

Minutes of the Annual General Meeting of Shareholders for the Year 2026  
of  
Nutrition SC Public Company Limited

### Date, Time, and Venue

The Annual General Meeting of Shareholders for the year 2026 (the “Meeting”) was held on 20 April 2026 in the form of an Electronic Annual General Meeting (E-AGM) exclusively. The Meeting was conducted in accordance with the Emergency Decree on Electronic Meeting B.E. 2563 (2020), the Public Limited Companies Act B.E. 2535 (1992) (including its amendments), as well as relevant notifications and applicable laws.

The Company arranged a live broadcast of the Meeting from Meeting Room, Building 5, 2nd Floor, at the Company’s Head Office located at No. 47/2 Moo 6, Phutthamonthon Sai 4 Road, Krathumlom, Samphran, Nakhonpathom 73220, via the IR PLUS AGM application system, which is certified for electronic meeting security standards by the Electronic Transactions Development Agency (ETDA) (Certificate No. ETDA 67-001).

In this regard, the Company conducted the Meeting in compliance with its Articles of Association, as well as the rules and guidelines of relevant regulatory authorities, including the Ministry of Commerce, the Stock Exchange of Thailand, and the Securities and Exchange Commission.

The Company places great importance on the protection of shareholders’ personal data and strictly complies with the Personal Data Protection Act B.E. 2562 (2019), covering the collection, use, and disclosure of personal data. The meeting system also recorded electronic traffic data, as well as video, audio, and voting results of the attendees for the purpose of preparing the meeting minutes and related proceedings. Shareholders may refer to further details on the personal data protection policy in the appendix to the invitation letter and on the Company’s website.

### The Meeting commenced at 2:00 p.m.

Mrs. Darunee Edwards, Chairman of the Board, acted as Chair of the Meeting (the “Chairman”).

Ms. Prapatsorn Puttakosa, Company Secretary (the “Company Secretary”), welcomed the shareholders to the 2026 Annual General Meeting of Shareholders of Nutrition SC Public Company Limited and introduced the members of the Board of Directors, executives, auditors, and legal advisors attending the Meeting as follows:

**The directors attending the Meeting at the Company's Head Office meeting room.**

- |    |                                |  |
|----|--------------------------------|--|
| 1. | Mrs. Darunee Edwards           | Independent Director<br>Chairman of the Board of Directors<br>Chairman of the Corporate Governance Committee   |
| 2. | Mr. Phukrit Vechosotsakda      | Independent Director<br>Chairman of the Audit Committee<br>Chairman of the Risk Management and Sustainability Oversight Committee                            |
| 3. | Dr. Pongsatorn Pilouk          | Independent Director<br>Member of the Audit Committee<br>Member of the Nomination and Remuneration Committee<br>Member of the Corporate Governance Committee |
| 4. | Assoc. Prof. Visa Hongsirirat  | Independent Director<br>Member of the Audit Committee<br>Chairman of the Nomination and Remuneration Committee   |
| 5. | Pharm. Dr. Suradej Ekpanyaskun | Director<br>Member of the Executive Committee (Non-Executive Directors)  |
| 6. | Dr. Chutinun Snunsieng         | Director<br>Member of the Executive Committee (Non-Executive Directors)<br>Member of the Nomination and Remuneration Committee                               |
| 7. | Dr. Pat Ekpanyaskun            | Director<br>Chairman of the Executive Committee<br>Member of the Risk Management and Sustainability Oversight Committee<br>Chief Executive Officer           |

**Directors attending the Meeting via electronic conference system (E-Meeting)**

-None-

**Directors absent from the Meeting**

-None-

All 7 directors attended the Meeting, representing 100 % of the total number of directors.

**Executives attending the Meeting at the Company's Head Office meeting room**

- |    |                                 |  |
|----|---------------------------------|--|
| 1. | Acting Sub Lt. Tanachot Saenham | Member of the Executive Committee<br>Member of the Risk Management and Sustainability Oversight Committee<br>Chief Financial Officer |
|----|---------------------------------|--|

The auditors from EY Office Limited attending the Meeting at the Company's Head Office meeting room.

1. Ms. Orawan Techawatanasirikul Certified Public Accountant No. 4807, Partner
2. Mr. Sethasin Chanplang Audit Manager

The legal advisors from Siam International Legal Adviser Co., Ltd. attending the Meeting at the Company's Head Office meeting room.

1. Ms. Weeraya Boontheung Lawyer.

Subsequently, the Company Secretary informed the Meeting that, in order to ensure transparency and auditability of the shareholders' meeting, particularly in the voting process, the Company had invited Ms. Weeraya Boontheung, Legal Advisor from Siam International Legal Adviser Co., Ltd., to act as an observer of the Meeting, including the counting and verification of voting results for this Meeting, in order to enhance shareholder confidence.

The Company had determined the list of shareholders entitled to attend the 2026 Annual General Meeting of Shareholders (Record Date) as of 16 March 2026, in accordance with Section 89/26 of the Securities and Exchange Act B.E. 2535 (1992). Details are available on the website of the Stock Exchange of Thailand, which also provides key company information, including the list of major shareholders and other relevant disclosures.

Thereafter, the Company Secretary informed the Meeting of the attendance as of the opening of the Meeting as follows:

- No shareholders were present in person at the Company's Head Office, as the Meeting was conducted exclusively via E-AGM.
- Proxy shareholders, being shareholders who had appointed independent directors or other persons as proxies and had cast their votes in advance for each agenda item, totaled 30 shareholders, holding an aggregate of 101,206,191 shares.
- Shareholders attending the Meeting via the IR PLUS AGM application totaled 8 shareholders, holding an aggregate of 1,873,276 shares.
- Online proxy shareholders, being shareholders who had appointed other persons as proxies to attend the Meeting and cast votes on their behalf via the IR PLUS AGM application, totaled 1 shareholder, holding an aggregate of 133 shares.

The total number of shareholders attending the Meeting, including those attending by proxy and those attending in person via electronic means, was 39 shareholders, representing an aggregate of 103,079,600 shares, or 77.3099 % of the total issued and paid-up shares of 133,333,016 shares. A quorum was thus duly constituted in accordance with applicable laws and the Company's Articles of Association.

Thereafter, the Company Secretary invited the Chairman to declare the Meeting open.

