



(Translation)  
**CP ALL PUBLIC COMPANY LIMITED**  
**Minutes of Annual General Meeting of Shareholders for year 2025**  
**Held on April 25, 2025**  
**Through Electronic means (E-AGM)**

- (Remark)
1. To prevent possible legal disputes that may arise and affect the Shareholders, the Company did not record the name of the Shareholders who participated in the discussion at the Meeting, unless they request. However, to follow the Good Corporate Governance Principles, the Company recorded the substance of discussion and clarification in the Minutes of shareholders' meeting according to the AGM Checklist recommended by the Securities and Exchange Commission.
  2. The Annual General Meeting of Shareholders for year 2025 was held through Electronic means (E-AGM) only via IR PLUS AGM Application.

**Name list of director present in the livestreaming room**

- |               |              |   |
|---------------|--------------|---|
| 1. Mr.Padoong | Techasarintr | Chairman of Audit Committee, Member of Sustainability and Corporate Governance Committee, Member of Remuneration and Nomination Committee, and Independent Director |
|---------------|--------------|---|

**Name list of directors present through VDO Conference**

- |                                      |                  |   |
|--------------------------------------|------------------|---|
| 1. Adjunct Prof. Prasobsook Boondech |                  | Chairman of the Sustainability and Corporate Governance Committee and Independent Director  |
| 2. Pol.Gen. Dumrongsak Kittiprapas   |                  | Chairman of the Remuneration and Nomination Committee, Member of Sustainability and Corporate Governance Committee and Independent Director |
| 3. Mr.Somboon                        | Ngamlak          | Member of Audit Committee and Independent Director  |
| 4. Mrs.Nampung                       | Wongsmith        | Member of Audit Committee and Independent Director  |
| 5. Prof. Dr. Kittipong Kittayarak    |                  | Independent Director  |
| 6. Mr.Soopakij                       | Chearavanont     | Chairman  |
| 7. Mr.Korsak                         | Chairasmisak     | Vice Chairman and Chairman of Executive Committee   |
| 8. Mr.Supachai                       | Chearavanont     | Vice Chairman and Member of Remuneration and Nomination Committee   |
| 9. Mr.Tanin                          | Buranamanit      | Vice Chairman and Vice Chairman of Executive Committee  |
| 10. Mr.Adirek                        | Sripatak         | Director  |
| 11. Mr.Umroong                       | Sanphasitvong    | Director, Member of Sustainability and Corporate Governance Committee, and Member of Executive Committee                                    |
| 12. Mr. Narong                       | Chearavanont     | Director  |
| 13. Mr. Prasert                      | Jarupanich       | Director  |
| 14. Mr.Pittaya                       | Jearavisitkul    | Director and Vice Chairman of Executive Committee   |
| 15. Mr.Piyawat                       | Titasattavorakul | Director and Vice Chairman of Executive Committee   |

There were 16 Directors out of total 16 presented at the meeting or equals to attending of 100%

**Name list of Managements present in the livestreaming room**

- |                  |                  |   |
|------------------|------------------|---|
| 1. Mr.Yuthasak   | Poomsurakul      | Chief Executive Officer                     |
| 2. Mr.Kriengchai | Boonpoapichart   | Chief Financial Officer                     |
| 3. Mr.Supot      | Shitgasornpongse | The Company Secretary                       |
| 4. Ms.Supawadee  | Techaburana      | Vice President – Company Secretary Division |

- |    |             |               |   |
|----|-------------|---------------|---|
| 5. | Ms.Jiraphan | Thongtan      | Assistant Vice President                            |
| 6. | Mrs.Utsanee | Treeyawarakul | Senior General Manager – Company Secretary Division |

**Name list of Management present through VDO Conference**

- |    |             |                     |                     |
|----|-------------|---------------------|---------------------|
| 1. | Mr.Taweesak | Kaewrathtanapattama | Executive Committee |
|----|-------------|---------------------|---------------------|

**External Auditor** (KPMG Phoomchai Audit Ltd)

- |    |              |                |
|----|--------------|----------------|
| 1. | Mr.Veerachai | Ratanajaratkul |
|----|--------------|----------------|

**Vote – Counting Inspector** (KPMG Phoomchai Audit Ltd.)

- |    |              |   |
|----|--------------|---|
| 1. | Ms. Charupat | Pongchaipratheep (Not in a list of the Company's auditor) |
|----|--------------|---|

**The meeting commenced at 2:00 p.m.**

Mr. Supot Shitgasornpongse, the Company Secretary and Ms. Supawadee Techaburana, Assistant Company Secretary, as the secretary of the Meeting, welcomed the shareholders to the Annual General Meeting of Shareholders for year 2025 of CP ALL Public Company Limited and notified the meeting that the Company has convened this Annual General Meeting of Shareholders only by electronic media, utilizing the IR Plus AGM application system, which is ETDA-certified (Certificate No. ETDA 67-001). The meeting meets the criteria set by the Royal Decree on Teleconferences through Electronic Meetings B.E. 2563 (2020) and the Ministry of Digital Economy and Society's Announcement on criteria for Security of Electronic Meetings B.E. 2563 (2020) (with modifications). Furthermore, it is consistent with the Company's Data Privacy Policy under the Personal Data Protection Act B.E. 2562 (2019) to protect shareholders' personal data throughout the collection, use, and disclosure of personal data. Shareholders can examine the facts on the Company's website, [www.cpall.co.th](http://www.cpall.co.th)

Following that, the meeting secretary introduced the company's directors who were in the live broadcast room, the directors who attended the meeting via VDO Conference, the executives who would present the meeting agenda and answer shareholders' questions, the Company's auditors, and the vote count inspectors and witnesses from KPMG Phoomchai Audit Co., Ltd., who was not on the company's auditor list.

The secretary of the meeting, reported to the meeting that the self-identification methods for attending an electronic meeting are prescribed in the manual to attend the Annual General Meeting of Shareholders for year 2025 and voting through electronic means (E-AGM) by IR PLUS AGM application, which was enclosed with the Notice of the Meeting. Furthermore, from the total number of 132,587 shareholders, there were 2,447 shareholders attended the meeting by proxies, holding 2,960,187,408 shares, 77 shareholders attended the meeting in person through electronic means, holding 115,961,776 shares, and 7 shareholders attended the meeting by proxies through electronic means, holding 3,058,033,200 shares. The total number of meeting attendees present at the meeting was 2,531 persons, holding all together 6,134,182,384 shares, representing 68.2858% percent of the Company's total paid up shares. The total of shares counted were more than one-third of the Company's total paid up shares which is 8,983,101,348 shares, thereby constituting a quorum in accordance with the Articles of Association of the Company.

