

(English translation)



**Minutes of the 2026 Annual General Meeting of Shareholders of
Osotspa Public Company Limited**

The 2026 Annual General Meeting of Shareholders (“**Meeting**”) was held on Wednesday, 29 April 2026, at 10:00 a.m. and was conducted solely through electronic means (“**E-AGM**”) in accordance with applicable laws and relevant regulations.

Mr. Somprasong Boonyachai, Chairman of the Board of Directors and Chairman of the Meeting, welcomed the shareholders and assigned Ms. Palica Mookhavesa, the Company Secretary, to act as the master of ceremonies for the Meeting.

Ms. Palica Mookhavesa, the Company Secretary, informed the Meeting that the electronic meeting and voting of Osotspa Public Company Limited (the “**Company**”) were conducted using the system provided by QuidLab Co., Ltd., which complies with the electronic meeting standards set by the Electronic Transactions Development Agency (“**ETDA**”). Eligible attendees were required to verify their identity to receive a username and password. The Company had already informed shareholders of the procedures in the Meeting documents sent in advance together with the invitation letter.

The Company set the record date for identifying shareholders eligible to attend the Meeting as 16 March 2026. The documents used in today’s Meeting were published on the Company’s website on 27 March 2026, and the invitation letter was sent to shareholders in advance on 1 April 2026. An English version of the documents was also prepared to ensure equal access to information for all shareholders.

The Company Secretary introduced the directors, management, and the auditor attending the meeting as follows:

Directors attending the Meeting

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| 1. Mr. Somprasong Boonyachai | Independent Director, Chairman of the Board of Directors, and Chairman of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee |
| 2. Ms. Penchun Jarikasem | Independent Director and Chairman of the Audit Committee |
| 3. Mr. Charamporn Jotikasthira | Independent Director and Chairman of the Risk Management Committee |
| 4. Mrs. Kannikar Chalitaporn | Vice Chairman of the Board of Directors |
| 5. General Surapong Suwana-adth | Independent Director, Vice Chairman of the Board of Directors, and Member of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee |
| 6. Mr. Thana Chaiprasit | Vice Chairman of the Board of Directors |
| 7. Mr. Krirk Vanikkul | Independent Director and Member of the Audit Committee |

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| 8. | Mrs. Sinee Thienprasiddhi | Independent Director and Member of the Audit Committee |
| 9. | Mrs. Sirivipa Supantanet | Director, Member of the Audit Committee, and Member of the Risk Management Committee |
| 10. | Ms. Camille Ma | Independent Director, Member of the Risk Management Committee, and Member of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee |
| 11. | Mr. Pratharn Chaiprasit | Director, Senior Vice Chairman of the Executive Committee, and Member of the Investment Committee |
| 12. | Mr. Tasharin Osathanugrah | Director and Vice Chairman of the Executive Committee |
| 13. | Mr. Salin Pinkayan | Director, Member of the Executive Committee, Member of the Risk Management Committee, and Member of the Investment Committee |
| 14. | Mr. Niti Osathanugrah | Director, Member of the Executive Committee, Member of the Risk Management Committee, Member of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee, and Member of the Investment Committee |
| 15. | Mr. Natee Osathanugrah | Director |
| 16. | Mrs. Wannipa Bhakdibutr | Director |

A total of 16 directors of the Company (out of 17) attended the Meeting, representing 94.18 percent of the total number of directors. One director was unable to attend the Meeting, namely Mr. Ratch Osathanugrah (Vice Chairman of the Board of Directors) due to health condition.

Management of the Company attending the Meeting

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| 1. | Ms. Mookda Pairatchavet | Chief Executive Officer and Member of the Executive Committee, Member of the Risk Management Committee, Member of the Investment Committee and Group Chief Domestic Beverage Officer |
| 2. | Ms. Ratiporn Ratcharoen | Group Chief Financial Officer, Member of the Executive Committee, Member of the Risk Management Committee and Member of the Investment Committee |
| 3. | Mrs. Nichayada Ragkhitwetsagul | Head of Legal and Compliance and Member of the Investment Committee |

The Company's auditor from KPMG Phoomchai Audit Ltd. attending the Meeting

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| 1. | Ms. Sirinuch Surapaitoonkorn |
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To ensure that the Shareholders' Meeting was conducted in a transparent manner, in compliance with the law and the Company's Articles of Association ("**AoA**"), an independent party, Ms. Duangkamon Juntakram, an auditor from KPMG Phoomchai Audit Ltd., was invited to act as a witness in the vote-counting process.

The Company Secretary informed the Meeting that the Company's paid-up capital amounted to Baht 3,003,750,000, divided into 3,003,750,000 ordinary shares with a par value of Baht 1 per share. The Meeting was also informed that as of 10:00 a.m., 20 shareholders attended the Meeting in person, holding a total of 727,171,777 shares, and 991 shareholders attended by proxy, holding a total of 1,556,751,582 shares. In total, 1,011 shareholders attended the Meeting, representing 2,283,923,359 shares, or 76.04 percent of the total issued shares, constituting a quorum in accordance with the Company's AoA.