*“The Chairman welcomed and thanked the shareholders for attending the 2026 Annual General Meeting of Shareholders on behalf of Nutrition SC Public Company Limited (the “Company” or “NTSC”), and expressed appreciation to all shareholders for their continued trust and support of the Company’s operations.*

*The Chairman reported to the Meeting that, in 2025, despite volatility in the economy and the food industry arising from several external factors, the Company was able to operate its business with stability and achieve continuous growth. The Company remained focused on quality growth strategies, including the development of value-added products, efficient cost management, and strengthening the resilience of its supply chain to address external uncertainties.*

*For 2026, the Company aims to expand both revenue and profitability under prudent and flexible risk management. The Company also plans to commence operations of new production facilities for human food and animal feed, in order to enhance its business capabilities, increase its adaptability to changing conditions, and create opportunities for sustainable long-term growth.”*

Thereafter, the Chairman assigned the Company Secretary to explain the voting procedures, as well as the procedures for raising questions and expressing opinions by shareholders during the Meeting.

The Company Secretary informed the Meeting that the Company places importance on the equitable treatment of shareholders. Accordingly, the Company had provided shareholders with the opportunity to propose agenda items, nominate candidates for election as directors, and submit questions in advance via the Company’s website and the website of the Stock Exchange of Thailand during the period from 20 February to 20 March 2026.

For this Meeting, which was convened in accordance with the normal agenda, no shareholders proposed additional agenda items, and no additional director nominations were submitted. Therefore, the Company proceeded with the Meeting in compliance with its Articles of Association, following the agenda sequence as specified in the notice of the Meeting.

In addition, the Company received one question in advance from a shareholder and has prepared the clarification accordingly. The response will be provided under Agenda Item 8 to ensure transparency and fairness to all shareholders.

The Company Secretary then explained the voting procedures and the procedures for raising questions during the Meeting as follows:

#### **Voting Procedures.**

1. In accordance with the Company’s Articles of Association and the Public Limited Companies Act, voting shall be conducted on a one share, one vote basis. Each shareholder shall therefore have voting rights equivalent to the number of shares held or represented by proxy.
2. The Meeting shall consider the matters in the order of the agenda as specified in the notice of the Meeting. Prior to voting on each agenda item, the Chairman will provide shareholders with

the opportunity to raise questions or express opinions relevant to such agenda item as appropriate, before a resolution is passed.



3. Shareholders may cast their votes for each agenda item via the IR PLUS AGM application by selecting one of the following options: “Approve,” “Disapprove,” or “Abstain.” In the event that a shareholder does not select any option for a particular agenda item, the Company shall deem such shareholder to have voted “Approve” for that agenda item. The Company will deduct votes of “Disapprove” and “Abstain” from the total votes of shareholders attending the Meeting and having the right to vote.
4. If any shareholder logs out of the system during the Meeting, the system will exclude such shareholder’s votes for that agenda item from the calculation base, in compliance with the Notification of the Ministry of Digital Economy and Society regarding Standards for Maintaining Security of Electronic Meetings B.E. 2563 (2020). However, shareholders may log back into the system and rejoin the Meeting at any time until the Meeting is closed. Resolutions of the Meeting shall be passed by a majority vote of the shareholders attending the Meeting and having the right to vote, except for Agenda Item 6, “To consider and approve the directors’ remuneration for the year 2026,” which requires not less than two-thirds of the total votes of shareholders attending the Meeting and having the right to vote.
5. As voting is conducted electronically via the IR PLUS AGM application, there shall be no invalid ballots, except in the case of proxy forms submitted to the Company in advance under the following circumstances, which shall be deemed invalid.
  - 5.1 Voting marked in more than one box, except in the case of a custodian.
  - 5.2 Voting indicating conflicting intentions, except in the case of a custodian.
6. In the event that any shareholder or proxy attends the Meeting via the IR PLUS AGM application after the specified time, such shareholder or proxy may register and attend the Meeting but shall only be entitled to vote on the remaining agenda items.

In order to ensure transparency and align with best practices for shareholders’ meetings, the Company has invited a legal advisor from Siam International Legal Adviser Co., Ltd. to act as an observer in the vote counting process. The Company will announce the voting results for each agenda item to the Meeting upon completion of the vote counting for such agenda item. However, if the counting of votes for any agenda item takes longer than usual, the Company will proceed to consider the next agenda item to ensure continuity of the Meeting, and will subsequently inform the Meeting of the voting results as soon as they become available.

In addition, shareholders may submit questions or express opinions via the IR PLUS AGM application throughout the Meeting. The Company will address such questions and consider shareholders’ suggestions under the agenda regarding other matters, which provides an opportunity for general discussion.

Throughout the Meeting, should shareholders encounter any difficulties in using the system, they may contact the IR PLUS AGM Call Center at telephone number +66 (0)2-023-8800, press 2, for assistance.

#### Procedures for Raising Questions at the Meeting.

1. Prior to voting on each agenda item, the Company will provide an opportunity for participants to raise questions or express opinions relevant to such agenda item, as appropriate. Participants may select the agenda item for which they wish to raise questions or express opinions through the following two channels:
  - **Text format** Click the designated icon  available under each agenda item to submit questions. Questions may be typed and submitted through the system at any time until the agenda item is closed.
  - **Audio and video format (VDO Call)** Click the designated icon  displayed at the top of the screen, then type a preliminary question and wait to be contacted by the Company's staff. Upon receiving a signal to proceed, participants are requested to turn on their camera and microphone, and to state their full name and whether they are a shareholder or proxy prior to asking their question, so that the Company may accurately record such information in the minutes of the Meeting.
2. In the event that a large number of participants wish to raise questions via audio and video through the IR PLUS AGM application, shareholders are kindly requested to submit their questions in text format instead.
3. In the case where a significant number of questions are submitted, the Company reserves the right to consider and select questions as appropriate. Questions that are not addressed during the Meeting will be responded to via email and published on the Company's website.
4. The Company will address questions and consider shareholders' suggestions under the agenda regarding other matters, which will be open for general discussion.