Due to Mr. Soopakij Chearavanont, the Chairman and Chairman of the meeting access through VDO Conference. To keep the meeting smooth and transparent, the Chairman of the meeting appointed Mr. Padoong Techasarintr, the Chairman of Audit Committee and Independent Director to preside as a conductor of the Meeting. Except for Agenda 4. To consider and elect directors to replace the directors who retire by rotation, the Chairman of the meeting

appointed Mr. Supot Shitgasornpongse, the Company Secretary to preside as a conductor of the Meeting. Then, The Chairman of the meeting welcomed all the shareholders and declared the Annual General Meeting of shareholders for year 2025 open.

Mr. Padoong Techasarintr, a conductor of the Meeting, delegated the meeting secretary to inform the meeting on procedure of voting criteria and vote counting method through electronic means as follows:

This shareholders' meeting had only regular agenda items, and no shareholders suggested additional agenda items on the Company's website. The Company shall conduct the Meeting as stipulated in the Company's Articles of Association comply with the agenda set out in the Notice of the meeting. There will be no additional agenda to consider.

In compliance with the Articles of Association of the Company and the Public Limited Companies Act B.E. 2535 (1992), as amended (the "PLCA") section 102, in respect of voting in the meeting, each shareholder shall have the vote equivalent to the number of shares being held by them and registered to attend the meeting, one share shall be counted as one vote. Each shareholder shall cast the vote either to approve, disapprove or abstain. By voting in each agenda, only shareholders who disapproved or abstained shall vote through IR PLUS AGM Application via mobile application or web application in order for votes to be counted. There is no need to vote through IR PLUS AGM application for shareholders who would be approved with the agenda. Once the meeting has commenced, the shareholders or proxies may vote on all agendas in advance through IR PLUS AGM application or vote on each agenda at the time when such agenda being discussed. The system will count the votes in each agenda when the agenda is closed. In respect of vote counting, the system will deduct non-affirmative votes, abstentious votes, or voided ballots from the total votes of the shareholders attending the meeting or the total votes of the shareholders entitled to vote, as the case may be, and the remaining votes shall be deemed as affirmative votes in respective agenda. In respect of votes provided in the proxy form, the Company shall count the votes in each agenda as appeared in the proxy form which has been submitted to the Company before such agenda is being considered. Once the voting system for each agenda is closed, the Company will inform the meeting of the voting details for such agenda by separating into affirmative votes, non-affirmative votes, abstentious votes, voided ballots, and the percentage of shareholders according to the resolution required for each agenda.

In respect of questioning or raising any opinions, the shareholders may type questions or opinions regarding the related agenda being considered through application, by selecting "Question" menu, typing the messages into the system, and selecting "Send" button. The system will arrange the order of the questions or opinions based on the time submission. The Company has given time to ask questions in each agenda for 1 minute. In this respect, the Company reserves the right to screen questions that are deemed appropriate to the agenda. In the case that there are many questions, in order to keep the meeting on schedule, the Company will respond the questions via the email address registered by the shareholders after the meeting is adjourned.

In compliance with the principle of good corporate governance of the Company, the Company has managed to prepare video and audio recordings for the entire duration of the meeting, which will be made available for viewing on the Company's website after the meeting date for the shareholders who have not attended the meeting or any other interested parties. In case of any troubleshooting relating to logging to the meeting system or voting system, please

refer to the manual to attend the Annual General Meeting of Shareholders for year 2025 and voting through electronic means (E-AGM) by IR PLUS AGM application, which was enclosed with the Notice of the Meeting, or contact the call center at 02-022-6200 press 2 or Line ID :@irplusagm or scan QR code.

For transparency in vote counting, the company had invited the representative who is not the company's auditors from KPMG Phoomchai Audit Ltd. as a witness to verify the vote counting.

Then, Mr. Padoog Techasarintr, proceed the Meeting with the following agendas:

**Agenda 1. To acknowledge the report of the Board of Directors which propose the meeting for reporting the Company's operations for the last year.**

Mr. Padoong Techasarintr delegated Mr. Kriengchai Boonpoapichart –Chief Finance Officer to report the Company's operations for the year 2024 to the Meeting summarized as follows:

In 2024, the overall Thai economy grew by approximately 2.5% compared to the previous year, which was lower than previously projected. Meanwhile, household debt in Thailand remained high, consumer confidence continued to decline, and severe natural disasters, particularly flooding, caused significant damage in many provinces. However, the Thai economy still received positive support from the growing tourism sector and various government measures aimed at easing the cost of living, such as electricity and energy subsidies, as well as a 10,000-Baht handout for vulnerable groups, state welfare cardholders, and people with disabilities. These measures have helped support demand and stimulate increased spending.

In 2024, Thailand's retail business grew by around 6% from the previous year, amounting to a total value of approximately 4.5 trillion Baht. Offline retail (brick-and-mortar stores) expanded by about 4%, while E-commerce retail grew by approximately 13%.

The Company's performance for the year 2024, as presented in the Annual Report (Form 56-1 One Report) and the Company's financial statements, which were distributed to shareholders together with the notice of meeting, can be summarized as follows:

**Consolidated Financial Statements**

The Group recorded total revenue of Baht 987,794 million, representing 7.2% increase from the previous year, and net profit of Baht 25,346 million, an increase of 37.1%. This was a result of improved performance across all business units.

Gross profit grew by 10.3% from the previous year, with the gross profit margin increasing to 22.6%, driven by strong results from the convenience store business, the wholesale and retail business, and others. In addition, all businesses effectively controlled and managed expenses, resulting in a 19.5% growth in operating profit.

**Separate Financial Statements**

These statements reflect the performance of the convenience store business, which showed positive trends in both revenue and profit. Total revenue amounted to Baht 473,009 million, an increase of 10.1%, and net profit was Baht 21,564 million, an increase of 40.0%.

The gross profit margin rose to 29%, owing to the higher proportion of high-margin product categories, such as ready-to-eat food and beverages, which received excellent customer response and demonstrated outstanding sales growth, leading to a continued increase in their share of total sales.

### **Performance by Business Segment**

In 2024, the proportion of total revenue before intercompany eliminations was divided among three main business segments as follows: convenience store business accounted for 45%, wholesale, retail, and shopping center business accounted for 48%, and other businesses accounted for 7%. The proportion of profit before income tax expenses by business was: convenience store business 57%, wholesale, retail, and shopping center business 31%, and other businesses 12%.