The Company Secretary then explained the voting procedures, the vote-counting process, and the announcement of voting results at the Meeting for the shareholders' acknowledgment, as follows:

1. Each share shall be entitled to one vote. The vote-counting for each agenda item shall be conducted in accordance with the applicable laws and the Company's AoA, as follows:

- Agenda Item 1 is to acknowledge the Company's performance results for the year 2025. As this agenda item is for acknowledgment only, no voting is required.
- Agenda Items 2, 3, 4, and 6 require approval by a majority vote of the shareholders who are present at the Meeting and cast their votes. The Company will calculate the voting base by counting only the votes of shareholders who cast their votes, excluding abstentions and any invalid ballots (if any).
- Agenda Item 5, regarding directors' remuneration, requires approval by not less than two-thirds of the total votes of the shareholders present at the Meeting. The Company will calculate the voting base based on the total number of votes of shareholders present.

2. Votes cast in the following manner shall be considered invalid: for example, if a shareholder submits documents in advance and marks more than one box, makes corrections or strikethroughs without a signature, splits votes (except in the case of custodians who are allowed to do so), or casts more votes than entitled. Invalid ballots shall be treated as abstentions for the respective agenda item.

3. For votes cast under Proxy Form C, if the form does not specify how the votes should be cast and the proxy holder does not confirm the voting intention, the Company will consider such votes as abstentions.

4. Voting for each agenda item must be conducted through the online meeting system, with a one-minute voting period for each item. In cases where shareholders press the "Disapprove" or "Abstain" button, the Company will deduct the disapproval, and abstention votes from the total number of votes of shareholders attending the Meeting for that agenda item. The remaining votes shall be considered as approval votes.

If a shareholder does not cast a vote or fails to press the voting submission button before the Company announces the close of the voting period, the vote shall be deemed as an approval.

5. Any attendee who has a special interest in a particular agenda item shall not have the right to vote on that item, except on the agenda concerning the election of directors, where all attendees are entitled to vote without such interest being considered a special interest.

6. Once the voting period for each agenda item has closed, the Company shall announce the voting results to the Meeting.

7. Before voting on each agenda item, the Company will provide an opportunity for attendees to ask questions or express their opinions. Attendees are requested to ensure that their questions or comments are relevant to the respective agenda item. This can be done through the following two channels:

7.1. Submit a written message.

7.2. Ask a verbal question by clicking the “Raise Hand” icon and waiting for the Company’s approval. Once approved, the system staff will prompt you to turn on your camera and microphone. Before asking your question, you are required to state your full name and indicate whether you are a shareholder or a proxy holder. The Company will time the session and allow a one-minute window per agenda item for attendees to express their intention to speak. Verbal questions will be limited to three participants per agenda item.

The Company reserves the right to manage the time efficiently. Any questions or suggestions submitted during the Meeting but not addressed during the session will be summarized in a Q&A section appended to the minutes of the Meeting, which will be published on the Company’s website within 14 days from the Meeting date.

The Company provided an opportunity for minority shareholders to propose agenda items and nominate candidates for election as directors in advance, from 1 November 2025 to 30 December 2025. The announcement was made through the Stock Exchange of Thailand and the Company’s website, with the intention of presenting these items at the 2026 Annual General Meeting of Shareholders. However, no minority shareholders submitted any proposed agenda items or nominations for directors to the Company. Therefore, no other matters beyond the agenda items previously notified in the invitation letter will be considered today.

Additionally, for the purpose of documentation, the Company has recorded video and audio of the Meeting.

The Meeting then commenced to consider the matters listed in the agenda, as outlined in the invitation letter sent to the shareholders, as follows:

Agenda 1 To Acknowledge the Company’s Performance Results for the Year 2025

The Chairman of the Meeting invited Ms. Mookda Pairatchavet, Chief Executive Officer, to present the Company’s performance results for the year 2025 for the Meeting’s acknowledgment.

Ms. Mookda Pairatchavet reported that the Company has summarized its performance results, including the analysis of operations in the MD&A section and significant changes that occurred in the year 2025, in the Annual Report/56-1 One Report for 2025. Shareholders can download the details via the QR Code provided, which was sent together with the invitation letter to allow shareholders easy access to the information. This approach also responds to the evolving social context and aims to reduce resource consumption, promoting long-term sustainability. Additionally, a 8-minute video summarizing the Company’s performance and key changes in 2025 was presented to the Meeting for acknowledgment.

Summary of key information: Amid economic volatility, with a clear strategy and a strong focus on efficiency, the Company is committed to driving its core business toward sustainable growth. This is achieved through effective management of a diversified brand portfolio, coupled with proactive marketing across all product categories, and continuous product innovation to meet consumers' needs and lifestyles. The Company has optimized its Route-to-Market to ensure nationwide coverage, particularly strengthening its presence in convenience stores, a high-growth channel. The Company has also driven expansion in international markets, maintaining a market leadership position in Myanmar and Laos, with distribution networks covering 40 countries worldwide. In addition, operational efficiency has been enhanced in businesses related to the core business, such as OEM manufacturing for products and glass bottles. As a result, the Company generated total sales revenue of Baht 25,561 million and remained the market leader in the energy drink segment with an average market share of 44.2%. The functional drink segment demonstrated outstanding growth, particularly Peptein and C-Vitt. Revenue of international business increased by 4.8% year-on-year, driven mainly by sales growth in Myanmar and Laos. Furthermore, the personal care product segment expanded its market share despite an overall market contraction as well as the Company has partnered with a Chinese strategic partner to enter the China market. The Company also continues to advance its sustainability initiatives in pursuit of its carbon neutrality goal by 2050.