Thereafter, the Chairman proposed that the Meeting consider the agenda items as set out in the notice of the Meeting, as follows:

#### **Agenda 1: To consider and approve the minutes of the Extraordinary General Meeting of Shareholders No. 1/2025.**

The Chairman informed the Meeting that the Company had convened the Extraordinary General Meeting of Shareholders No. 1/2025 on 2 July 2025. The minutes of such meeting were prepared within the period prescribed by law and a copy thereof was enclosed with the notice of this Meeting (Enclosure 1). The Board of Directors has reviewed and considered that the minutes were accurately and completely recorded. Therefore, it is deemed appropriate to propose that the shareholders' meeting consider and certify such minutes.

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary requested the Meeting to cast their votes. This agenda item requires approval by a majority vote of the shareholders attending the Meeting and having the right to vote.

**Resolution:** The Meeting resolved to certify the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2025, held on 2 July 2025, by a majority vote of the shareholders attending the Meeting and having the right to vote, as follows:

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

**Agenda 2: To acknowledge the operating results for the year ended 31 December 2025.**

The Chairman assigned Dr. Pat Ekpanyaskun, Chief Executive Officer, on behalf of the Board of Directors, to report to the Meeting for acknowledgment.

Dr. Pat Ekpanyaskun informed the shareholders' meeting that the Company had summarized its operating results for the year 2025, as presented in the 2025 Annual Report (Form 56-1 One Report) under the section "Business Operations and Operating Results," in QR Code format, which had been delivered to shareholders together with the notice of this Meeting (Enclosure 2). The key highlights of the Company's operating results for the year 2025 are summarized as follows:

With respect to the overall food industry, based on data from the Office of Industrial Economics (OIE), the Manufacturing Production Index (MPI) for food products in 2025 increased by 0.7 % compared to the previous year. This growth was supported by government economic stimulus measures, an increase in agricultural output, and continued growth in exports in line with global demand for food products, particularly in emerging markets in the Middle East and the continued expansion in the CLMV countries. Meanwhile, the pet food industry continued to demonstrate strong growth, expanding by approximately 10–12 %.

However, the Office of Industrial Economics (OIE) projects that the food industry in 2026 will experience limited growth, due to constraints from a slowing economic outlook, amid political uncertainties, high household debt levels, and persistently high cost of living.

Key challenges faced by the food industry over the past year included volatility in raw material and energy costs, uncertainties in the global economy and geopolitical conditions, fluctuations in exchange rates, and intensifying competition, particularly in terms of pricing.

Against this backdrop, the Company leveraged its core strengths as key drivers to support continued and sustainable growth. These strengths include a diversified product portfolio, strong brand reputation and credibility, extensive industry experience and expertise, internationally recognized quality standards, capabilities in innovation and product development, solid financial strength, a customer-centric approach, and a comprehensive distribution network covering both domestic and international markets.

In addition, the Company has clearly defined its strategic framework to support stable, transparent, and sustainable growth, driven by three key pillars:

- (1) Good corporate governance and sustainable value creation.
- (2) Strengthening organizational resilience and capability.
- (3) Driving growth through innovation.

With this strategic framework, the Company is well-positioned to achieve sustainable growth, enhance operational performance, and create long-term value for its shareholders. As a result of the aforementioned strategies, the Company was able to achieve continued revenue growth over the past year, as detailed below:





Key factors supporting the Company's revenue growth in 2025 are summarized as follows:

- (1) The Company successfully expanded its production capacity in the OEM segment in line with its plan, which not only contributed to increased revenue but also reflected the Company's expertise as a food industry manufacturer.
- (2) Improvement in the overall economic conditions and export markets led to increased demand for raw materials and food additives, supporting both the Company's sales growth and profit margins.
- (3) Strategic partnerships with business allies, which contributed to the expansion of the customer base, increased distribution channels, and more effective access to new markets.
- (4) Efficient internal management and operational flexibility, with the Company placing emphasis on continuous performance monitoring, cost control, and prudent risk management—key factors that enhance stability and support long-term growth.

Key Projects and Activities undertaken by the Company during the past year are as follows:

(1) The construction of the Company’s new manufacturing facility in Samut Sakhon Province, which is currently in progress. The project aims to increase production capacity, support business expansion, and enhance the Company’s long-term competitiveness.



(2) The implementation of various sales and marketing initiatives, including participation in trade exhibitions, serving as speakers at seminars to enhance brand awareness of NTSC, as well as organizing customer and business partner engagement activities, such as networking events and seminars, to strengthen relationships and expand business opportunities.





(3) The implementation of sustainable business practices (ESG) in parallel with the Company's growth. During the past year, the Company undertook key initiatives across each dimension as follows:

Environmental (E)

The Company is committed to systematically and continuously advancing its environmental management practices. It has obtained certification for its greenhouse gas management system in accordance with ISO 14064-1:2018 from Bureau Veritas, and has also been awarded Green Industry Level 2 certification by the Ministry of Industry. These achievements reflect the Company's commitment to environmentally responsible operations, efficient resource utilization, and tangible reduction of environmental impacts.

In addition, the Company has completed the replacement of lighting with LED systems across all buildings, achieving 100 % coverage. This initiative has enhanced energy efficiency, reduced electricity

consumption, and lowered greenhouse gas emissions, while also promoting awareness among employees regarding sustainable energy use.

During the same year, the Company received a certificate of recognition from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) for its booth design under the concept “Plant a Square Meter” at Fi Asia 2025, reflecting its creativity and commitment to environmental conservation.

Furthermore, the Company has implemented a water aeration project through the installation of water turbines to improve water quality in the Krathumlom Canal since 2024, with ongoing monitoring to ensure effective and sustainable restoration of water quality and the surrounding environment.

#### Social (S)

The Company places importance on creating value for society, both externally and internally. On the external front, the Company has implemented the “Valuable People for Society” initiative, as well as continuously supported various foundation activities through donations and employee volunteer participation.

At the same time, the Company recognizes the importance of developing its employees, who are key resources of the organization. It has therefore provided ongoing training and knowledge development programs to support employees’ growth in parallel with the Company’s growth.

#### Governance (G)

The Company conducts its business in accordance with the principles of good corporate governance, placing emphasis on transparency, integrity, and accountability to stakeholders. The Company has joined the Thai Private Sector Collective Action Against Corruption (CAC), organized by the Thai Institute of Directors Association (IOD) in collaboration with partner organizations, demonstrating its commitment to conducting business with transparency. In addition, in the past year, the Company received a “Very Good” (4-star) corporate governance rating under the Corporate Governance Report of Thai Listed Companies (CGR), organized by the IOD with the support of the Stock Exchange of Thailand, reflecting the Company’s strong governance standards and its continued adherence to good corporate governance practices.