### **Convenience Store Business**

In 2024, the Company continued to expand its 7-Eleven stores in Thailand, adding 700 new branches and successfully achieving its target. By the end of 2024, the total number of 7-Eleven stores reached 15,245 branches, comprising 7,743 company-owned stores (51%) and 7,502 SBP and sub-area franchised stores (49%). Moreover, the Company continues to develop 7-Eleven stores to better align with the Thai lifestyle, such as launching larger store formats to offer a wider variety of products for greater convenience and value. Store designs also include surrounding areas that support local small entrepreneurs to participate as part of a '7-community' concept for each area, sharing parking spaces and enhancing convenience for customers with personal vehicles.

### **Overseas Store Expansion**

In 2024, the Company expanded its 7-Eleven store network by opening 30 new stores in Cambodia and 7 stores in the Lao PDR. This brought the total number of stores in Cambodia to 112 and in the Lao PDR to 10. The Company believes both countries hold strong potential and will support future growth. The Company plans to continue expanding its 7-Eleven branches in both countries annually.

### **Sales Performance of the Convenience Store Business**

In 2024, same-store sales increased by 3.8% from the previous year, with average daily sales per store reaching THB 83,906. The average spending per transaction was approximately THB 85, and the average number of customers per store per day was 978—both figures having increased from the previous year.

### **Sales Performance of Online Sales (O2O)**

The Company continued to drive revenue through online-to-offline (O2O) strategies such as 7Delivery and All Online. These channels have seen increasing engagement from both existing and new customers, accounting for approximately 11% of total merchandise sales in the past year.

### **Sales Mix and Gross Profit Margin of the Convenience Store Business**

The food category continued to grow steadily, including ready-to-eat meals, processed foods, and beverages. As a result, the proportion of food product sales increased to 76.0% in 2024, up from 75.2% in the previous year.

The average gross profit margin rose to 27.6%, an increase of 0.7% from the prior year. This was driven by improvements in both product categories—food products increased to 27.2% and non-food products to 28.8%.

### **Distribution and Administrative Expenses**

In 2024, the Group incurred distribution and administrative expenses totaling 194,588 million Baht, an increase of 8.2% from the previous year. The main reasons were costs related to branch expansion, strengthening of O2O (Online-to-Offline) retail and wholesale channels, and expenses from the merger of CP Aextra Public Company Limited (CPAXT). At the same time, the



Company benefited from a decrease in electricity costs per unit compared to the previous year. Nevertheless, the Company continued to implement strict cost control measures and consistently reduced unnecessary expenses.

#### **Profitability (Consolidated Financial Statements)**

In 2024, profitability continued to improve in terms of both its growth rate and profit margin. This improvement was mainly driven by the Company's performance, which exceeded targets. Gross profit, earnings before interest and taxes (EBIT), and net profit amounted to THB 216,507 million, THB 51,388 million, and THB 25,346 million, respectively, representing year-on-year increases of 10.3%, 19.5%, and 37.1%.

#### **Capital Structure Ratios**

As of December 31, 2024, interest-bearing debt (excluding lease liabilities) totaled THB 316,532 million. This represented a decrease of THB 10,813 million, or 3.3%, compared to the prior year. This decrease was primarily due to the Company and its subsidiaries (collectively, CPAXT) repaying debentures and long-term borrowings to financial institutions. The Company has continued to strictly comply with the covenants under its debentures by ensuring that the net debt-to-equity ratio remains below 2.0 times. At year-end 2024, the net debt-to-equity ratio stood at 0.78 times.

#### **Other Key Financial Ratios**

Return on total assets increased to 2.7%, while return on equity rose to 21.3%. Both ratios reflect the Company's stronger operating performance.

#### **The Company and its subsidiaries have received significant evaluations and awards related to Corporate Governance in 2024 as follows:**

1. Achieved a 5-star rating or "Excellent" in the 2024 Corporate Governance Report of Thai Listed Companies (CGR) by the Thai Institute of Directors Association (IOD) for the 6th consecutive year. Additionally, the Company scored higher in all categories compared to other companies in the service industry group and those with a market capitalization of over Baht 10,000 million.
2. Received the SET ESG Ratings for 2024 from the Stock Exchange of Thailand in the service sector for the 7th consecutive year, maintaining a AAA rating. Furthermore, the Company was honored with the SET Awards in the Sustainability Excellence category, specifically the Highly Commended in Sustainability Awards, for companies with a market capitalization of over Baht 100,000 million for the 4th consecutive year.
3. Selected as a member of the Dow Jones Sustainability Indices (DJSI) 2024 in the Food & Staples Retailing sector, under the DJSI World Index for the 7th consecutive year and the DJSI Emerging Markets Index for the 8th consecutive year.
4. Chosen as a member of the FTSE4Good Index for 2024 in the Food Retailers & Wholesalers sector for the 7th consecutive year, with an improved overall ESG Rating of 4.6, including a notable increase in the environmental score from the previous year. The Company's scores in all dimensions remain higher than the industry average.
5. Achieved an A rating in MSCI ESG Ratings (Morgan Stanley Capital International) 2024, marking the 3rd consecutive year at this level.
6. Recognized as one of the ESG100 companies with outstanding performance in Environmental, Social, and Governance (ESG) in the services sector for 2024, for the 7th consecutive year, by the Thaipat Institute.
7. Received the CAC Change Agent Awards 2024 for the 4th consecutive year from the Thai Institute of Directors Association (IOD). This recognition stems from the Company's efforts to enhance capabilities by training and encouraging 12 SME partners to sign the Declaration of Intent against corruption with the Thai Private Sector Collective Action Against

Corruption (CAC). Additionally, in 2024, the Company trained and supported 44 SMEs to participate in the CAC SMEs Certification Program.

8. Received the Asian Service Award (ASA) at the 22nd Asian Network for Quality (ANQ) Congress Yokohama 2024 for the project titled "CP ALL Signature Service: A Fabulous Customer Services Experience that Generates Success." The Company was the only organization from Thailand and the sole recipient among members from 20 countries to win this award.

9. Received B rating or equivalent to Management Level in Climate Change Management from the Carbon Disclosure Project (CDP), an internationally recognized organization for sustainability assessment and standardized disclosure, for the year 2024.

10. Honored with the "Best Company of the Year 2024 in the Commerce Sector" award, recognizing exceptional performance by listed companies in the commerce sector on the Stock Exchange of Thailand, at the Money & Banking Awards 2024, organized by Money & Banking Magazine.