After the video presentation, the Company Secretary reported that the Company was certified by the Thai Private Sector Collective Action Against Corruption (CAC) as a member since 2024. Additionally, the Company has never been involved in any significant disputes or legal cases related to corruption.

As the agenda item regarding the acknowledgment of the performance results for the past year is related to Agenda 2, which concerns the approval of the financial statements for the year ended on 31 December 2025, Agenda 2 should be presented and completed first. Subsequently, shareholders will be provided with the opportunity to ask questions regarding both the Company's performance results for 2025 and the financial statements for the year ended 31 December 2025.

Resolution: As this agenda item is for acknowledgment only, voting is not required. Therefore, the Meeting acknowledged the Company's performance results for the year 2025, as proposed.

Agenda 2 To Consider and Approve the Financial Statements for the Year Ended 31 December 2025

The Chairman of the Meeting invited Ms. PENCHUN JARIKASEM, Chairman of the Audit Committee, and Ms. MOOKDA PAIRATCHAVET to present the Company's financial statements for the year ended 31 December 2025 to the Meeting.

Ms. PENCHUN JARIKASEM reported that the consolidated financial statements and the separate financial statements of the Company for the year ended 31 December 2025 had been audited and certified by the auditor from KPMG PHOOMCHAI AUDIT LTD. The auditor expressed the opinion that the consolidated and separate financial statements presented fairly, in all material respects, the consolidated and separate financial position of the Group and the Company, respectively, as of 31 December 2025, as well as the consolidated and separate financial performance and cash flows for the year then ended, in accordance with Thai Financial Reporting Standards. In addition, the consolidated and separate financial statements for the year ended 31 December 2025 had been reviewed by the Audit Committee and endorsed by the Board of Directors.

Ms. Mookda Pairatchavet reported that the Company's financial position and performance for the year 2025 had already been presented in video format under Agenda 1. Therefore, she proceeded to present the key financial information based on the financial statements for the year ended 31 December 2025 as follows:

ข้อมูลทางการเงินที่สำคัญ		หน่วย: ล้านบาท	
Financial Highlights		Unit: Baht million	
สรุปข้อมูลของงบกำไรขาดทุน	2567	2568	+ / (-)
Summary of Statement of Income	2024	2025	%YoY
รายได้รวม / Total revenue	27,527	26,101	(5.2%)
รายได้จากการขาย / Revenue from sales	27,069	25,561	(5.6%)
กำไรขั้นต้น / Gross profit	10,103	10,262	1.6%
กำไรก่อนหักค่าใช้จ่ายดอกเบี้ยและภาษี / EBIT	2,273	4,495	97.8%
กำไรสำหรับปี / Profit for the year	1,758	3,854	119.2%
กำไรจากการดำเนินงานปกติ / Core profit from operation	3,038	3,503	15.3%
กำไรส่วนที่เป็นของบริษัท / Profit attributable to owners of the Parent	1,638	3,667	123.8%

ข้อมูลทางการเงินที่สำคัญ		หน่วย: ล้านบาท	
Financial Highlights		Unit: Baht million	
สรุปข้อมูลของงบแสดงฐานะการเงิน	2567	2568	+ / (-)
Summary of Statement of Financial Position	2024	2025	%YoY
สินทรัพย์รวม / Total assets	25,135	24,584	(2.2%)
หนี้สินรวม / Total liabilities	9,343	7,253	(22.4%)
ส่วนของผู้ถือหุ้นรวม / Total shareholders' equity	15,792	17,331	9.7%
ส่วนของผู้ถือหุ้นของบริษัทใหญ่ / Equity attributable to owners of the Parent	15,493	16,871	8.9%

After the presentation, the Company provided an opportunity for shareholders and proxy holders to ask questions regarding the Company's performance for the year 2025 and the financial statements for the year ended 31 December 2025. It was noted that some shareholders and proxy holders raised questions and expressed their opinions as follows:

1. Mr. Sathaporn Khoteranurak, shareholder, inquired, with reference to the auditor's report under Key Audit Matters relating to inventory valuation, as to which categories of inventory had remained non-moving for an extended period in 2025, how the Company managed such inventory, and whether there had been any changes to the assumptions or criteria used in assessing obsolete inventory.

The Chairman assigned Ms. Mookda Pairatchavet to respond.

Ms. Mookda Pairatchavet clarified that inventory with no movement for an extended period in 2025 had already been fully provided for in accordance with the Company's policy.

Ms. Ratiporn Ratcharoen further added that the Company's current inventory mainly consists of glass bottles produced under OEM arrangements, which have already been gradually sold, and are expected to be fully sold by 2026. Other inventories are the Company's regular products with regular movement and are not classified as slow-moving inventory.

2. Mr. Pattana Thansuttiwong, shareholder, asked why, although the gross profit remained close to that of 2024, earnings before interest and taxes (EBIT) increased significantly.

The Chairman assigned Ms. Ratiporn Ratcharoen to respond.

Ms. Ratiporn Ratcharoen explained that the Company's gross profit improved by approximately 1.6% from the prior year. Regarding distribution and administrative expenses, in 2025 the Company significantly improved its logistics processes, along with enhancing operational efficiency. As a result, the Company was able to effectively control and reduce expenses, leading to cost savings and a positive impact on its profitability.