Building on this strong governance framework, the Company has placed importance on systematically implementing anti-corruption measures by conducting business with transparency, accountability, and adherence to good governance principles. The Company has established a zero-tolerance policy against corruption in all forms, covering directors, executives, employees, and business partners. Clear guidelines have been established on relevant matters, including the giving and receiving of gifts and benefits, donations, and interactions with government agencies. The Company has also provided appropriate channels for whistleblowing and implemented measures to protect whistleblowers.

During the past year, the Company has continuously enhanced and strengthened its practices, including updating policies in line with international standards, increasing employee training, extending risk

assessments to cover business partners, and improving whistleblowing channels to ensure greater accessibility and confidentiality. No significant incidents of corruption were identified during the past year.

Business Outlook for 2026

The Company has established key operational plans for 2026 as follows:

(1) Expansion of OEM (Original Equipment Manufacturing) business and development of products in collaboration with customers (ODM: Original Design Manufacturing) to enhance business opportunities and create added value for products.

(2) Market expansion across food service segments, bakery products, and international markets to increase distribution channels and diversify business risks.

(3) New product development, including products using natural ingredients and pet food products, to respond to evolving market demands.

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary informed the Meeting that this agenda item was for acknowledgment only; therefore, no voting was required. The Meeting acknowledged the Company's operating results for the year 2025 as presented.

Remark: For this agenda, there was no additional shareholders attending the Meeting.

Agenda 3: To consider and approve the financial statements for the year ended 31 December 2025.

The Chairman assigned Acting Sub Lt. Thanachot Saenharn, Chief Financial Officer, to present the details of the Company's financial statements for the fiscal year ended 31 December 2025.

Acting Sub Lt. Thanachot Saenharn reported to the Meeting that the Company's financial statements are presented in the 2025 Annual Report (Form 56-1 One Report) under the section "Financial Statements," which has been delivered to shareholders in QR Code format together with the notice of the Meeting (Enclosure 2).

In compliance with the Public Limited Companies Act B.E. 2535 (1992) (as amended) and the Company's Articles of Association, Clauses 36 and 41, which require the Company to prepare its financial statements and statement of profit or loss as at the end of the fiscal year for submission to the Annual General Meeting of Shareholders for approval, the Company hereby summarizes the key information of the financial statements and operating results for the fiscal year 2025 for the Meeting's consideration as follows:

The Company's financial statements for the year 2025, ended 31 December 2025, together with its operating results, were audited by Ms. Orawan Techawatanasirikul, Certified Public Accountant No. 4807, from

EY Office Limited. The auditor expressed an unqualified opinion on the statement of financial position and the statement of profit or loss for the said fiscal year. The financial statements have also been reviewed and approved by the Audit Committee.

### 1. Separate Financial Statements – Statement of Financial Position.

As at 31 December 2025, the Company had total assets of 1,482.9 Million Baht, representing an increase of 39.0 Million Baht or 2.7 % from the previous year. Key details are as follows:

- Current assets increased by 28.3 Million Baht, primarily due to an increase in cash and cash equivalents of 52.7 Million Baht, while trade receivables decreased by 2.0 Million Baht, inventories decreased by 3.1 Million Baht, and other current assets decreased by 18.8 Million Baht (mainly advances for purchases).
- Non-current assets increased by 10.7 Million Baht, mainly due to an increase in property, plant and equipment of 28.6 Million Baht (from construction in progress), while right-of-use assets decreased by 19.5 Million Baht and deferred tax assets increased by 1.8 Million Baht.

The Company had total liabilities of 464.8 m Million Baht, decreasing by 24.7 Million Baht or 5.0 %, primarily due to a decrease in trade payables of 10.7 Million Baht, other current liabilities of 3.2 Million Baht and lease liabilities of 13.5 Million Baht.

Shareholders' equity totaled 1,018.2 Million Baht, increasing by 63.8 Million Baht or 6.7 %, mainly from capital increase of 16.7 Million Baht, legal reserve of 1.7 Million Baht and unappropriated retained earnings of 45.4 Million Baht

#### Operating Results

Total sales revenue amounted to 1,039.3 Million Baht, increasing by 48.2 Million Baht or 4.9 %.

Gross profit increased by 29.5 Million Baht or 14.5 %, driven by efficient cost management.

Selling and administrative expenses increased by 3.6 Million Baht or 2.9 %.

As a result, the Company reported a net profit of 80.4 Million Baht, representing 7.7 % of total revenue, an increase of 16.1 Million Baht or 25 % from the previous year.

### 2. Consolidated Financial Statements – Statement of Financial Position.

As at 31 December 2025, the Company had total assets of 1,377.7 Million Baht, representing an increase of 88.1 Million Baht or 6.8% from the previous year. Key details are as follows:

- Current assets increased by 69.4 Million Baht, primarily due to an increase in cash of 81.2 Million Baht, trade receivables of 4.3 Million Baht, and inventories of 4.7 Million Baht, while other current assets decreased by 20.1 Million Baht.
- Non-current assets increased by 18.8 Million Baht, mainly due to an increase in property, plant and equipment of 25.7 Million Baht, while right-of-use assets decreased by 6.9 Million Baht.

The Company had total liabilities of 252.0 Million Baht, decreasing by 15.7 Million Baht or 5.9%, primarily due to decreases in trade payables of 10.5 Million Baht, other current liabilities of 2.9 Million Baht and lease liabilities of 5.3 Million Baht.

Shareholders' equity totaled 1,125.7 Million Baht, increasing by 103.8 Million Baht or 10.2%, mainly from a capital increase of 16.7 Million Baht, legal reserve of 1.7 Million Baht, and retained earnings of 85.5 Million Baht.

#### Operating Results

Total sales revenue amounted to 1,205.6 Million Baht, increasing by 91.3 Million Baht or 8.2%.

Gross profit increased by 45.2 Million Baht or 18.7%, driven by efficient cost management and effective operational planning.

Selling and administrative expenses increased by 5.2 Million Baht or 3.8%.

As a result, the Company reported a net profit of 120.0 Million Baht, representing 9.9% of total revenue, an increase of 26.5 Million Baht or 28.4% from the previous year.