11. Achieved an Advanced rating in Cyber Security from BITSIGHT Security Rating Service, meeting the green standard and scoring above the global average. Additionally, the Company participated in the Cyber Security Resilience Survey 2024, organized by the Stock Exchange of Thailand based on international standards (NIST), scoring 3.52 out of 5, which is higher than the industry average for service sector listed companies.

12. Received the Outstanding Organization Supporting Persons with Disabilities Award 2024 at the excellent level for the 8th consecutive year during the International Day of Persons with Disabilities 2024, organized by the Department of Empowerment of Persons with Disabilities under the Ministry of Social Development and Human Security. The Company has continuously supported initiatives for persons with disabilities through special projects aimed at expanding educational opportunities, community development, and sustainable livelihoods. This year, the program employed 1,037 individuals with disabilities.

13. Gosoft (Thailand) Co., Ltd. received an award at the Asian Technology Excellence Awards 2024 for its "goSearch" system, winning Excellence in AI – Retail at the Asia-Pacific regional level. The award was presented by Asian Business Review, a leading digital technology innovation magazine based in Singapore.

14. CPRAM Co., Ltd., Surat Thani branch, received the "Diamond Award" in the Automation Kaizen category for its automatic cup remover invention, while the Khon Kaen branch won the "Silver Award" in the Project Kaizen category for its "Feed, Feed, Inject, Inject, Bye Bye Butter Spreader" innovation at the "Thailand Kaizen Award 2024". These awards reaffirm the organization's excellence in innovation and adherence to global standards. The event was organized by the Technology Promotion Association (Thailand-Japan).

15. Counter Service Co., Ltd. was honored with the Prime Minister's Insurance Awards 2024 in the category of "Best Corporate Insurance Broker Promoting Insurance Policies for the Public 2023", organized by the Office of Insurance Commission (OIC).

16. Established a Compliance Policy and a Compliance Charter with the objective of emphasizing the Company's commitment to overseeing operations in strict compliance with laws and regulations. The Company maintains a policy of Zero Tolerance for Non-Compliance, applicable to directors, executives, employees, and relevant personnel, who are required to adhere strictly to this policy.

17. Organized ongoing projects and activities in accordance with annual plans and performance indicators related to good corporate governance, business ethics, work guidelines, and sustainable development. These include: Conducting training on corporate governance policies and anti-corruption measures, including testing participants' knowledge; Providing training on organizational development for sustainability; Communicating and raising awareness among employees about adhering to principles of good governance, anti-corruption policies, and social and environmental sustainability; Promoting and publicizing stories of exemplary employees featured in the Company's Hall of Fame; Ensuring compliance with the Personal Data Protection Act (PDPA), data governance, data privacy status, and cyber security initiatives; Enforcing the

Company's IT Security Policy; Encouraging all executives and employees to electronically report any potential conflicts of interest; Supporting environmental initiatives such as the "7 Go Green" Strategy (Green Store, Green Logistics, Green Packaging, and Green Living); and Expanding governance practices to cover all subsidiaries.

**The Meeting acknowledged the Company's operations for the year 2024 as reported above.**

**Agenda 2. To consider and approve Statement of Financial Position and Statement of Income for the year ended December 31, 2024**

Mr. Padoong Techasarintr delegated Mr. Kriengchai Boonpoapichart to report to the Meeting for approval of the Company's Statement of Financial Position and statement of Income for the year ended December, 31, 2024, of which were audited by the Certified Public Accountant and reviewed and agreed by the Audit Committee as prior sent to Shareholders together with the Notice of this meeting as follows:

**Financial Statements – Separate:**

	<b><u>Baht</u></b>
- Total assets	454,812,368,656
- Total equity	96,335,365,565
- Revenue from sale of goods and rendering of services	439,786,947,898
- Total income	473,009,380,740
- Profit for the year	21,563,607,070
- Basic earnings per share	2.35

**Financial Statements – Consolidated:**

	<b><u>Baht</u></b>
- Total assets	944,120,289,962
- Total equity	319,610,719,443
- Equity attributable to equity holders of the Company	126,860,243,054
- Revenue from sale of goods and rendering of services	958,997,820,330
- Total income	987,793,941,427
- Profit for the year	29,511,586,397
- Profit for the year, attributable to equity holders of the Company	25,345,840,862
- Basic earnings per share	2.77

Mr. Padoong Techasarintr provided opportunities for answering inquire about the Company's Statement of Financial Position and Statement of Income as reported above.

As there was no question, Mr. Padoong Techasarintr therefore requested the Meeting to approve the Statement of Financial Position and Statement of Income for the year ended December 31, 2024 as mentioned above.

The meeting secretary informed that this agenda shall be passed by the affirmative resolution of a majority vote of the total number of votes of shareholders who attend the Meeting and cast their votes.



### **The Meeting Resolution**

After consideration, the Meeting approved the Statement of Financial Position and Statement of Income for the year ended December 31, 2024 by the affirmative resolution of a majority votes of Shareholders who attend the Meeting and cast their votes as follows:

Shareholders, holding all together	6,142,848,025	shares		
Cast their votes	6,136,002,625	votes		
Approved	6,116,262,570	votes or	99.6783	%
Disapproved	19,740,055	votes or	0.3217	%
Abstained	6,845,400	votes		
Voided Ballot	-	vote		

### **Agenda 3. To consider and approve an appropriation of profit and the dividend payment**

Mr. Padoong Techasarintr delegated Mr. Kriengchai Boonpoapichart to report to the Meeting for approval of the appropriation of profit and the dividend payment as follows:

According to the Articles of Association of the Company, Article 37, the Company must appropriate its annual net profit for legal reserve not less than 5% of annual net profit after deduction of brought forward deficit (if any) until this reserve shall be not less than 10% of the Company's registered capital or more.

At the end of year 2024, the Company had registered capital for amount of Baht 8,986,296,048, issued and paid-up share capital of Baht 8,983,101,348. It has legal reserve for amount of Baht 900 million or equal to 10% of the Company's registered capital, fully appropriated according to the Articles of Association of the Company, no more additional appropriate for legal reserve from net profit of the year 2024.

The Company has a policy to pay dividend to the shareholders at approximate 50% of net profit from the separate financial statements from operation after deduction of income tax and legal reserve in each year and from the consolidated financial statements in additional consideration. However, the dividend payment policy may be changed if the Company's financial position, economic situation, the operating result, the ability to repay the principal and interest in accordance with the terms of long-term loan contract including future investment plans were considered to propose the meeting of shareholders to consider other alternatives.

In addition, the Company is obliged to comply with the terms and conditions of various types of debentures, which are in case the Company defaults on payment of interest or defaults on any payments related to the debentures or postpones interest payments on debenture (as the case may be), the Company will not pay dividends to shareholders.