3. Mr. Sathaporn Khoteeranurak, shareholder, inquired, with reference to the notes to the financial statements, that a subsidiary has been subject to a claim for damages exceeding Baht 120 million. He requested details of the underlying cause of the case and an update on its status.

The Chairman assigned Mrs. Nichayada Ragkhitwetsagul to respond.

Mrs. Nichayada Ragkhitwetsagul clarified that the case arose from a subsidiary of the Company engaging in OEM manufacturing of glass bottles for an overseas customer, where certain lots were found to have defects. Following the incident, the subsidiary and the customer entered discussions to assess and determine the extent of the damages; however, no agreement could be reached, as the customer did not provide complete details regarding the product defects in accordance with the contractual requirements. Subsequently, the dispute was referred to arbitration in Singapore. At present, the case remains at an early stage, with the issues in dispute still being defined and the arbitral tribunal only recently appointed. The overall process is expected to take at least approximately one year.

As there were no further questions or comments from shareholders or proxy holders, the Meeting was requested to consider and approve the financial statements for the year ended 31 December 2025. This agenda item requires approval by a majority vote of the shareholders attending and casting their votes at the Meeting.

Resolution: After due consideration, the Meeting unanimously approved the financial statements for the year ended 31 December 2025 as proposed, as follows:

Approved	2,369,842,759	Votes,	equivalent to	100.0000
Disapproved	0	Votes,	equivalent to	0.0000
Abstained	0	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

Agenda 3 To Consider and Approve the Dividend Payment for the Year 2025 and to Acknowledge the Interim Dividend Payment

The Chairman of the Meeting invited Ms. Mookda Pairatchavet to present this agenda item to the Meeting.

Ms. Mookda Pairatchavet informed the Meeting that, in accordance with Section 115 of the Public Limited Company Act ("PLCA") and Article 42 of the Company's AoA, the annual dividend payment shall be subject to approval by the Annual General Meeting of Shareholders. The Board of Directors may, from time to time, approve the interim dividend payment to shareholders, and such interim dividend payment must be reported to the shareholders at the next meeting. In addition, the Company has a policy to pay dividends to shareholders at not less than 60 percent of the net profit according to

the Company's consolidated financial statements after deducting all types of reserves as required by law and the Company's AoA.

For the year ended 31 December 2025, the Company recorded a net profit of Baht 2,396.94 million under the separate financial statements and has unappropriated retained earnings available for distribution to the shareholders. In consideration of the rights and benefits of the Company's shareholders, the Board of Directors deemed it appropriate to propose to the 2026 Annual General Meeting of Shareholders to approve the dividend payment from the 2025 performance results and retained earnings, as well as to acknowledge the interim dividend payment. The details are as follows:

1. To consider and approve the annual dividend payment for the year 2025, based on the operating results from 1 January 2025 to 31 December 2025 and retained earnings, at the rate of Baht 0.80 per share, totaling approximately Baht 2,403 million.

2. In 2025, the Company paid an interim dividend from the operating results of the first six months of 2025 at the rate of Baht 0.40 per share, totaling approximately Baht 1,201.5 million, which was approved by the Board of Directors' meeting No. 8/2025 and was paid to shareholders on 12 September 2025.

As the Company has already made an interim dividend payment as stated in item 2, **the remaining dividend payable to shareholders, based on the Company's operating results for the last six months of 2025 and unappropriated retained earnings, is at Baht 0.40 per share, totalling approximately Baht 1,201.5 million.**

The dividend at the rate of Baht 0.13 per share is paid from the net profit of the subsidiary's operations that are under the BOI investment promotion which are currently exempt from taxation or from a subsidiary company's net profit, in which case Section 47 bis of the Revenue Code does not grant individual shareholders a dividend tax credit. The dividend at a rate of Baht 0.27 per share is paid from the net profit of operations subject to a corporate income tax rate of 20%, from which individual shareholders are entitled to claim a tax credit at a ratio of 20/80 of the dividend.

The dividend will be paid to shareholders who are entitled to receive the dividend as of the record date on 8 May 2026, with the payment date scheduled for 28 May 2026.

The details of the dividend payments for the past two years are as per the attached information.

รายละเอียดการจ่ายเงินปันผลเปรียบเทียบระหว่างปี 2567 และ 2568

Details of comparison of dividend payments between 2024 and 2025

รายการ / List	2567 / 2024	2568 / 2025
กำไรสุทธิส่วนที่เป็นของบริษัท (ล้านบาท) Net profit attributable to equity holder of the Parent (Baht million)	1,822.28	2,396.94
จำนวนหุ้น (ล้านหุ้น) / Number of shares (million shares)	3,003.75	3,003.75
เงินปันผลประจำปี (บาทต่อหุ้น) / Total annual dividend payment (Baht/share)	0.60	0.80
- เงินปันผลระหว่างกาล (บาทต่อหุ้น) / Interim dividend payment (Baht/share)	0.30	0.40
- คงเหลือจ่ายเงินปันผลประจำปี (บาทต่อหุ้น) / The remaining dividend payment (Baht/share)	0.30	0.40
รวมจ่ายเงินปันผล (ล้านบาท) / Total dividend payment (Baht million)	1,802	2,403
อัตราเงินปันผลต่อกำไรสุทธิส่วนที่เป็นของบริษัทตามงบการเงินรวมหลังหักทุกประเภท ที่กฎหมายและข้อบังคับของบริษัทกำหนด (ร้อยละ)* Total dividend payment paid from net profit after deduction of all legal reserve required under the law and Articles of Association (%)*	110	66

หมายเหตุ * อัตราที่เพิ่มขึ้นเนื่องจากนำกำไรสะสมบางส่วนมาจ่ายเป็นเงินปันผลด้วย

Remark * The increased rate is due to taking some of the retained earnings for dividend payment

The annual dividend payment for 2025, as mentioned above, is deemed appropriate and in line with the Company's dividend policy.