#### 3. Cash Flows

As at 31 December 2025, the Company had cash and cash equivalents of 340.9 Million Baht, representing an increase of 81.2 Million Baht from the beginning of the period. Key details are as follows:

- Net cash flows from operating activities amounted to 123.7 Million Baht.
- Net cash used in investing activities amounted to 22.7 Million Baht, primarily for factory construction.
- Net cash used in financing activities amounted to 19.4 Million Baht, mainly from dividend payments and lease repayments.

#### 4. Key Financial Ratios

- Earnings per Share (EPS): 0.90 Baht
- Return on Assets (ROA): 11.5%
- Return on Equity (ROE): 11.2%
- Current Ratio: 6.5 times
- Debt-to-Equity Ratio (D/E Ratio): 0.22 times

In summary, the Company has effectively managed its costs, liquidity, and working capital, while appropriately controlling economic and foreign exchange risks. As a result, the Company maintains a strong financial position and has sufficient cash flow to support its current and future investment plans.

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope

of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary requested the Meeting to cast their votes. This agenda item requires approval by a majority vote of the shareholders attending the Meeting and having the right to vote.

**Resolution:** The Meeting resolved to approve the Company's financial statements for the fiscal year ended 31 December 2025, which were audited and certified by Ms. Orawan Techawatanasirikul, Certified Public Accountant No. 4807, from EY Office Limited. The auditor expressed an unqualified opinion on the financial statements, which had also been reviewed and approved by the Audit Committee and the Board of Directors. The resolution was passed by a majority vote of the shareholders attending the Meeting and having the right to vote, as follows:

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

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

The Chairman assigned Acting Sub Lt. Thanachot Saenharn, Chief Financial Officer, to present the details of the allocation of net profit as legal reserve and the payment of dividends for the operating results of the year 2025 for the Meeting's consideration and approval, as follows:

In compliance with Clause 36 of the Company's Articles of Association and Section 116 of the Public Limited Companies Act B.E. 2535 (1992) (as amended), which requires the Company to allocate at least 5% of its annual net profit, after deducting accumulated losses (if any), as a legal reserve until such reserve reaches at least 10% of the registered capital, the Company currently has an accumulated legal reserve of 5,000,000 Baht, representing 7.50% of its registered capital of 66,666,508 Baht, which is still below the statutory requirement.

The Board of Directors therefore deemed it appropriate to allocate an additional 1,700,000 Baht from the net profit for the year 2025 to the legal reserve. Following such allocation as at 31 December 2025 the Company's total legal reserve will amount to 6,700,000 Baht representing not less than 10% of the registered capital in compliance with the relevant legal requirements.

Following the allocation of the legal reserve as mentioned above, the Company had net profit under the separate financial statements for the accounting period from 1 January to 31 December 2025 in the amount of 78,708,666 Baht, and no accumulated losses appeared, which would otherwise be a restriction on

dividend payment pursuant to Section 115 of the Public Limited Companies Act B.E. 2535 (1992) (as amended).

The Board of Directors therefore deemed it appropriate to propose that the Meeting consider and approve the payment of cash dividends for the operating results of the year 2025 to the Company's shareholders at the rate of 0.30 Baht per share for 133,333,016 shares, totaling approximately 40 million Baht, representing approximately 50.82% of the net profit under the separate financial statements after the allocation of all reserves as required by the Company's Articles of Association and applicable laws.

Such dividend payment is in accordance with the Company's dividend policy, which stipulates that the Company shall consider paying dividends at a rate of not less than 40% of the net profit after corporate income tax and legal reserves. Shareholders may refer to further details of the Company's dividend policy in the 2025 Annual Report (Form 56-1 One Report), Part 1, Section 1.6 "Dividend Policy," in QR Code format (Enclosure 2).

The Record Date for determining the shareholders entitled to receive dividends is set on 16 March 2026, and the dividend payment date is scheduled for 18 May 2026.

The Company's dividend payment history is as follows:

Operating Period	Net Profit under the Separate Financial Statements (Baht)	Dividend Rate (Baht per share)	Total Dividends (Baht)	Dividend Payout Ratio (%)	Type of Payment	Dividend Payment Date
1 Jan – 31 Dec 2025 (Proposed Year)	78,708,666	0.30	40,000,000	50.82%	Cash	18 May 2026
1 Jan – 31 Dec 2024	64,341,189	0.16 + Share ( 3 : 1)	32,666,508	50.77%	Cash and Stock Dividend	23 May 2025
1 Jan – 31 Dec 2023	55,372,400	0.28	28,000,000	50.57%	Cash	23 May 2024

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary requested the Meeting to cast their votes. This agenda item requires approval by a majority vote of the shareholders attending the Meeting and having the right to vote.

**Resolution:** The Meeting resolved to approve the allocation of net profit for the year 2025 as an additional legal reserve in the amount of 1,700,000 Baht, resulting in the Company's legal reserve meeting the statutory requirement. The Meeting also approved the payment of cash dividends at the rate of 0.30 Baht per share, totaling approximately 40 million Baht. The Record Date for determining shareholders entitled to receive dividends is set on 16 March 2026, and the dividend payment date is scheduled for 18 May 2026. The resolution was passed by a majority vote of the shareholders attending the Meeting and having the right to vote, as follows:

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

**Agenda 5: To consider and approve the election of directors in place of those retiring by rotation.**

The Chairman assigned Ms. Prapatsorn Puttakosa, Company Secretary to report to the Meeting for consideration of the election of directors to replace those retiring by rotation, as follows:

In accordance with the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Clause 15 of the Company's Articles of Association, at every Annual General Meeting of Shareholders, one-third (1/3) of the total number of directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number of directors closest to one-third shall retire.

In the first and second years following the Company's registration, the retiring directors shall be determined by drawing lots. In subsequent years, the directors who have served the longest shall retire. Retiring directors may be re-elected to serve another term.

The Company provided minority shareholders with the opportunity to propose candidates for election as directors during the period from 20 February 2026 to 20 March 2026 via the Stock Exchange of Thailand's disclosure system. The criteria and nomination form were also published on the Company's website in advance. No shareholders submitted any candidates for consideration.