With reference to the resolution of the Board of Directors' Meeting no. 1/2025 held on February 25, 2025 when considering the Company's financial position and operating results, the Board of Directors proposed the Shareholders' meeting to consider and approve the dividend payment to shareholders from the operating result during January 1, 2024 – December 31, 2024. The Company earned a net profit according to separate financial statements amounting to Baht 21,563,607,070 with Baht 2.35 of earnings per share. The profit attributable to the Equity holders of the Company from consolidated financial statements was Baht 25,345,840,862 with Baht 2.77 of earnings per share. The dividend will be paid at Baht 1.35 per share (One Baht and thirty-five Satang) for Shareholders holding 8,983,101,348 shares, total dividend payment in amount of Baht 12,127,186,819.80 or equal to 56% of net profit after income tax from separate financial statements. The Company has scheduled the record date on May 7, 2025 to determine the

shareholders entitled to receive the dividend. The dividend payment shall be made on May 23, 2025. The above dividend payment was complied with stipulated dividend payment policy of the Company.

Moreover, shareholders who are ordinary person can credit personal income tax of dividend received from the Company according to the Revenue Code, Section 47 bis. Due to the dividend payment distributed from the profit which the Company paid 20% of net profit for corporate income tax. Therefore, the income tax credit for this dividend is equal to the number of dividend multiply by 20/80.

Mr. Padoong Techasarintr provided opportunities for answering inquire about the appropriation of profits and dividend payments.

As there was no question, Mr. Padoong Techasarintr therefore requested the Meeting to approve the appropriation of profit and the dividend payment as mentioned above.

The meeting secretary informed that this agenda shall be passed by the affirmative resolution of a majority vote of the total number of votes of Shareholders who attend the Meeting and cast their votes.

#### **The Meeting Resolution**

After consideration, the Meeting approved not to appropriate the net profit for legal reserve and approved the dividend payment from the Company's net profit of the year 2024 to Shareholders as proposed by the Board of Directors' Meeting mentioned above by the affirmative resolution of a majority votes of Shareholders who attend the Meeting and cast their votes as follows:

Shareholders, holding all together 6,143,533,525 shares				
Cast their votes	6,143,443,325	votes		
Approved	6,143,399,525	votes or	99.9993	%
Disapproved	43,800	votes or	0.0007	%
Abstained	90,200	votes		
Voided Ballot	-	vote		

#### **Agenda 4. To consider and elect directors to replace the directors who retire by rotation**

Since Mr. Padoong Techasarintr is one of the directors who retire by rotation, the Chairman of the meeting appointed the Company Secretary to conduct the meeting for this agenda only, out of appropriateness and in accordance with the principles of good Corporate Governance.

According to the Public Company Act and the Company's Articles of Association, Article 11, stipulated that one-third of directors shall retire by rotation at each Annual General Meeting of Shareholders or, if their number is not a multiple of three, the number nearest to one-third shall retire from office, directors retiring from office in the first and the second years after registration of the Company shall draw lots. In the subsequent years, the Directors who are longest in office shall retire. Directors retiring by rotation are eligible for re-election.

The Directors who shall retire by rotation are all Independent Director as follows:

- |                         |              |   |
|-------------------------|--------------|---|
| 1. Mr. Padoong          | Techasarintr | Independent Director/ Chairman of Audit Committee / Sustainability and Corporate Governance Committee / Remuneration and Nomination Committee |
| 2. Mr. Somboon          | Ngamlak      | Independent Director/ Audit Committee   |
| 3. Mrs. Nampung         | Wongsmith    | Independent Director/ Audit Committee   |
| 4. Adj. Pro. Prasobsook | Boondech     | Independent Director / Chairman of Sustainability and Corporate Governance Committee  |
| 5. Pol. Gen. Dumrongsak | Kittiprapas  | Independent Director / Chairman of Remuneration and Nomination Committee / Sustainability and Corporate Governance Committee                  |

Since the 5 directors who retire by rotation are all independent directors, in order to comply with the Charter of the Board of Directors and the Notification of the Capital Market Supervisory Board No. Tor Jor. 28/2551 Subject: Application for and authorization to offer for sale of newly issued shares dated December 15, 2008 (amended edition by the Notification of the Capital Market Supervisory Board No. Tor Jor. 4/2552 dated February 20, 2009) stipulating that Listed company are required to have at least three independent directors, but not less than one-third of the 16 total directors. In accordance with the mentioned stipulation, the appointment of directors to replace those who retire by rotation must be all independent directors. The Independent Directors of the Company must meet the requirement outlined in the Company's Independent Director Qualifications Definition according to the Charter of the Board of Directors.

The Company gave the minority shareholders the opportunity to nominate candidates to be considered and elected as Director during September 17, 2024 to December 31, 2024 and enclosed through website of the Stock Exchange of Thailand and published criteria including proposal of the director nomination form on the Company's website to inform shareholders in advance. It appears that, there is no any shareholder nominating candidates to be consider and elected as a director.

The Board of Directors' Meeting no. 1/2025 held on February 25, 2025 except Directors retiring by rotation at the Annual General Meeting of Shareholders for year 2025 had carefully considered all nominees including various qualifications from knowledge, professional, skills, age, gender, ethnicity, religion, place of birth, experience, expertise, Independence of the independent director position and special abilities that is necessary to have including the performance as a director in the past, in accordance with the criteria and procedures for nominating qualified persons to be directors of the Company and to be in line with the strategies and business operation of the Company by using Board Skill Matrix for consideration, the Board of Directors is of the opinion that the Meeting of shareholders should re-elect the following five nominees who retire by rotation to be directors of the Company for another term. All five aforementioned directors are meet legal requirements and the Company's criteria for Independent Director and they are qualified with expertise, knowledge and experiences to engage in buildup benefit for the Company's business.

Although some directors have served for more than nine years, their qualifications and prestigious standing ensure that each independent director is fully competent of carrying out their duties independently. Furthermore, given the complexity of the Company's commercial activities, independent directors with specific knowledge and expertise are required. A thorough

understanding of the company's operations takes time to develop, thus long-term experience is a useful advantage in properly carrying out their obligations.

