance of the Company for the year 2025 is provided in 2025 Annual Report (in form of QR Code) which has been delivered to the shareholders together with this Invitation as Attachment 1. Summary of the Company’s 2025 performance will be further presented to the shareholders in 2026 AGM.

Opinion of the Board:

The Board of Directors deemed it appropriate to propose the AGM to acknowledge the operating results of GLOW for the year 2025 and to approve the audited financial statements for the year ended December 31, 2025, as audited by the auditor and agreed by the Audit Committee. The details are as set out in Attachment 1.

Summary of the Consolidated Operating Performance and Financial Position of the Company

Operating Results (Consolidated)			
Description		Year 2024	Year 2025 (Current Proposal)
Operating Revenue	(THB Million)	60,747	55,942
EBITDA	(THB Million)	13,395	13,342
Net Profit for the Company	(THB Million)	6,093	5,562
Earnings Per Share	(THB/Share)	4.16	3.80
Financial Position (Consolidated)			
Description		As at December 31, 2024	As at December 31, 2025 (Current Proposal)
Total Assets	(THB Million)	103,308	99,462
Total Liabilities	(THB Million)	60,380	53,927
Shareholders’ Equity	(THB Million)	42,928	45,535

Voting Requirement:

The resolution on this agenda item shall be passed by a majority vote of total number of votes of shareholders and their proxies attending the meeting and eligible to vote.

Agenda 2

To consider and approve the dividend payment for the year 2025.

Objective and Rationale:

According to Section 115 of the PLC Act and Article 45 of the Company's Articles of Association, the annual dividend payment shall be approved by the AGM. The Board of Directors may pay interim dividends to the shareholders from time to time when the Board of Directors have opinions that the profits of the Company justify such payment. After the Board of Directors' declaration of interim dividend payment, such dividend payment shall be reported to the shareholders at the next shareholders' meeting. In addition, Pursuant to Section 116 of the PLC Act and Article 43 of the Company's Articles of Association, the Company must appropriate to a legal reserve fund, from the annual net profits, at least five (5) percent of the annual net profits, less the carried-forward accumulated losses (if any) until the reserve fund reaches an amount of not less than ten (10) percent of the registered capital.

Opinion of the Board:

The Board of Directors deemed it appropriate to propose the AGM consider the following matters:

1) Allocation of Legal Reserve

As of December 31, 2025, the Company's legal reserve was THB 1,598,287,193 which fulfills requirements to allocate legal reserve (not less than ten (10) percent of the registered capital). Therefore, the Company shall not be required to allocate net profits as legal reserve from operating results for the year 2025.

2) Dividend Payment

According to the operating results of the Company for the year 2025, the Company recorded a net profit of owners of the parent company of THB 5,561,524,338. The Board of Directors considered various factors, such as the Company's operating results and cash flow estimation, and found it appropriate to propose that the AGM consider the following details:

1. Acknowledged the interim dividend payment for the first half of 2025 (January 1, 2025 – June 30, 2025) at a rate of THB 0.914 per share, totaling THB 1,337,058,642 which was approved at the Board of Directors' Meeting on August 19, 2025 and was paid to the shareholders on September 19, 2025.

2. Approve a dividend payment from the operating results of the Company for the year 2025 at THB 4.332 per share, totaling THB 6,337,131,332. After the deduction of the interim dividend for the first half of 2025 operating results at THB 0.914 per share, totaling THB 1,337,058,642; the Company will pay the remaining dividend for the second half of 2025 (July 1, 2025 – December 31, 2025) operating results at a rate of THB 3.418 per share, totaling THB 5,000,072,690. The dividend payment for the second half of 2025 will be paid on April 17, 2026. Moreover, Chairman of the Board of Directors shall be authorized to change dividend payment date if there is a cause, out of necessity, that might have an impact to such proposed dividend payment date, e.g., an announcement of additional public holidays.

The Company sets the book closing date for listing shareholders having the right to receive the dividend for the second half of 2025 operating results, which is on March 9, 2026. However, the right to receive such dividend is not certain as it is subject to approval from 2026 AGM.

The table below shows the comparison of dividend payment during the past 2 years

Description	Operating Result / Dividend Payment	
	2024	2025 (Current Proposal)
Net Profit for the Company (THB Million)	6,093	5,562
Earnings per Share (THB/Share)	4.16	3.80
Dividend per Share (THB/Share)	7.475	4.332
<ul style="list-style-type: none"> Interim dividend from performance in the first half of year (THB/Share) 	6.500	0.914
<ul style="list-style-type: none"> Number of Common Shares (Shares) 	1,462,865,035	1,462,865,035
<ul style="list-style-type: none"> Dividend from performance in the second half of year (THB/Share) 	0.975	3.418
<ul style="list-style-type: none"> Number of Common Shares (Shares) 	1,462,865,035	1,462,865,035
Total Dividend Payment (THB)	10,934,916,137	6,337,131,332
Dividend Payout Ratio (%)	179	114

Voting Requirement:

The resolution on this agenda item shall be passed by a majority vote of total number of votes of shareholders and their proxies attending the meeting and eligible to vote.