The Board of Directors, excluding the directors who were due to retire by rotation at the 2026 Annual General Meeting of Shareholders, carefully considered all nominated candidates. The Board evaluated qualifications including educational background, professional expertise, skills, age, gender, nationality, religion,

place of origin, experience, multidisciplinary expertise, and specific required competencies, as well as past performance as directors, in accordance with the Company's nomination process and Board Skill Matrix aligned with its business strategy.

The Board considered that all three retiring directors should be proposed for re-election for another term, as they possess knowledge, capability, and experience, and have contributed significantly to the Company's business operations. The Board also determined that the proposed independent directors possess qualifications in accordance with applicable laws and regulatory requirements relating to independent directors. Detailed profiles of the nominated directors are provided in the invitation letter (Enclosure 4).

Currently, the Company has a total of 7 directors. At this Annual General Meeting, 3 directors are due to retire by rotation, and the Board proposes that they be re-elected for another term as follows:

(1) Mrs. Darunee Edwards, Independent Director, Chairman of the Board and Chairman of the Corporate Governance Committee.

(2) Dr. Pongsatorn Pilouk, Independent Director, Member of the Audit Committee, Member of the Nomination and Remuneration Committee and Member of the Corporate Governance Committee

(3) Pharm. Dr. Suradej Ekpanyaskun, Director and Member of the Executive Committee (Non-Executive Directors).

The Board therefore proposes that the Meeting consider and approve the re-election of the above three directors for another term of office.

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary requested the Meeting to cast its votes. This agenda item requires approval by a majority vote of the shareholders attending the Meeting and having the right to vote, on an individual basis for each nominated director.

**Resolution:** The Meeting resolved to approve the re-election of Mrs. Darunee Edwards, Dr. Pongsatorn Pilouk and Pharm. Dr. Suradej Ekpanyaskun as directors of the Company, to resume their respective positions, by a majority vote of the shareholders attending the Meeting and having the right to vote, on an individual basis for each director, as follows:

#### 5.1 Mrs. Darunee Edwards

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%

Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

5.2 Dr. Pongsatorn Pilouk

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

5.3 Pharm. Dr. Suradej Ekpanyaskun

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

**Agenda 6: To consider and approve the directors' remuneration for the year 2026.**

The Chairman assigned Ms. Prapatsorn Puttakosa, Company Secretary to report to the Meeting for consideration and approval of the directors' remuneration for the year 2026, as follows:

In accordance with Clause 16 of the Company's Articles of Association, "Directors are entitled to remuneration from the Company in the form of rewards, meeting allowances, bonuses, or other benefits as stipulated in the Articles of Association or as approved by a resolution of the shareholders' meeting passed by a vote of not less than two-thirds (2/3) of the total votes of shareholders attending the Meeting. Such remuneration may be fixed in amount or established based on specific criteria, and may be determined on a case-by-case basis or to remain in effect until otherwise amended. In addition, directors shall be entitled to allowances and other welfare benefits in accordance with the Company's regulations.

The foregoing shall not affect the rights of employees or staff of the Company who are elected as directors to receive remuneration and benefits in their capacity as employees of the Company.

The payment of remuneration under the first and second paragraphs must not conflict with or violate the qualifications of independent directors as prescribed under securities and exchange laws."

Although the principles and rates of remuneration in the form of monthly compensation and meeting allowances remain unchanged from those previously approved by the shareholders' meeting, the Nomination

and Remuneration Committee, as well as the Board of Directors, have carefully considered the appropriateness and fairness of the remuneration structure. This consideration is based on benchmarking data from listed companies in the same industry, as well as the Company's past performance, experience, duties, scope of roles and responsibilities, business expansion, financial position, and operating results.

Accordingly, the directors' remuneration shall be effective from 1 May 2026 onwards, with details as follows:

Description of Remuneration	Year 2026 (Proposed Year)		Year 2025	
	Monthly Remuneration (Baht/Person/Month)	Meeting Allowance (Baht/Person/Meeting)	Monthly Remuneration (Baht/Person/Month)	Meeting Allowance (Baht/Person/Meeting)
	1. Board of Directors			
Chairman of the Board of Directors	5,000	25,000	5,000	25,000
Independent Director	5,000	15,000	5,000	15,000
Director	-None-	-None-	-None-	-None-
2. Audit Committee				
Chairman of the Audit Committee	-None-	15,000	-None-	15,000
Member of the Audit Committee	-None-	10,000	-None-	10,000
3. Executive Committee				
Chairman of the Executive Committee	-None-	-None-	-None-	-None-
Member of the Executive Committee (Non-Executive Directors)	100,000	-None-	100,000	-None-
Member of the Audit Committee (Executive Directors)	-None-	-None-	-None-	-None-
4. Corporate Governance Committee			The subcommittee was newly established and appointed on December 17, 2025.	
Chairman of the Corporate Governance Committee	-None-	15,000		
Member of the Corporate Governance Committee	-None-	10,000		

5. Risk Management and Sustainability Oversight Committee Chairman of the Risk Management and Sustainability Oversight Committee	-None-	15,000	The subcommittee was newly established and appointed on December 17, 2025.
Member of the Risk Management and Sustainability Oversight Committee	-None-	10,000	
6. Nomination and Remuneration Committee Chairman of the Nomination and Remuneration Committee	-None-	15,000	The subcommittee was newly established and appointed on December 17, 2025.
Member of the Nomination and Remuneration Committee	-None-	10,000	

**Remarks:**

(1) In 2025, the Company paid directors' remuneration in the form of monthly compensation and meeting allowances, totaling 3,325,000 Baht.

(2) Directors who hold executive positions or are employees of the Company and already receive a regular monthly salary shall not be entitled to any additional remuneration in their capacity as directors or members of sub-committees of the Company.

(3) Non-executive directors, as defined by the Securities and Exchange Commission or the Capital Market Supervisory Board, and who serve on the Executive Committee, shall be entitled to receive monthly remuneration in their capacity as directors.

Other Benefits	Year 2026 (Proposed Year)	Year 2025
The Chairman of the Board of Directors and Independent Directors shall receive meeting allowance for performing duties as assigned by the Company, at the following rates: • In the case of performing duties for 1-4 hours, a meeting	The total amount not exceeding 500,000 Baht per year.	The total amount not exceeding 400,000 Baht per year.

allowance of 2,500 Baht per time shall be paid.  • In the case of performing duties for 5–8 hours, a meeting allowance of 5,000 Baht per time shall be paid.		
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**Remark:** In 2025, the Company paid directors' remuneration in the form of other benefits, totaling 50,000 Baht.