1. **Mr. Padoong Techasarintr** is an expert possessing the relevant knowledge and experience in Accounting and Finance, Administration and Large Organization Management, Risk Management, Crisis Management, Law and Case, Security and Society, Economics and Banking and Digital.
2. **Mr. Somboon Ngamlak** is an expert possessing the relevant knowledge and experience in Administration and Large Organization Management, Risk Management, Crisis Management, Research and Development, Law and Case, Security and Society, Economics and Banking.
3. **Mrs. Nampung Wongsmith** is an expert possessing the relevant knowledge and experience in Accounting and Finance, Administration and Large Organization Management, Risk Management, Economics and Banking.
4. **Adj. Pro.Prasobsook Boondech** is an expert possessing the relevant knowledge and experience in Administration and Large Organization Management, Risk Management, Crisis Management, Law and Case, Security and Society.
5. **Pol.Gen.Dumrongsak Kittiprapas** is an expert possessing the relevant knowledge and experience in Administration and Large Organization Management, Risk Management, Crisis Management, Law and Case, Security and Society.

The meeting secretary provided opportunity to answer inquiries about the directors' election to replace the directors who retire by rotation.

As there was no question, the meeting secretary therefore requested the Meeting to consider and elect directors to replace the directors who retire by rotation as mentioned above. The meeting secretary informed that this agenda shall be passed by the affirmative resolution of a majority vote and consider position as an individual basis. The shareholders shall use their votes at equal to total number of shares holding and not allow splitting the votes. A candidate who obtains majority votes in each position shall be elected as director of that position.

### The Meeting Resolution

The Meeting considered and voted one by one for election the following directors to replace the directors who retire by rotation by the affirmative resolution of a majority votes of Shareholders who attend the Meeting and cast their votes as follows:

Shareholders, holding all together 6,143,481,025 shares

1. <b>Mr. Padoong Techasarintr</b>		Independent Director	
Cast their votes	6,141,062,525	votes	
Approved	4,413,058,496	votes or	71.8615 %
Disapproved	1,728,004,029	votes	28.1385 %
Abstained	2,418,500	votes	
Voided Ballot	-	vote	

Shareholders, holding all together 6,143,481,025 shares

2. <b>Mr. Somboon Ngamlak</b>		Independent Director	
Cast their votes	6,141,088,925	votes	
Approved	6,140,527,925	votes or	99.9909 %

Disapproved	561,000	votes or	0.0091	%
Abstained	2,392,100	votes		
Voided Ballot	-	vote		

Shareholders, holding all together 6,143,481,716 shares

**3. Mrs. Nampung Wongsmith** Independent Director

Cast their votes	6,141,064,016	votes		
Approved	6,059,954,748	votes or	98.6792	%
Disapproved	81,109,268	votes or	1.3208	%
Abstained	2,417,700	votes		
Voided Ballot	-	vote		

Shareholders, holding all together 6,143,481,716 shares

**4. Adj. Pro. Prasobsook Boondech** Independent Director

Cast their votes	6,140,285,891	votes		
Approved	5,642,735,639	votes or	91.8970	%
Disapproved	497,550,252	votes or	8.1030	%
Abstained	3,195,825	votes		
Voided Ballot	-	vote		

Shareholders, holding all together 6,143,466,616 shares

**5. Pol. Gen. Dumrongsak Kittiprapas** Independent Director

Cast their votes	6,131,585,234	votes		
Approved	5,234,817,703	votes or	85.3746	%
Disapproved	896,767,531	votes or	14.6254	%
Abstained	11,881,382	votes		
Voided Ballot	-	vote		

**Agenda 5. To consider and approve the remuneration for directors**

Mr. Padoong Techasarintr delegated the meeting secretary to report to the Meeting as follows:

According to the Company's Articles of Association, Article 24, stipulated that a Director is entitled to have compensation from the Company in the form of salary, reward, meeting allowance, gratuity, bonus or other form of remuneration in accordance with the Articles of Association or as determined or laid down as a rule or fixed from time to time or until further change by the shareholders in meeting and is entitled to allowance and welfare benefits according to the regulation of the Company.

The Board of Directors' meeting no. 1/2025 held on February 25, 2025 approved the proposal of Remuneration and Nomination Committee which was carefully considered by taking into account the following matters: conformity with the market in the same industry; former performances, experiences, duties, roles and responsibilities, including the business expansions and the Company profits. It is of the opinion that the Meeting of Shareholders should approve the remuneration of directors at the same rate of the Annual General Meeting of Shareholders for year 2024 on April 26, 2024 had approved, and the same rate since the Annual General Meeting of Shareholders for year 2016 on April 21, 2016 had approved and upon approval by the shareholders, it shall come into effect from May 1, 2025, onwards as follows:



## 1. Monthly remuneration

(Baht/person)

Position	Amount	Meeting allowance
1. Independent Director who is the chairman of the sub-committee	120,000	None
2. Independent Director who is the member of the sub-committee	100,000	None
3. Independent Director who is not a member of the sub-committee	80,000	None
4. Chairman	120,000	None
5. Vice Chairman	100,000	None
6. Director	60,000	None

- Remarks : 1. Independent Director who is the member of the sub-committee means audit committee and/or sustainability and corporate governance committee and/or Remuneration and Nomination Committee.
2. Independent Director who is the member in several sub-committees shall receive only the highest rate.

**2. Bonus** at the rate of 0.50% of the dividend paid to the Shareholders. The Chairman of the Board will allocate the appropriate amount of bonus to each director. According to the Meeting of Shareholders considered and approved the dividend payment, in agenda 3, at Baht 1.35 per share, total dividend payment to Shareholders should be Baht 12,127.187 million. The bonus payment to directors within year 2025 should be Baht 60.636 million.

In addition to the directors' remuneration in the form of money, the Company provides other compensation and privilege in the form of Directors' and Officers' Liabilities Insurance with sum insured US Dollar 40 million and insurance premium approximately Baht 2.7 million per year.

Mr. Padoong Techasarintr provided opportunities for answering inquire about the directors' remuneration.

As there was no question, Mr. Padoong Techasarintr therefore requested the Meeting to consider and approve the remuneration for directors.