Agenda 3 To consider and approve the appointment of auditor and the determination of audit fee for the year 2026.

Objective and Rationale:

Section 120 of the PLC Act provides that the annual general meeting of shareholders shall appoint the Company’s auditor and determine the audit fee every year, and in appointing the auditor, the former auditor may be re-appointed.

The Audit Committee considered the auditor for the year 2026 by taking into account their independence, qualifications, skills, and experience in the energy industry, as well as the suitable remuneration commensurate to the auditor’s duties and responsibilities. Consequently, the Audit Committee provided its opinion to the Board of Directors to propose that the AGM approve the appointment of auditors from PricewaterhouseCoopers ABAS Ltd. (“**PwC**”) to be the auditor of the Company for the year 2026 and determine the audit fee for the year 2026 at THB 850,000 plus actual cost of other relevant expenses such as photocopying fees, printing materials, postal fees, communication fees, etc., but not in excess of eight (8) percent of audit fee. The details are as follows:

1) Auditors:

It is deemed appropriate to appoint the auditors from PwC to be the auditor of the Company for the year 2026. The certified public accountants responsible for the certification of the Company's financial statements are:

- (1) Ms. Rodjanart Banyatananusard CPA Registration No. 8435 or
- (2) Ms. Amornrat Pearmpoonvatanasuk CPA Registration No. 4599 or
- (3) Mr. Boonrueng Lerdwisewit CPA Registration No. 6552

In the absence of the above-named auditors, PwC is authorized to procure other Certified Public Accountant within PwC to carry out the work.

In this regard, such above-mentioned auditors of PwC have no relationships and/or interests with the Company, its subsidiaries, executives, major shareholders, or any person related to such parties, therefore, the auditors show independence in auditing and rendering opinions on the financial statements of the Company.

2) Audit fee:

It is deemed appropriate to propose to determine the audit fee for the year 2026 as follows:

Audit Fee	Amount (THB)	
	2025	2026 (Current Proposal)
Quarterly and annual audit fee	850,000	850,000
Other relevant expenses such as photocopying fees, printing materials, postal fees, communication fees, etc.	Per actual cost (But not exceeding 8% of the audit fee)	Per actual cost (But not exceeding 8% of the audit fee)

Opinion of the Board:

After taking into account the suggestion of the Audit Committee, the Board of Directors was of the view that it is deemed appropriate to propose that the AGM appoint the auditors from PricewaterhouseCoopers ABAS Ltd. (PwC), as proposed, as the auditors of the Company for the year 2026, and determine the audit fee for the year 2026 at THB 850,000 plus actual cost of other relevant expenses such as photocopying fees, printing materials, postal fees, communication fees, etc., but not in excess of 8% of audit fee as proposed by the Audit Committee.

Voting Requirement:

The resolution on this agenda item shall be passed by a majority vote of total number of votes of shareholders and their proxies attending the meeting and eligible to vote.

Agenda 4 **To consider and approve the director remuneration for the year 2026.****Objective and Rationale:**

According to Section 90 of the PLC Act, it is required that the remuneration of the directors shall be in accordance with the Company's Articles of Association and the resolution of the shareholders' meeting by the vote of not less than two-thirds (2/3) of the total number of votes of the shareholders attending the meeting. According to Article 27 of the Company's Articles of Association, directors shall be entitled to receive remuneration for the performance of their duties in the form of salary, gratuity, meeting allowance, honorarium, bonus, welfare benefits or other benefits of a similar nature.

The Company has considered the remuneration of the Board of Directors and the Sub-Committee for the year 2026, by taking into account various factors, e.g., Company operating results, the Board of Directors' performance and the responsibilities of the Board of Directors and the Sub-Committee, including comparison with other companies within the same industry and having similar size. It is, therefore, proposed to the Board of Directors considered and agreed to propose to the AGM to consider the determination of the remuneration of the Board of Directors and the Sub-Committee for the year 2026 with the details as follows:

1) Remuneration for the Board of Directors

Board of Directors	2023	2024	2025	2026
Fixed remuneration (THB/year)	489,500	489,500	599,500	599,500
Meeting allowance (THB/meeting)	112,200	112,200	112,200	112,200
Other remuneration/benefit	None	None	None	None

2) Remuneration for the Audit Committee

Audit Committee	2023	2024	2025	2026
<u>CHAIRMAN</u>				
Fixed remuneration (THB/year)	165,000	165,000	205,000	205,000
Meeting allowance (THB/meeting)	44,000	44,000	44,000	44,000
Other remuneration/benefit	None	None	None	None
<u>MEMBER</u>				
Fixed remuneration (THB/year)	110,000	110,000	140,000	140,000
Meeting allowance (THB/meeting)	37,400	37,400	37,400	37,400
Other remuneration/benefit	None	None	None	None

Opinion of the Board:

The Board of Directors deemed it appropriate to propose that the AGM approve the remuneration of the directors for the year 2026.