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary requested the Meeting to cast its votes. This agenda item requires approval by not less than two-thirds (2/3) of the total votes of the shareholders attending the Meeting and having the right to vote.

**Resolution:** The Meeting resolved to approve the directors' remuneration for the year 2026 by not less than two-thirds (2/3) of the total votes of the shareholders attending the Meeting and having the right to vote, as follows:

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting.

**Agenda 7: To consider and approve the appointment of the auditor and the determination of the audit fee for the year 2026.**

The Chairman assigned Acting Sub Lt. Thanachot Saenarn, Chief Financial Officer, to present the details regarding the appointment of auditors and the determination of audit fees for the year 2026 for the Meeting's consideration and approval, as follows:

In accordance with the Company's Articles of Association relating to the appointment of auditors and determination of audit fees, such matters shall be carried out in compliance with applicable laws. Under the Public Limited Companies Act B.E. 2535 (1992), the relevant provisions are as follows:

Section 120 stipulates that the Annual General Meeting of Shareholders shall appoint the Company's auditor and determine the audit fee annually. The same auditor may be re-appointed.

Section 121 stipulates that the auditor must not be a director, employee, staff member, or hold any position within the Company.

In respect of the auditor selection policy, the Company shall engage auditors approved by the Securities and Exchange Commission (SEC) for auditing listed companies. The auditors are invited to propose their terms of engagement and audit fees. The Audit Committee will consider and select the auditor offering the most appropriate and beneficial terms for the Company.

In addition, the SEC has revised the auditor rotation requirements in alignment with international standards. Listed companies are required to rotate auditors after seven consecutive financial years, followed by a cooling-off period of five years. This replaces the previous requirement of five years with a two-year cooling-off period. The revised rule aims to enhance auditor independence and strengthen investor confidence in financial reporting, effective from 1 January 2019.

However, to mitigate the impact during the initial implementation period (2019–2023), the SEC allowed transitional relief, permitting a shorter cooling-off period of no less than three financial years. For smaller audit firms, auditors may be granted an exemption allowing service beyond seven consecutive years, but not exceeding nine years in total. Where such exemption is granted, the listed company is also deemed to have received the same exemption. For the purpose of auditor tenure calculation, only years in which the auditor signs the financial statements are counted.

In compliance with Section 36 of the Company’s Articles of Association, the SEC regulations, and the recommendation of the Audit Committee, the Board of Directors has considered and proposed the appointment of auditors from EY Office Limited as the Company’s auditors for the year 2026. EY Office Limited is qualified in accordance with SEC requirements and is independent, with no relationship or conflict of interest with the Company, its subsidiaries, management, major shareholders, or related persons.

The Company and its subsidiaries appoint the same audit firm.

Accordingly, the Meeting is requested to consider and appoint one of the following auditors as the Company’s auditor for the year 2026:

List of financial auditors to propose for appointment	Certified public accountant	Year of service
1. Ms. Orawan Techawatanasirikul	Certified Public Accountant No. 4807 or	To serve as the auditor responsible for examining, expressing an opinion on, and signing the Company’s financial statements for the year 2025 for a period of one year.

2. Mrs. Ginkam Atsawarangsalit	Certified Public Accountant No. 4496 or	Never been a signatory to the Company's financial statements.
3. Ms. Rosaporn Decharkom	Certified Public Accountant No. 5659 or	Never been a signatory to the Company's financial statements.
4. Ms. Naraya Srisukh	Certified Public Accountant No. 9188	Never been a signatory to the Company's financial statements.

In the event that the aforementioned certified auditors are unable to perform their duties, EY Office Limited shall assign other certified auditors within the same firm to audit the Company's financial statements and express an opinion thereon in their place.

Furthermore, it is proposed that the Meeting consider and approve the audit fees for the year 2026, covering both the annual audit and the quarterly review of the financial statements of Nutrition SC Public Company Limited and its subsidiaries, in the total amount of 2,070,000 Baht. Such remuneration excludes value-added tax (VAT), non-audit fees, and other out-of-pocket expenses, which shall be charged as necessary and based on actual costs incurred, such as travel expenses, document and printing costs, postage, and communication expenses, in accordance with standard professional practice.

Audit fees of the auditors from EY Office Limited for the financial year 2026 are as follows:

Items	2026 (Proposed Year)	2025
Annual audit fee and quarterly financial statement review fee of Nutrition SC Public Company Limited and its subsidiaries.	2,070,000	2,070,000
Other Services (Non-Audit Fee)	-None-	28,000
<b>Total (Baht)</b>	<b>2,070,000</b>	<b>2,098,000</b>

**Remark:** Non-audit fees incurred in 2025 relate to expenses for observing the destruction of inventories of the Company and its subsidiaries.

The Chairman then provided the shareholders with an opportunity to express their opinions and raise additional questions for a period of one minute, requesting that all questions be confined to the scope of this agenda item. Any other matters would be compiled and addressed under Agenda Item 8: Other Matters.

Thereafter, the Company Secretary requested the Meeting to cast their votes. This agenda item requires approval by a majority vote of the shareholders attending the Meeting and having the right to vote.

**Resolution:** The Meeting resolved to approve the appointment of auditors from EY Office Limited as the auditors of the Company and its subsidiaries for the financial year 2026, and to approve the audit fees for the year 2026 in the total amount of 2,070,000 Baht. The resolution was passed by a majority vote of the shareholders attending the Meeting and having the right to vote, as follows:

Approved	103,079,600	Votes	Equal to	100.0000%
Disapproved	0	Votes	Equal to	0.0000%
Abstained	0	Votes	Equal to	0.0000%
Voided Ballot	0	Votes	Equal to	0.0000%

Remark: For this agenda, there was no additional shareholders attending the Meeting

**Agenda 8: Other matters (if any)**

The Chairman of the meeting provided an opportunity for shareholders to express opinions and ask additional questions or provide further suggestions.