In addition, the Company is not required to allocate net profit for the year 2025 as legal reserve, as the Company has already appropriated the required legal reserve in full.

After the presentation, the Company provided an opportunity for shareholders and proxy holders to ask questions and express their views. However, no shareholders or proxy holders raised any questions or comments on this agenda item.

It is proposed that the Meeting consider and approve the dividend payment from the 2025 performance results as presented, which must be approved by a majority vote of the shareholders attending and casting their votes at the Meeting. The interim dividend payment is for acknowledgment and does not require a vote.

Resolution: After due consideration, the Meeting acknowledged the interim dividend payment and unanimously approved the dividend payment from the 2025 performance as proposed, as follows:

Approved	2,369,842,759	Votes,	equivalent to	100.0000
Disapproved	0	Votes,	equivalent to	0.0000
Abstained	0	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

Agenda 4 To Consider and Approve the Election of Directors to Replace those Retired by Rotation

Prior to the consideration of this agenda item, the directors who have been nominated for re-election as directors, as well as Ms. Mookda Pairatchavet, temporarily left the Meeting. After the voting has been completed, all concerned will be invited to attend the Meeting. As the Chairman of the Meeting is one of the directors who have been nominated for re-election as directors, he therefore assigned General Surapong Suwana-adth, Vice Chairman of the Board of Directors, to act as Chairman of the Meeting for this agenda item and assigned Ms. Palica Mokkhavesa, as the Company Secretary and Secretary to the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee (“**NRCSD**”), to present this agenda item to the Meeting.

Ms. Palica Mokkhavesa reported to the Meeting that, in accordance with Article 17 of the Company’s AoA, one-third of the directors shall retire by rotation at the Annual General Meeting of Shareholders. The directors who are due to retire by rotation may be re-elected to resume their positions.

At the 2026 Annual General Meeting of Shareholders, six directors are due to retire by rotation. Their names are as follows:

Name	Position on the Board of Directors and Sub-Committee
1. Mrs. Kannikar Chalitaporn	Vice Chairman of the Board Directors (Non-Executive Director)
2. Mr. Somprasong Boonyachai	- Independent Director - Chairman of the Board of Directors - Chairman of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee
3. Ms. Penchun Jarikasem	- Independent Director - Chairman of the Audit Committee

Name	Position on the Board of Directors and Sub-Committee
4. Mr. Pratharn Chaiprasit	- Director (Executive Director) - Senior Vice Chairman of the Executive Committee - Member of the Investment Committee
5. Mr. Thana Chaiprasit	Vice Chairman of the Board of Directors (Executive Director)
6. Ms. Camille Ma	- Independent Director - Member of the Risk Management Committee - Member of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee

However, Mrs. Kannikar Chalitaporn has expressed her intention not to be nominated for re-election as director and the term of directorship shall be expired on the date of the 2026 Annual General Meeting of Shareholders.

The NRCSD has reviewed and evaluated the qualifications of the five directors and proposed to the Board of Directors for consideration and recommendation to the Meeting, to re-elect the following five directors no.2-6 for another term namely, (1) Mr. Somprasong Boonyachai, (2) Ms. PENCHUN JARIKASEM, (3) Mr. Pratharn Chaiprasit, (4) Mr. Thana Chaiprasit and (5) Ms. Camille Ma to be re-elected as the Company's directors for another term and recommended Ms. Mookda Pairatchavet to be elected as a director (Executive Director) in replacement of Mrs. Kannikar Chalitaporn who shall be retired by rotation.

The Board of Directors (excluding the five directors with a conflict of interest) has reviewed and evaluated the qualifications, knowledge, and composition based on the Board Skills Matrix and the past performance of the five directors and the nominated person who will be elected as a new director. The Board of Directors concluded that these individuals meet all the qualifications required by law, and their knowledge, skills, and experience will be beneficial to the operations of the Company both currently and in the future, as proposed by the NRCSD.

Additionally, the Company has published documents and guidelines to allow minority shareholders the right to propose candidates for election to the Board of Directors in advance, for presentation at the 2026 Annual General Meeting of Shareholders. However, no minority shareholders have proposed any individuals for consideration for election to the Board.

The Board of Directors has deemed it appropriate to propose to the 2026 Annual General Meeting of Shareholders to consider the re-election of the following five retiring directors to be director for another term, namely (1) Mr. Somprasong Boonyachai, (2) Ms. PENCHUN JARIKASEM, (3) Mr. Pratharn Chaiprasit, (4) Mr. Thana Chaiprasit and (5) Ms. Camille Ma and to elect Ms. Mookda Pairatchavet to be a director (Executive Director) in replacement of Mrs. Kannikar Chalitaporn who shall be retired by rotation of her term.