The meeting secretary informed that this agenda shall be passed by the affirmative resolution of vote of not less than two-thirds of the total number of votes of the Shareholders who are present at the Meeting. The following Shareholders and proxy who are directors and attended the Meeting shall not entitle to vote:

	Shareholding (share)
1. Mr. Padoong Techasarintr	9,824
2. Mr. Soopakij Chearavanont	222,396
3. Mr. Korsak Chairasmisak	4,111,740
4. Mr. Tanin Buranamanit	588,451
5. Mr. Narong Chearavanont	304,802
5. Mr. Pittaya Jearavisitkul	2,019,782
6. Mr. Piyawat Titasattavorakul	125,587
<b>Total</b>	<b><u>7,382,582</u></b>

### **The Meeting Resolution**

As consideration, the Meeting approved the remuneration of directors as proposed by the Board of Directors by the affirmative resolution of vote of not less than two-thirds of the total number of votes of the Shareholders who are present at the Meeting which the Shareholders who are directors were not entitled to vote as follows:

Shareholders, holding all together 6,143,466,616 shares			
Approved	5,936,559,856	votes or	96.6321 %
Disapproved	199,363,850	votes or	3.2451 %
Not entitle to vote	7,382,582	votes or	0.1202 %
Abstained	160,328	votes or	0.0026 %
Voided Ballot	-	vote	

### **Agenda 6. To consider and appoint the Company's auditors and fix their remuneration**

Mr. Padoong Techasarintr delegated the meeting secretary to report to the Meeting to consider and appoint the Company's Auditors and fix their remuneration as follows:

The Audit Committee and the management team had considered the matter about the performance, independence of auditor, the remuneration and other factors, then they had an opinion to appoint KPMG Phoomchai Audit Ltd. to be the Company's Auditor, due to their good working record and agreed to increase their remuneration according to more workload.

The Securities and Exchange Commission (SEC) has announced a plan of amendments to the rules regarding auditor rotation for listed companies to bring the rules in line with international standards. Under the new rules, an auditor of a listed company must be rotated every 7 fiscal years (regardless of consecutiveness) and must cease performing audit services for such listed company for 5 consecutive fiscal years. Previously, an auditor of a listed company must be rotated every 5 fiscal years, and must cease performing audit services for such listed company for 2 consecutive fiscal years. The new rules will promote auditor independence and enhance investor confidence in using the financial reports for investment decisions. The new rules came into force on 1 January 2019.

However, in order to reduce the initial impact of the new rules, the SEC will relax the new rules for auditor rotation during the transitional period 2019-2023 by reducing the period that an auditor must cease performing audit services for a listed company from 5 consecutive fiscal years to not less than 3 consecutive fiscal years. In addition, the SEC will allow auditors from small audit firms to continue performing their duties for more than 7 fiscal years but not more than 9 fiscal years. If the time requirement is waived for auditors from small audit firms, then it would be deemed that the time requirement with respect to the listed company being audited would also be waived. In counting the number of years of the auditor, only the years that the auditor signs the financial reports will be counted. The listed company may appoint a new auditor in the same audit firm of the current auditor.

In compliance with laws, the Articles of Association of the Company, Article 33, and the SEC's announcement, the Board of Directors' Meeting no. 1/2025 on February 25, 2025, according to the opinion of the Audit Committee, agreed to propose the Meeting of Shareholders to appoint:

1. Mr. Charoen Phusumritlert C.P.A. (Thailand) Register No. 4068
2. Mr. Veerachai Ratanajaratkul C.P.A. (Thailand) Register No. 4323
3. Mrs. Munchupa Singsuksawat C.P.A. (Thailand) Register No. 6112, and

4. Mrs. Piyatida Tangdenchai C.P.A. (Thailand) Register No. 11766

of KPMG Phoomchai Audit Ltd. as the company's auditors for the year 2025 by stipulating that any of the auditors has authority to audit and express opinion on the Company's financial statements. The remuneration in services for auditing in year 2025 at Baht 6,200,000 per year for annually auditing the Company's separate financial statements and consolidated financial statements and for quarterly reviewing the above mentioned financial statements, increase from year 2024 by Baht 180,000 or 2.99%.

KPMG Phoomchai Audit Ltd. is also the Auditor of a total of 21 Subsidiary Companies (excluded Companies under Makro Group) located in Thailand and 2 Subsidiary Companies located in overseas, Lotus Distribution Investment Limited and Albuera International Limited, the audit fees are totaling Baht 5,901,000 per year. As for the other 3 overseas subsidiary companies, which are Successor Investments Limited, Successor (China) Investments Limited and CPALL LAOS Co., Ltd., the audit fees are paid to KPMG overseas. Though the auditors of other mentioned overseas and remaining subsidiary companies are not KPMG Phoomchai Audit Ltd., the Board of Directors shall supervise to prepare and issue Financial Statements of the Company and its subsidiaries in time.

There is no relationship or conflicts of interest among the proposed auditor and the Company and its subsidiaries, the executives, the major shareholders, or others related to those parties. Therefore, they are independent to review and express an opinion on the Company's financial statements.

Mr. Padoong Techasarintr provided opportunities for answering inquire about the appointment of the Company's Auditors and fix their remuneration as mentioned above.

As there was no question, Mr. Padoong Techasarintr therefore requested the Meeting to consider and approve the appointment of the Company's Auditors and fix their remuneration as mentioned above.

The meeting secretary informed that this agenda shall be passed by the affirmative resolution of a majority vote of the total number of votes of Shareholders who attend the Meeting and cast their votes.

### The Meeting Resolution

After consideration, the Meeting by the affirmative resolution of a majority votes of shareholders who attend the Meeting and cast their votes approved the appointment of the Company's Auditors and the fixing of their remuneration as the Board of Directors proposed as follows:

Shareholders, holding all together 6,143,461,626 shares			
Cast their votes	6,143,298,376	votes	
Approved	6,047,872,058	votes or	98.4467 %
Disapproved	95,426,318	votes or	1.5533 %
Abstained	163,250	votes	
Voided Ballot	-	vote	

Mr. Padoong Techasarintr provided opportunities for answering inquire about the operation or business of the Company

The meeting secretary informed that questions were submitted by shareholders both in advance and during the meeting. The Company compiled and grouped similar or identical questions together for efficiency.

A shareholder inquired about the preventive and monitoring measures for product loss within 7-Eleven stores and the penalty policy of imposing a tenfold fine for any intentional act of taking items without payment.

Mr. Yuthasak Poomsurakul, Chief Executive Officer, responded that the Company does not have a policy to impose a tenfold fine as punishment for shoplifting. He affirmed the Company's strong confidence in its loss prevention measures, stating that they are highly effective. This is achieved by frequently checking inventory to identify where losses occur and how to prevent them. He concluded that the Company does not focus on catching and penalizing shoplifters, but rather on preventing losses in the first place.

A shareholder asked about the Company's product strategy and the selection process, particularly for ready-to-eat products.

Mr. Yuthasak Poomsurakul replied that the Company selects products based on customer demand. He illustrated this by comparing it to two overlapping circles—one representing products customers want, and the other representing products the Company offers. Sales occur where the two circles intersect. Therefore, the goal is to maximize the overlap by adapting to customer needs in a timely manner. As for ready-to-eat items or new products, these are introduced in response to customer preferences. For example, the Company initially sold rice meals, then added desserts. Later, when customers wanted small fruit packs, the Company introduced those, along with small portions of vegetables suited for a convenience store format.