The Company had received advance questions from Mr. Chanathip Wittayakul, Shareholder Rights Protection Volunteer and proxy representative from the Thai Investors Association, on 17 April 2026, as follows:

1. Regarding the Company's new factory project in Samut Sakhon, which is scheduled to commence operations in 2026 with an additional production capacity of 8,300 tons per year (comprising 1,800 tons of human food and 6,500 tons of animal feed) to support the Company's OEM and ODM market expansion strategy, What is the Company's proactive marketing plan? At present, to what extent (in percentage of the new production capacity) has the Company engaged in negotiations, signed Memoranda of Understanding (MOUs), or received pre-orders from target customers? Furthermore, what is the management's targeted capacity utilization rate in order for the project to reach its planned break-even point?

**Answer by Dr. Pat Ekpanyaskun, Chief Executive Officer.**

The Company has established a marketing and operational plan to support the aforementioned production capacity, with a primary focus on expanding its OEM business strategy in both domestic and international markets.

For the food production facility, the Company has already entered into a long-term agreement with key business partners, with contract terms exceeding 10 years. This agreement is expected to progressively support capacity ramp-up in stages of approximately 10%, 20%, and 30%, in line with the scheduled product delivery plan, thereby contributing to continuous sales growth.

For the animal feed production facility, the Company is currently in the process of evaluating and negotiating agreements with target customers. Once the agreements are finalized as planned, they are expected to significantly enhance the Company's revenue. In addition, the facility has been designed with high flexibility to support a wide variety of product types according to customer requirements in a tailor-made (customized production) format.

However, given the OEM nature of the business, which involves a wide variety of SKUs, it is not feasible to define a fixed production capacity utilization figure. The Company will therefore manage production capacity in alignment with customer orders at any given time to ensure optimal operational efficiency. The focus remains on generating revenue from contract manufacturing both domestically and internationally, leveraging the Company's key strength in local raw material sourcing, which helps ensure cost efficiency, product quality, and freshness in compliance with international standards.

In addition, during the meeting, shareholders submitted questions and suggestions via electronic means, with the following details:

1. Questions from shareholder, Mr. Athiwat Yimsuan

What is the Company's targeted revenue growth rate?

**Answer by Dr. Pat Ekpanyaskun, Chief Executive Officer.**

In 2026, the overall economic conditions and market environment remain relatively volatile, making it challenging to provide a precise revenue growth forecast. However, the Company's objective is to achieve revenue growth compared to the previous year.

The Company has already secured a certain level of initial orders for the new factory and is continuously expanding its customer base. In addition, the Company is actively managing internal factors, including cash flow and operational efficiency, to support business growth.

The Company will continue to closely monitor and adjust its strategies in line with market conditions and external factors in order to achieve sustainable long-term growth.

2. Questions from shareholder, Mr. Athiwat Yimsuan

How is the current level of competition in the industry compared to last year?

**Answer by Dr. Pat Ekpanyaskun, Chief Executive Officer.**

This year, the industry has experienced high volatility, and competition has intensified due to various external factors, including economic conditions and geopolitical conflicts. As a result, operators have been required to adapt more significantly.

In response, NTSC has adjusted its strategies by leveraging its existing strengths to enhance competitiveness and to appropriately accommodate changes in market conditions.

3. Question from shareholder, Mr. Wattana Hunsongtham

How does the conflict in Iran affect the Company's sales and costs?

**Answer by Dr. Pat Ekpanyaskun, Chief Executive Officer.**

In the case of the conflict situation in Iran, it has had an impact on overall cost conditions, particularly with regard to increased sea freight costs and rising oil prices. As the Company imports certain raw materials and products, logistics costs have therefore become more volatile.

However, the Company has been closely managing the situation in cooperation with business partners and customers, including negotiating appropriate adjustments to relevant terms and conditions, in order to enable all parties to continue operating in a balanced manner.

The Company also places strong emphasis on organizational adaptability, both in operations and workforce management, to ensure flexibility and the ability to respond promptly to changing circumstances. This is supported by close collaboration across all stakeholders to ensure business continuity.

**Additional response by Ms. Darunee Edwards, Chairman of the Board of Directors**

Based on the national policy information presented in the referenced materials, it is noted that the current geopolitical conflict has escalated into a crisis situation. This has had a broader impact on the agricultural and food industries compared to the COVID-19 period, primarily due to its effects on global supply chains and climatic conditions.

However, NTSC, with over 45 years of operational experience, is well-positioned to adapt and manage effectively under such volatility. The Company is confident in its ability to adjust its operations and navigate through uncertainty in a resilient and sustainable manner.

4. Question from shareholder, Mr. Wattana Hunsongtham

What is the total investment cost of the new factory?

**Answer by Dr. Pat Ekpanyaskun, Chief Executive Officer.**

As disclosed in the annual report (Form 56-1 One Report), the construction project for the human food (Food) production plant and the animal feed (Feed) production plant has a total investment value of approximately 217.78 Million Baht. This includes construction costs, machinery procurement, and other related expenses.

In addition, shareholders may refer to the 56-1 One Report or the information disclosure regarding the acquisition of assets for the said construction project, which has been published on the Stock Exchange of Thailand's website as well as the Company's website for further details.

5. Question from shareholder, Mr. Wattana Hunsongtham

Why did the Company declare a dividend of THB 0.30 per share?

**Answer by Acting Sub Lt. Thanachot Saenharn, Chief Financial Officer.**

The Company considered the dividend payment at the rate of 0.30 Baht per share, taking into account the appropriateness of its operating results, cash flow, and investment plans, particularly the new factory investment project with a total value of approximately 217.78 Million Baht.

The Company has also taken into consideration the balance between providing returns to shareholders and maintaining sufficient liquidity to support future investments and business operations, with a view to ensuring efficient financial management and mitigating potential risks. This is aimed at enabling the Company to achieve stable and sustainable long-term growth in its business.

The Company Secretary informed the meeting that for questions of a similar nature, the Company has already provided complete clarification during the meeting. For other questions that were not addressed during the meeting, the Company will respond to shareholders via email as registered, with due consideration to the relevant agenda items.

The Chairman of the meeting expressed appreciation to all shareholders for attending the electronic meeting and declared the meeting adjourned.

Closed the meeting at 3.50 p.m.

(Signed).....-*Darunee Edwards*.....Chairperson of the Meeting  
(...Mrs. Darunee Edwards.....)  
Chairman of the Board of Directors

(Signed).....-*Prapatsorn Puttakosa*.....Minutes Taker  
(...Ms. Prapatsorn Puttakosa....)  
Company Secretary