In addition, the Board of Directors has considered and concluded that Mr. Somprasong Boonyachai, Ms. PENCHUN JARIKASEM and Ms. Camille Ma, who have been proposed for re-election as an independent director for another term, will be able to provide independent opinions and is qualified to be independent director in accordance with the PLCA and the Securities and Exchange Act B.E. 2535 (as amended), as well as other relevant criteria.

The profiles of the six persons proposed for election as directors, along with the criteria for the qualifications of independent directors, have been sent to the shareholders along with the invitation letter.

After the presentation, the Company provided an opportunity for shareholders and proxy holders to ask questions and express their views. However, no shareholders or proxy holders raised any questions or comments on this agenda item.

Therefore, it is proposed that the Meeting approve the re-election of the five directors retiring by rotation for another term and the election of Ms. Mookda Pairatchavet to be a director (Executive Director) in replacement of Mrs. Kannikar Chalitaporn who shall be retired by rotation of her term, with each director being voted on individually. Each director must receive approval by a majority of the votes of shareholders present at the Meeting and casting their votes.

Resolution: After due consideration, the Meeting resolved, by a majority of votes from shareholders attending and voting, to approve the re-election of the five directors retiring by rotation for another term and the election of Ms. Mookda Pairatchavet to be a director (Executive Director) in replacement of Mrs. Kannikar Chalitaporn who shall be retired by rotation of her term as proposed. The detailed voting results for each individual director are as follows:

1. Mr. Somprasong Boonyachai

Approved	2,350,625,858	Votes,	equivalent to	99.1885
Disapproved	19,231,890	Votes,	equivalent to	0.8115
Abstained	5,311	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

2. Ms. Penchun Jarikasem

Approved	2,351,202,158	Votes,	equivalent to	99.2128
Disapproved	18,655,590	Votes,	equivalent to	0.7872
Abstained	5,311	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

3. Mr. Pratharn Chaiprasit

Approved	2,364,322,133	Votes,	equivalent to	99.7664
Disapproved	5,535,615	Votes,	equivalent to	0.2336
Abstained	5,311	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

4. Mr. Thana Chaiprasit

Approved	2,364,322,133	Votes,	equivalent to	99.7664
Disapproved	5,535,615	Votes,	equivalent to	0.2336
Abstained	5,311	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

5. Ms. Camille Ma

Approved	2,369,863,059	Votes,	equivalent to	100.00
Disapproved	0	Votes,	equivalent to	0
Abstained	0	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

6. Ms. Mookda Pairatchavet

Approved	2,364,032,492	Votes,	equivalent to	99.7625
Disapproved	5,627,824	Votes,	equivalent to	0.2375
Abstained	202,743	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

After the voting was completed, all concerned were invited to attend the Meeting before proceeding with the next agenda item.

Agenda 5 To Consider and Approve the Board of Directors' and the Sub-committees' Remuneration for the Year 2026

The Chairman of the Meeting assigned Ms. Palica Mokkhavesa, as Company Secretary and Secretary to the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee ("**NRCSD**"), to present this agenda item to the Meeting.

Ms. Palica Mokkhavesa reported to the Meeting that, pursuant to Section 90 of the PLCA, in cases where the Company's AoA do not specify director remuneration, any payment of money or property to directors shall be in accordance with a resolution of the shareholders' meeting, which must be approved by no less than two-thirds of the total votes of the shareholders attending the Meeting.

The NRCSD proposed to the Board of Directors the determination of remuneration for the Board of Directors, sub-committees, and annual gratuity for the fiscal year 2026. The Board of Directors has therefore deemed it appropriate to propose the matter to the shareholders' meeting for consideration and approval of the directors' and sub-committee's remuneration for the year 2026, with the details as follows:

1. Meeting allowances (same rate as the year 2025)

The Company will pay a meeting allowance of Baht 50,000 to each director who is not a full-time employee or an advisor of the Company and attends the meeting by him/herself, for each meeting of the Board of Directors and any sub-committees.

2. Monthly remuneration (same rate as the year 2025)

The Company will pay every director who is not a full-time employee or an advisor of the Company, the monthly remuneration at the following rate.

Board of Directors

Chairman	Baht 30,000 per month
Vice Chairman	Baht 20,000 per month
Director	Baht 15,000 per month

Audit Committee

Chairman	Baht 20,000 per month
Director	Baht 15,000 per month

Nomination, Remuneration, Corporate Governance and Sustainable Development Committee

Chairman	Baht 20,000 per month
Director	-

Risk Management Committee

Chairman	Baht 20,000 per month
Director	-

Executive Committee

Chairman	-
Vice Chairman	-
Director	-

Investment Committee

Chairman	-
Director	-

3. Non-monetary compensation, such as life insurance, health insurance, etc., and other benefits that the directors receive according to the Company's policy. The Company will provide non-monetary compensation to all directors who are not full-time employees or an advisor of the Company

The remuneration in 1, 2, and 3 together shall not exceed Baht 27 million, the same rate as the remuneration in the year 2025. Such remunerations will be effective in 2026 onwards until the shareholders' meeting resolves otherwise.