Voting Requirement:

The resolution on this agenda item shall be passed by the vote of not less than two-thirds (2/3) of the total number of votes of shareholders attending the meeting.

Agenda 5

To consider and approve the election of directors in replacement of those who are due to retire by rotation.

Objective and Rationale:

According to Section 71 of the PLC Act and Article 16 of the Company's Articles of Association, at each annual general meeting of shareholders, one-third (1/3) of the total number of the directors who has held office longest at that time, or if the number is not a multiple of three, then the number nearest to one-third (1/3), must retire from office, and Article 17 of the Company's Articles of Association, a retiring director is eligible for re-election.

In the 2026 AGM, there are 3 directors who are due to retire by rotation as follows:

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|-------------------------------|---|
| 1) Mr. Pailin Chuchottaworn | Director and
Chairman of the Board of Directors |
| 2) Mr. Jukr Boon-Long | Independent Director and
Chairman of the Audit Committee |
| 3) Mr. Chayun Tantivasadakarn | Director and
Audit Committee member |

The Company has sought qualified candidates according to the nomination process, considering their qualifications in terms of knowledge, expertise, and experience that are suitable for the Company's business, including the appropriateness in diversity of the director's qualifications. The Board of Directors then proposed the AGM to consider and approve the election of the Company's directors as follows:

- | | |
|-----------------------------|-----------------------------------|
| 1) Mr. Pailin Chuchottaworn | Director (re-appoint) |
| 2) Mr. Jukr Boon-Long | Independent Director (re-appoint) |

Opinion of the Board:

The Board of Directors, excluding the directors who have an interest in this matter, considered carefully and thoroughly and deemed it appropriate to propose the AGM to consider and approve the election of the Company's directors, with the following details:

- 1) Mr. Pailin Chuchottaworn Director (re-appoint)
- 2) Mr. Jukr Boon-Long Independent Director (re-appoint)

Consequently, the total number of directors is 7 persons which complies with Article 12 of the Company's Articles of Association, the company shall have the number of directors not less than five (5) persons and not more than fifteen (15) persons.

The profile of each candidate to be nominated as the Company's directors appears in Attachment 3.

Voting Requirement:

The resolution on this agenda item shall be passed by a majority vote of total number of votes of shareholders and their proxies attending the meeting and eligible to vote. The election of directors shall be voted on an individual basis

Agenda 6

Others (if any)

The Company has posted the Invitation to attend the 2026 General Meeting of Shareholders including all attachments and proxy forms on the Company's website www.glow.co.th on March 2, 2026. The shareholders who are entitled to attend the 2026 General Meeting of Shareholders are those whose names are listed on the book closing date fixed by the Company in order to refrain from share transfer registration and collect the names of the shareholders those who have right to attend the 2026 Annual General Meeting of Shareholders (Book Closing Date), from March 9, 2026 until the date of the 2026 Annual General Meeting of Shareholders (i.e., March 25, 2026).

For those shareholders who wish to participate in person via electronic means or grant proxy to participate via electronic means are recommended to look through Guidelines for Registration to attend the 2026 Annual General Meeting of Shareholders via Electronic Means (E-AGM) and Proxy Appointment, as detailed in Attachment 4. The registration will be opened from March 16, 2026, until the Meeting has ended on March 25, 2026.

For those shareholders who wish to appoint proxy to the Company's director, as detailed in Attachment 5, are recommended to look through Guidelines for Proxy Appointment, as detailed in Attachment 4. The shareholders can (1) submit request by Electronic Means of the specified procedures by March 24, 2026 at 5 p.m. or (2) send the proxy Form A, Form B or Form C. (Form B is recommended) along with the evidencing documents by post to Company Secretary and Corporate Governance of Global Power Synergy Public Company Limited, No. 555/2 Energy Complex Building B, 7th Floor, Vibhavadi – Rangsit Road, Kwaeng Chatuchak, Khet Chatuchak, Bangkok 10900 in advance by March 20, 2026 at 5 p.m.

The Company will conduct the meeting according to the Company's Articles of Association as detailed in Attachment 6. If there are any questions regarding the proposed agenda which explanation needed, shareholders can send questions, along with name-surname indication, in advance, to email: company-secretary@gpscgroup.com or email: ir@gpscgroup.com telephone no. 66 (0) 2-140-4600. The questions will be collected for further explanation.

The Company would inform Shareholders of any changes via the Company's website www.glow.co.th

Please be informed accordingly.

Yours sincerely,



(Mr. Pailin Chuchottaworn)
Chairman of the Board of Directors

Company Secretary and Corporate Governance

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