A shareholder inquired about the key factors contributing to the significant increase in the Company's corporate income tax, based on a comparison of the financial results between 2023 and 2024.

Mr. Kriengchai Boonpoapichart responded that part of the increase in income tax was due to higher revenue and profits. However, the significant increase was related to tax management. Some business segments had previously benefited from tax incentives and certain expenses that could be used to reduce taxable income. It's important to note that the effective tax rate — the actual net income tax rate in Thailand — is 20%, but the Company's rate was lower than that in the past, although it has now increased somewhat.

A shareholder requested information on the Company's strategy for managing its existing debt, given that the current debt-to-equity ratio is at a relatively high level.

Mr. Kriengchai Boonpoapichart responded that the debt burden must be considered in relation to the Company's assets and equity. One key metric the Company closely monitors is the net debt-to-equity ratio, which is subject to covenants with debenture holders stipulating that it must not exceed 2 times. Currently, the Company's net debt-to-equity ratio stands at 0.78 times. As for interest-bearing debt reported in the consolidated financial statements, the total is 316,532 million Baht, with the majority coming from debentures. Approximately over 200 billion Baht of this is from the Company's own debentures, while the remainder comes from subsidiary debentures, specifically CP Aextra, and loans from financial institutions. He assured shareholders that the Company carefully considers interest rates to ensure reasonable interest expenses and manages debenture maturities appropriately. The Company has also received a credit rating upgrade to AA-, which is above the threshold considered by institutional investors and qualifies as Investment Grade. Furthermore, the Company strives to limit the annual debenture redemptions so that it can smoothly issue new debentures to replace maturing ones. Fortunately, many of the Company's debenture issuances have been met with high investor demand, with most being

oversubscribed. In conclusion, these factors reflect that the Company is in a relatively strong financial position.

A shareholder asked what strategy the Company uses in selecting businesses for mergers and acquisitions (M&A), and whether the Company has any M&A plans in specific business segments over the next one to three years.

Mr. Kriengchai Boonpoapichart responded that M&A is one of the Company's options for investment expansion, which is a typical approach for companies aiming for growth. However, the Company has clear guidelines and policies in place, including a defined process to ensure that any investment or acquisition contributes to future growth, and that the Company remains in a relatively strong financial position. He added that CP All is a large company that has achieved success in many areas. Occasionally, there may be news or rumors associating the Company with certain transactions or investments, even when the Company has not yet initiated any process or brought such matters to the board for consideration. In some cases, individuals may use the Company's name to solicit investments. He assured shareholders that the Company strictly follows procedures in evaluating returns and future business opportunities. At the same time, the Company makes every effort to be transparent and clarify news and developments, even though it does not have a policy to respond to every rumor. Nonetheless, the Company will strive to disclose as much information as possible to provide investors with peace of mind.

A shareholder asked whether the Company has studied or developed cashier-less convenience stores (unmanned stores) as a way to address potential future labor shortages.

Mr. Yuthasak Poomsurakul responded that the Company has no policy to operate fully unmanned stores that rely solely on technology without staff, as 7-Eleven places strong emphasis on providing good customer service. He noted that while such stores exist in the U.S., the technology there is more affordable than in Thailand, whereas labor costs in Thailand are lower than in the U.S. Therefore, the return on investment for such a model would be more difficult to achieve in Thailand. Another important factor is the Company's commitment to job creation — 7-Eleven actively supports employment to provide jobs for Thai people, and for that reason, the Company does not plan to pursue unmanned stores.

A shareholder asked whether the Company has plans to expand its 7Delivery and All Online services to 7-Eleven stores in the Lao PDR and Cambodia.

Mr. Yuthasak Poomsurakul responded that, based on the studies conducted, All Online may not yet be very suitable. However, 7Delivery will definitely be available in due course. The Company is currently evaluating the appropriate timing and conditions for its rollout in both the Lao PDR and Cambodia.

A shareholder inquired about the management's view on the Company's core strengths or distinctive capabilities that have contributed to its sustained strong performance and its ability to maintain long-term operational success.

Mr. Yuthasak Poomsurakul responded that the Company's approach to business extends beyond commercial operations. In addition to retail and sales, the Company places significant emphasis on human capital development and long-term sustainability, integrating these three pillars into a unified strategy. From a commercial standpoint, the Company consistently adapts to evolving customer needs. For example, customers want stores with parking, so the Company has built stores with parking. Likewise, to meet growing expectations for home delivery services, it has introduced the 7Delivery platform. At the same time, the Company builds human capital and empowers its workforce—which includes over 200,000 full-time and part-time employees. Furthermore, the Company promotes sustainability in the areas of environment, society, and corporate governance (ESG), combining these with daily operations. For instance,



there are programs like “100,000 People, 100,000 Good Deeds” and “24 Hours of Good Deeds,” encouraging employees to do good deeds at any time. Mr. Yuthasak cited specific real-life examples, such as an employee who rescued a drowning cat while delivering goods, and another who assisted in extinguishing a fire near the store. These actions go beyond commerce and reflect the Company’s efforts to instill a “24-hour goodness DNA” into its employees.

The meeting secretary informed the shareholders that other questions not answered in the meeting room will be answered by the Company and disseminated through the registered email of shareholders.

Before the adjournment of the meeting, the meeting secretary informed the Meeting that after the Annual General Meeting of Shareholders for the Year 2025 ends, the Company will disseminate the Minutes of the Meeting in both Thai and English on the Company’s website as well as through the SET’s information system within 14 days. If shareholders have any inquiries or comments, they can inform the Office of the Company Secretary within 1 month after the Meeting date.

The Chairman of the Meeting thanked the Shareholders for joining the Meeting through Electronic means (E-AGM) and then adjourned the Meeting.

After the meeting had started, there were shareholders and proxies joined the meeting through electronic means in each agenda and left the meeting, resulting in the total number of shares present the meeting, until the agenda 6, to be at 6,143,461,626 shares, representing 68.3891% of the Company’s total paid up shares.

The Meeting adjourned at 4.00 p.m.

Signed *Mr.Soopakij Chearavanont* The Chairman of the Meeting  
(Mr.Soopakij Chearavanont)

The meeting secretary  
Signed *Supot Shitgasornpongse* The Minutes Reviewer  
(Mr. Supot Shitgasornpongse)

Signed *Supawadee Techaburana* The Minutes Reviewer  
(Ms. Supawadee Techaburana)

Signed *Utsanee Treeyawarakul* The Minutes Taker  
(Mrs. Utsanee Treeyawarakul)