4. Gratuity for the year 2026 (the same condition as in 2025)

The Company will pay every director who is not a full-time employee or an advisor of the Company, based on the duration of their service in the year 2026. The amount will not exceed 0.5 times the total remuneration of the Board of Directors and the sub-committees for the entire year 2026. The NRCSD will determine the allocation of gratuity for the year 2026, based on what is deemed appropriate. The gratuity will be effective from 2026 onwards until the shareholders' meeting resolves otherwise.

The Company does not provide any other forms of remuneration to the directors, whether monetary or non-monetary, other than what has been proposed.

After the presentation, the Company provided an opportunity for shareholders and proxy holders to ask questions and express their views. However, no shareholders or proxy holders raised any questions or comments on this agenda item.

In this regard, it is proposed that the Meeting consider and approve the remuneration for the Board of Directors and the sub-committees for the year 2026. This agenda item must be approved by not less than two-thirds (2/3) of the total votes of the shareholders attending the Meeting.

Resolution: After due consideration, the Meeting approved the remuneration for the Board of Directors and the sub-committees for the year 2026 and onward, effective from the year 2026 onwards until a resolution of the shareholders' meeting determines otherwise, as proposed. This resolution was passed with not less than two-thirds (2/3) of the total votes of the shareholders attending the Meeting, as follows:

Approved	2,369,824,893	Votes,	equivalent to	99.9984
Disapproved	38,166	Votes,	equivalent to	0.0016
Abstained	0	Votes,	equivalent to	0.0000
Voided ballot	0	Votes,	equivalent to	0.0000

Agenda 6 To Consider and Approve an Appointment of Auditor and Auditor's Fee for the Financial Year 2026

The Chairman of the Meeting invited Ms. Penchun Jarikasem, Chairman of the Audit Committee, to present this agenda to the Meeting.

Ms. Penchun Jarikasem informed the Meeting that, in accordance with Section 120 of the PLCA and Article 35 of the Company's AoA, the Annual General Meeting of Shareholders must appoint the Company's auditor and determine the audit fees every year. The same auditor may be reappointed. However, relevant regulations of the Capital Market Supervisory Board require that listed companies must rotate their auditors in cases where the same auditor has reviewed or audited and expressed an opinion on the Company's financial statements for seven fiscal years, whether consecutively or not. A former auditor who has completed the maximum term may be reappointed only after a cooling-off period of at least five consecutive fiscal years from the date they ceased performing such duties.

The Audit Committee proposed to the Board of Directors the appointment of an auditor from KPMG Phoomchai Audit Ltd. ("KPMG") to audit and express an opinion on the Company's financial statements for the fiscal year 2026 because the performance of KPMG's auditor for the fiscal year 2025 was satisfactory, the auditor has had a comprehensive understanding of the Company's business, expertise in auditing, and an appropriate rate for the auditor's fee.

The Board of Directors therefore proposed that the Meeting consider and approve the appointment of an auditor from KPMG Phoomchai Audit Ltd. as the Company's auditor and determine the audit fees for the fiscal year 2026, as reviewed and recommended by the Audit Committee. The details are as follows:

1. To consider and appoint one of the following auditors from KPMG Phoomchai Audit Ltd. as the Company's auditor to audit and express an opinion on the Company's financial statements for the fiscal year 2026.

1. Ms. Sirinuch Surapaitoonkorn	Certified Public Accountant License no. 8413 (Signatory in the Company's financial statements for 2024-2025) or
2. Ms. Orawan Chunhakitpaisan	Certified Public Accountant License no. 6105 (Never sign in the Company's financial statements) or
3. Ms. Vilaivan Pholprasert	Certified Public Accountant License no. 8420 (Signatory in the Company's financial statements for 2023) or
4. Mr. Udomsak Busaraniphan	Certified Public Accountant License no. 10331 (Never sign in the Company's financial statements)

It is hereby informed that the audit firm and the auditors named above have no relationship with, or any interest in, the Company, its subsidiaries, management, major shareholders, or their respective related persons in a manner that may have affected their independent performance of auditing duties.

2. To consider and approve the audit fee for the Company for the fiscal year 2026 in the amount of Baht 4,300,000, which was equivalent to the auditor’s fee for the fiscal year 2025.

After the presentation, the Company provided an opportunity for shareholders and proxy holders to ask questions and express their views. However, no shareholders or proxy holders raised any questions or comments on this agenda item.

Therefore, it is proposed that the Meeting consider the appointment of the auditor and determine the audit fees for the fiscal year 2026. This agenda must be approved by a majority of the votes of shareholders attending and casting their votes.

Resolution: After due consideration, the Meeting approved the appointment of one of the auditors from KPMG Phoomchai Audit Ltd., as proposed, to audit and express an opinion on the financial statements of the Company for the fiscal year 2026, and to determine the audit fees for the fiscal year 2026 as proposed, with the majority of votes from shareholders attending and casting their votes, as follows:

Approved	2,369,698,950	Votes,	equivalent to	99.9931
Disapproved	164,109	Votes,	equivalent to	0.0069
Abstained	0	Votes,	equivalent to	-
Voided ballot	0	Votes,	equivalent to	-

Agenda 7 Other Business (if any)

After all the agenda items, as stated in the invitation letter, had been presented and no additional items were proposed, the Chairman of the Meeting provided an opportunity for shareholders and proxy holders to ask questions and offer suggestions that would benefit the Company’s operations.

As there were no further questions or comments from shareholders or proxy holders, the Chairman thanked all shareholders for taking the time to participate in the Meeting and declared the Meeting adjourned.

The meeting was adjourned at 11:17 a.m.

Signature _____ *- signed -* Chairman of the Meeting
 (Mr. Somprasong Boonyachai)
 Chairman of the Board of Directors

Signature _____ *- signed -* Minutes Recorder
 (Ms. Palica Mokkhavesa)
 Company Secretary

- Note:**
1. The Company will publish the minutes of the meeting on its website and notify the Stock Exchange of Thailand within 14 days from the date of the meeting. Shareholders will be given the opportunity to ask questions or express opinions regarding the minutes within 1 month from the date of publication. There will be no agenda item for approving the minutes in the next meeting.
 2. During the meeting, some shareholders registered to join the meeting later or left the system before the meeting concluded. Therefore, the number of votes of shareholders attending the meeting, both in person and by proxy, may vary in each agenda item.

Appendix
Minutes of the Annual General Meeting of Shareholders for the Year 2026

As the Company has found that there were still questions from shareholders and/or proxy holders that had been submitted to the Investor Relations Department's email address and were not addressed at the Annual General Meeting of Shareholders for the year 2026, the Company has therefore compiled such questions and the corresponding answers in this attachment to the minutes of the meeting.

Ms. Chanathip Wittayakool, a shareholder rights volunteer who was appointed as a proxy holder by the Thai Investors Association, submitted questions in advance regarding Agenda Item 2: To Consider and Approve the Financial Statements for the Year Ended 31 December 2025, with details as follows:

1. According to the 2025 income statement, revenue from sales decreased by approximately THB 1,508 million, or 5.6%, which contrasts with a significant increase in net profit driven by business restructuring and special items. Could the Company elaborate on its plans or strategies to drive a strong recovery in sales revenue? Additionally, what is the targeted growth rate for core product sales in 2026?

Answer

In 2026, Osotspa aims to achieve strategic growth in both revenue and profitability (Grow Both Top & Bottom Line). The Company targets mid-single-digit revenue growth, exceeding GDP growth, alongside margin improvement through effective sales channel management, accelerated product innovation, and international market expansion.

Revenue growth in 2026 will be driven by the strategy "Executing Excellence, Empowering the Future," focusing on strengthening core brands, accelerating product innovation, expanding distribution channels, and growing international markets. This will be supported by the "ONE OSP" framework, which promotes organizational alignment through shared priorities, entrepreneurial decision-making, disciplined execution with ownership, removal of operational constraints, and expansion of core businesses while creating new growth engines. These strategies are underpinned by strong organizational foundations in human capital, digital technology, and corporate governance. The Company has also set clear financial objectives, including revenue growth, margin improvement through SG&A control and efficient cost management, as well as a capital expenditure (CAPEX) plan of approximately THB 400-500 million to support innovation, digital technology, and sustainable distribution systems.

2. According to the 2025 One Report (page 54), the Company identifies water as a key resource in its beverage production process and notes risks from climate change that may lead to drought or water shortages in areas where its main manufacturing facilities are located. Could the Company elaborate on its current water-use efficiency indicators per unit of production? Additionally, does the Company have any plans to invest in water recycling technologies to reduce reliance on natural water sources in the long term? If so, how?

Answer

As of the end of 2025, the Company's water use ratio was 5.19. The Company has set a proactive target to reduce this ratio to 3.98 by 2030, representing an improvement in water use efficiency of more than 23%.

The Company implements an integrated water management strategy, covering upstream water reduction (Water Efficiency), increasing the proportion of water reuse/recycling, and enhancing wastewater treatment efficiency. This approach aims to maximize water circulation within the production process and significantly reduce reliance on natural water sources.

Operationally, the Company has continuously implemented water efficiency initiatives, including reusing water in appropriate activities, improving production processes to reduce water loss, and enhancing wastewater treatment systems. These efforts have enabled the Company to effectively control and continuously reduce its water use ratio.

In terms of investment, the Company plans to accelerate the adoption of water recycling and water reuse technologies in suitable facilities. Priority is given to reusing treated water in non-product contact processes, such as cooling systems and facility cleaning. The Company also aims to continuously increase the proportion of recycled/reused water to ensure reduced dependence on natural water sources, mitigate water stress risks, and control long-term costs.

3. The Excise Department is scheduled to implement Phase 4 of the sugar tax, which will directly impact beverage production costs. The Company is therefore requested to clarify the extent of its preparedness in reformulating products to comply with the applicable sugar content thresholds for tax management purposes, including the percentage of its product portfolio that has already been adjusted. Furthermore, how does the Company assess the potential impact of such reformulation on taste satisfaction and sales performance among its core customer segments?

Answer

The Company has established its Phase 1 sustainability targets (2019-2025) under the framework of "Health and Well-being of Consumers," aiming for 100% of its beverage product portfolio to contain less than 6 grams of sugar per 100 milliliters. The Company has continuously reformulated its entire portfolio of energy drinks and functional beverages to reduce sugar content from the previous average of 12.5 grams to below 6 grams per 100 milliliters, successfully achieving this target by 2025. In addition, the Company has prepared for the implementation of Phase 4 of the sugar tax through systematic research, development, and product analysis processes, alongside continuous consumer taste testing. As a result, the Company is currently not impacted by the increase in sugar tax.
